

# Yellow Springs Senior Citizens, Inc.

## Strategic Plan: 2014-2018

*(Approved by the Board of Trustees on March 19, 2014)*

### **MISSION**

*To enhance the dignity and quality of life for seniors in Yellow Springs and Miami Township and to foster interaction among them and with the total community.*

### **VISION**

*To be a trusted and vital community organization that serves the seniors of Yellow Springs and Miami Township.*

### **AIMS**

*To provide a welcome space where seniors and community members can come together for socialization, recreation, education, and wellness activities.*

*To provide a place to access and provide services that promote quality of life.*

*To maximize the talents and experiences of the Senior Center's membership, employ and retain caring and knowledgeable staff, recruit and cultivate exceptional volunteers.*

*To regularly evaluate services, programs, and activities.*



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## **GOALS AND STRATEGIES**

*Based on its mission, vision, and aims, the Yellow Springs Senior Center is committed to achieving to the greatest extent possible the five goals and strategies as listed below.*

## **IMPLEMENTATION AND EVALUATION**

*The Executive Director has responsibility for devising annual tactical approaches to achieve the goals and strategies. The Executive Director will involve staff members and, where appropriate, members of the Board and of committees in this process. After being approved by the Board of Trustees, the annual tactical action plans will become an important part of the budget process. The Executive Director, while retaining overall responsibility, will assign responsibility for specific tactical plans to staff members that fall within the areas of their respective job assignments.*

*The goals of the tactical plan will—to the greatest extent possible—be stated in ways that are measurable and that reflect a policy of using evidence-based approach for maintaining and developing all programs and activities. This approach will enable the Board of Trustees to evaluate the progress of tactical plans on the basis of regular reports by the Executive Director.*

### **FINANCE GOAL: Secure financial resources to meet current and emerging organizational needs**

**Goal Strategy:** Yellow Springs Senior Center will:

- ∞ Build on the proven success of the Annual Appeal by creating a campaign that includes solicitation and stewardship of donors from a wide spectrum and with a variety of ways for donors to contribute
- ∞ Develop and maintain a computer database that can be used to generate reports about all aspects of contributors and contributions
- ∞ Develop and implement a plan for acquiring the financial resources required to meet the need for additional space
- ∞ Advocate for annual support from village and township governments by persuading them to include senior services in their budgets
- ∞ Develop and implement a planned giving program
- ∞ Promote the renewal of the Greene County five-year tax levy for senior services
- ∞ Research and pursue the availability of continuing support for overall operations and specific programs from public and private sources, including foundations, and corporate sponsorships

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**MEMBERSHIP GOAL: Grow a more connected and engaged membership**

**Goal Strategy:** Yellow Springs Senior Center will:

- ∞ Develop and implement a plan to increase membership among individuals 55 or over in Yellow Springs and Miami Township
- ∞ Develop and maintain a computer database of members and potential members while maintaining its membership records in accordance with privacy laws and procedures
- ∞ Develop and implement volunteer policies and procedures that will grow a cadre of volunteers to be utilized in providing programs and activities and in serving on committees
- ∞ Pursue opportunities for members to volunteer in the community

**PROGRAM GOAL: Increase participation in programs and activities of the members and other interested individuals and groups**

**Goal Strategy:** Yellow Springs Senior Center will:

- ∞ Maintain and develop programs and activities that assist elders in remaining self-reliant and active in the community
- ∞ Implement a plan for the ongoing professional development of staff members
- ∞ Connect with groups and individuals in the community to foster the connections of members with others in the village and township
- ∞ Maintain programs in accordance with Greene County Council on Aging requirements and expectations

**VISIBILITY GOAL: Raise awareness of the important role of the organization in the community**

**Goal Strategy:** Yellow Springs Senior Center will:

- ∞ Develop and implement brand management strategies to increase visibility in Yellow Springs and Miami Township

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- ∞ Develop and implement advocacy strategies to raise awareness of the organization among all demographics in the community

**STRUCTURE/INFRASTRUCTURE GOAL: Maintain and maximize the use of the current facility and explore the possibility of a new facility or alternative means for meeting the need for additional space**

***Goal Strategy:*** Yellow Springs Senior Center will:

- ∞ Develop and implement a plan to repair and maintain the structure and infrastructure of the current facility
- ∞ Make full use of technology to meet the needs of the organization and of members
- ∞ Develop and implement plans that will maximize the use of the interior and exterior spaces of the current facility
- ∞ Determine whether the future need for additional space for programs and activities can best be met by developing a new facility, by entering into shared-space arrangements with other organizations, or by some other means and create a plan and timeline to implement the decision

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