



# Area Seniors Inc. (ASI)

Strategic Plan 2025-2030



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# The Executive Summary

## Strategic Plan Overview

This strategic plan was developed to strengthen ASI's role as a non-profit community organization and lay a foundation for future initiatives.

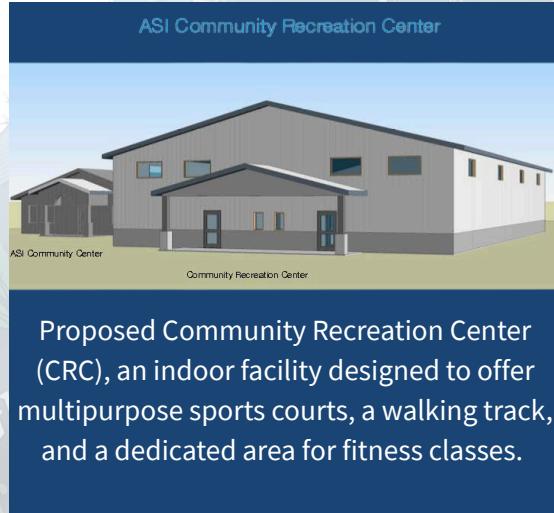
The strategic planning process commenced in April 2025 and included three focused sessions.

Throughout this period, the Board of Directors, Community Volunteers, and ASI Founding Members performed a thorough evaluation of the organization's operational performance and systems.

The sessions culminated in identifying essential gaps and challenges to be addressed.

The following themes emerged:

- ✓ **The need for an expanded and varied volunteer force to support the Board of Directors, Committee Membership, ASI events and serve as advisors for future initiatives.**
- ✓ **The desire for programming that attracts and engages a variety of Community Members, young and old, near and far throughout the year.**
- ✓ **The importance of establishing a fundraising culture and infrastructure to expand financial resources and membership.**
- ✓ **The necessity to expand methods and approaches in reaching a wider and more diverse audience in order to have a greater impact throughout the area.**



**Proposed Community Recreation Center (CRC)**, an indoor facility designed to offer multipurpose sports courts, a walking track, and a dedicated area for fitness classes.

Moreover, the importance of change for the benefit of the community was often highlighted. To align with the current and future vision of the organization, renaming and rebranding became essential. Established to support local seniors, the organization remains committed to this mission. However, the ongoing focus will be on expanding and diversifying social connections, physical activities, and interactions, regardless of age, location, or other factors.

As a result, four teams were created to outline actionable steps, identify necessary resources, and set performance metrics aimed at achieving the strategic initiatives. A summary of their plans is available on pages 3 to 6.

The identified action steps will guide the focused efforts of the Board of Directors, committees, volunteers, community partners, and other stakeholders.

# Our Guiding Principles

## Mission

ASI's mission is to build connections by providing a gathering place that enhances social interactions, health and well-being for community members of all ages in Antrim County.

## Vision

ASI is THE PLACE where people play, gather and thrive.

## Strategic Initiatives

1. Maintain an active, well-rounded and dedicated Board of Directors and volunteer membership.
2. Create programs that foster community connection, engagement, and well-being.
3. Expand & diversify ASI's financial resources to achieve its vision for the community.
4. Enhance and build strong public awareness of ASI, its activities and events.



# Strategic Initiative #1

## Maintain an Active, Well-Rounded and Dedicated Board of Directors and Volunteer Membership.

**Team Leader - Cherese Villareal, Board Member; Co-Leader Debbie Lull, Board Member**

ACTION STEP	TARGETED COMPLETION DATE	RESOURCES/ COLLABORATION NEEDED	PERFORMANCE METRICS
Establish and Approve a Board of Directors Responsibilities & Expectations Document	9/10/2025	ASI Bylaws	Board Approved BofD Responsibilities & Expectations Document
Strengthen and Expand the Board of Directors, Committees and Advisors	11/1/2025	Current Board Members/ Volunteers	Individuals Demonstrate Active Participation in ASI Board of Directors Meetings, Committees and ASI Events; Committee Membership and Oversight Meets the Evolving Needs of ASI
Evaluate & Re-align ASI Organizational Committee Structure	12/10/2025	Consultant	Board Approved Re-Aligned Organizational Chart
Strengthen and Expand the Volunteer Membership	4/1/2026	Current Board Members/ Volunteers	50 Active Volunteers by 2030
Establish and Maintain a Volunteer Database	12/31/2025	Utilization of Donor Database	All Currently Active Board Members, Committee Members and Volunteers with Updated Contact Information is Recorded in the Database
Establish Approaches for Volunteer Recognition and Appreciation	12/9/2026		A Volunteer Recognition Program is Established and Maintained
Identify Metrics for this Initiative	12/31/2025		Metrics and Methods of Data Collection are Established and Ongoing

# Strategic Initiative #2

## Create Programs that Foster Community Connection, Engagement, and Well-being.

**Team Leader – Cassie Axtell; Board Member; Co-Lead Pam Singer, Community Member**

ACTION STEP	COMPLETION DATE	RESOURCES / COLLABORATION NEEDED	PERFORMANCE METRIC
Schedule Winter Programs	12/31/2025		Winter Programs are Launched; Number of Participants Recorded; Cost/Benefit Evaluation
a. Create a Winter Newsletter Highlighting the Calendar of Programming Events	12/31/2025	Marketing Team, Website Vendor (Rachael Krinio), Bryan Hardy	Newsletter is Completed and Distributed
b. Promote ASI Programs via Website and Social Media Programs	12/31/2025	Marketing Team, Website Vendor (Rachael Krinio), Bryan Hardy	Calendar of Events is Active on the Website
Schedule Summer Programs	4/1/2026		
a. Create a Summer Newsletter Highlighting the Calendar of Programming Events	4/1/2026	Marketing Team, Website Vendor (Rachael Krinio), Bryan Hardy	Newsletter is Completed and Distributed
b. Promote ASI Programs via Website and Social Media Programs	4/1/2026	Marketing Team, Website Vendor (Rachael Krinio), Bryan Hardy	Calendar of Events is Active and Available on the Website
Identify Metrics for this Initiative	12/31/2025		Metrics and Methods of Data Collection are Established and Ongoing

# Strategic Initiative #3

## Expand & Diversify ASI's Financial Resources to Achieve its Vision For the Community.

**Team Leader – Sylvia Schonauer-Kalchik, Board Member; Co-Lead – Dave Simcox, Board Member, Linda Miller, & Susie Farrington, Community Members**

ACTION STEP	TARGETED COMPLETION DATE	RESOURCES/ COLLABORATION NEEDED	PERFORMNCE METRIC
Establish a Donation Culture Within ASI	12/31/2025	Donor Database, Marketing Team, Website Vendor (Rachael Krinio), Bryan Hardy, Legacy and Tax Planning Expert	Donation Calendar of Events is Completed
Establish a Program of Fundraising Events – ASI and/or Community Recreation Center (CRC) specific	12/25/2026	Grant calendar supporting programming, Grant Writer, Volunteers, Marketing, Merchandising Resource	Fundraising Calendar of Events is Established
Evaluate & Revamp ASI's Membership Policy	10/31/2026	Marketing, programming, Bryan Hardy	Increase in Membership Numbers and Revenue/300 Members by 2030
Evaluate & Refresh ASI's Rental Policy	12/31/2026	Marketing, programming, Bryan, Township, Village, & County governing rules	Launch New Rental Policy
Identify Metrics for this Initiative	12/31/2025		Metrics and Methods of Data Collection are Established and Ongoing

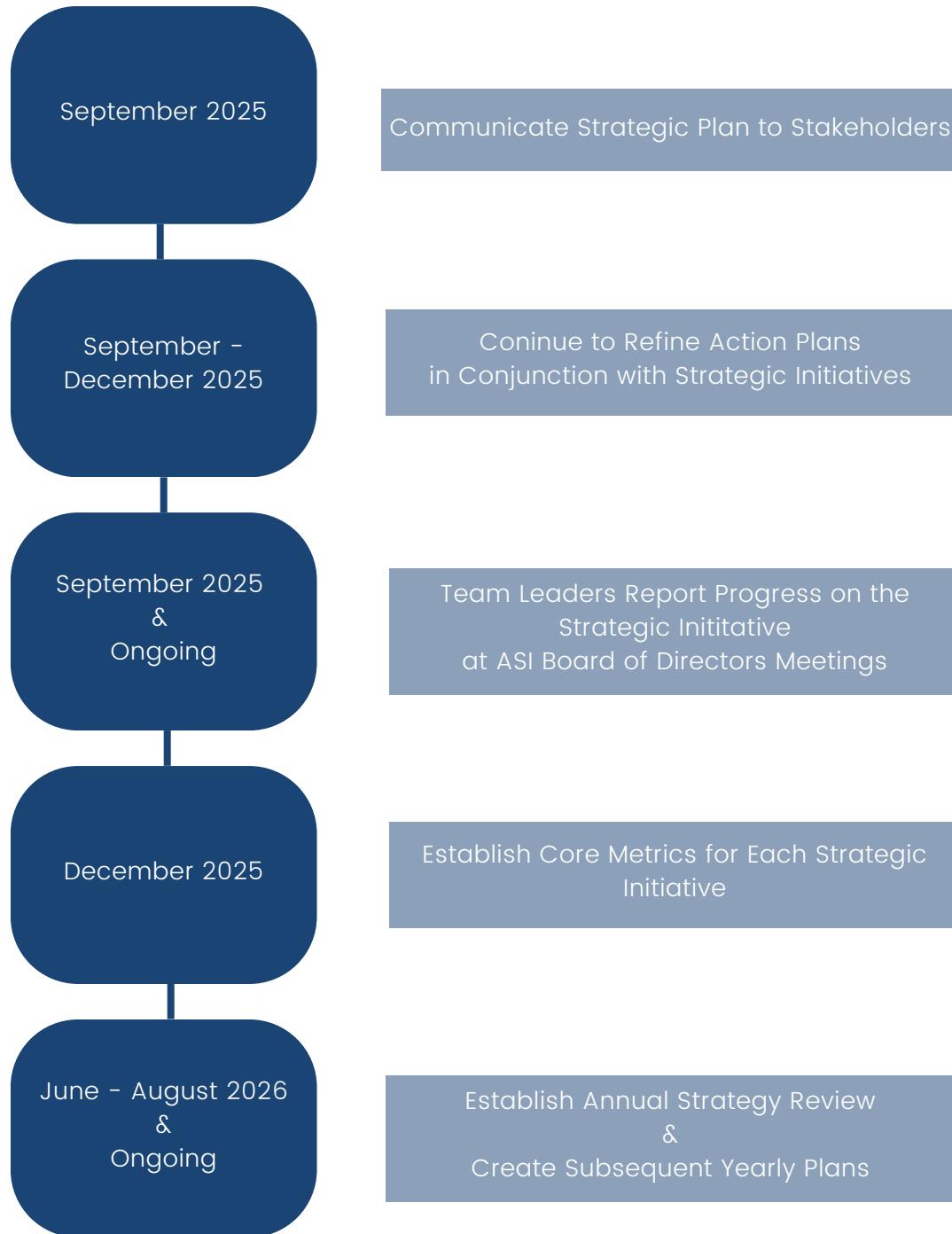
# Strategic Initiative #4

## Enhance and Build Strong Public Awareness of ASI, Its Activities and Events.

**Team Leader - TBD**

ACTION STEP	TARGETED COMPLETION DATE	RESOURCES/ COLLABORATION NEEDED	PERFORMANCE METRIC
Establish a Marketing Team/Committee to Lead the Publicity, Marketing and Communications Efforts of ASI	9/1/2025	President/ Executive Committee	Committee is Established and Active
Establish a Revised Name for Area Seniors Inc. (ASI) to Better Reflect the Organization's Identity	9/1/2025	Board of Directors	Name Change is Approved and Instituted
Establish a New Logo for ASI, along with a Branding Guide Outlining Color Schemes, Font Styles, Etc.	11/1/2025	Branding Consultant	New Branding for ASI is Established
Capture Visitor Information to Recruit for Future Membership, Promotion of Events, Etc.	12/31/2025	Utilization of Donor Database	Process & System is Active and Ongoing
Revamp the ASI Website to reflect the new name, branding, functionality needed for donation collection, calendar of events, registration online and connection to social media platforms	4/1/2026	Website Expert	Fully Revised Website is Launched
Establish a Campaign Committee to Lead Fundraising Efforts	1/1/2026	Campaign Consultant	Campaign Committee is Active
Identify Metrics for this Initiative	12/31/2025		Metrics and Methods of Data Collection are Established and Ongoing
Review, Improve and Expand Social Media Presence	4/1/2026	Social Media Expert	New and Improved Social Media Platforms are in Operation
Seek Additional Methods to Expand Visibility and Awareness of ASI (i.e., signage, advertising, promotional merchandise, community groups and partnerships, Etc.)	9/1/2026		New Methods are Implemented

# The Timeline & Next Steps



# Acknowledgements

## Strategic Planning Participants

Bob Rodriguez, President  
Sally Hannert, Vice President  
Sylvia Schonauer-Kalchik, Treasurer  
Cassie Axtell, Secretary  
Ron Damer, Board Member  
Debbie Lull, Board Member  
Cherese Villareal, Board Member  
Dave Simcox, Board Member  
Marcia Varble, Board Member  
Bryan Hardy, ASI Business Manager  
Pam Singer, Community Member  
Beth Hawkins, Community Member  
Kirsty Haboian, Community Member

## A Special Thanks to ASI's Founding Members for Their Participation and Support During This Planning Process

Ray & Rosemarie Mills, Founding Members  
Dean & Beverly Johnson, Founding Members

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## Strategic Planning Consultant



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**Health & Happiness is our Goal!**

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