

Introduction

In the spring of 2021, former Exec. Dir. Wolford. Suggested that President Macy Reynolds form a Futuring ad hoc committee. The purpose was to come up with a vision for the next 5-10 years as the YSSC emerges from Covid. The report would also serve as a springboard for the board as they develop a strategic plan. Macy appointed members Linda Cox, Ken Dahms, Wayne Gulden, Bob Huston, Robert Libecap, Caroline Mullin, and herself. The committee first met in August, 2021, and discussed the YSSC's future needs, expectations, and overall health. At the second meeting they chose to focus on the following areas: technology, transportation, volunteers, membership, fund development, education and outreach, and building needs. Since ten years had passed since the last member survey, one suggestion from the committee was to take another survey that would add to this report for future planning.

This report is the summary of our findings, some background information, and also suggestions for the board as they plan for the future of the YSSC. The report will be organized by suggesting Initial Steps, Next Steps, and Long Term. The YSSC is a hub of life in Yellow Springs and making sure we provide for our members' needs will shape what we become.

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The YSSC Building Report from October, 2021

Brief History

The current building re-configuration and possible relocation have been looked at several times in the last three decades. In the 90's the reception area and the Great Room were added to the original brick home. In 2006 the board decided to reconfigure the space to allow for more activities and social space, and they also did some remodeling of the office area. In 2011 the board looked at moving the center to a new location and hired architects to draw up plans, but nothing came of it. At this time a professional survey of members and staff was made. The survey was very complete and noted the need for more areas for activities, accessible parking, social-gathering, and staff space. It also showed that the members did not want the center too far from downtown. The survey team noted that if all the survey needs were met, the building would need 10,031 sq. ft. Building a new center or moving to a new location have been part of a discussion every year since 2011. The plans and copies of the surveys are in the director's office.

Current Needs

The need for more space has not diminished. Several options are possible:

1. Remodel an existing building with funds from the sale of the YSSC.
 - Mills Lawn Elementary (? Sq.ft, but plenty of room, one floor)
Pro's - this building could easily house the center. It has a gym, office space, restrooms, ample parking, lawn for classes, is close to town. If we own it, we could rent space.
Con's – it may take years to get sales completed, it's a lot of area to keep up outside, it may be very expensive, building would be shared, not energy efficient.
 - Funeral Home (4375 sq. ft. incl. parking)
Pro's – Better parking, on bike path, in town, one floor useable, has apt. upstairs and basement, in town
Con's – Needs remodeling, front steps need replaced, smaller space than current center, very dated and exterior may need replaced, not energy efficient, looks like a house
 - Old Creative Memories Bldg (90,000 sq. ft)
Pro's – close to medical services, has room and lots of land for classes outdoors, parking, one story
Con's – Not in town, would have to be sectioned and rebuilt, it's a lot of walking to get from parking to some parts of building, building would be shared, not energy efficient.
 - Antioch Midwest (? Sq. ft. but large)
Pro's - this building could easily house the center. It has office space, restrooms, ample parking, lawn for classes, two floors with elevator, auditorium, large kitchen and dining area, rentable space.
Con's – may be cost prohibitive, not in town, lots of walking from parking to some areas of bldg., not energy efficient.
 - Building on Antioch Campus. Rumors are that some may come up for sale.

2. Stay in Current Building (5,200 total sq. ft. including apartments upstairs which add 1560 of the total sq. ft.)

Pro's – In-town, familiar, it's working now.

Con's – no parking, no land, no elevator, no income if rent apts., it's an old building and not equipped for technology, no social area, not energy efficient.

Add space by using existing venues:

- Churches: Space for activities, programs, and meetings could be arranged with several local churches – AME, Presbyterian, Methodist, etc. These churches already allow other groups to use the space and would likely be willing to come up with a fee plan.
- Antioch College: Several buildings have space and although rent is usually high, the new president may be more willing to look at reasonable rates.

Other space and properties may become available.

Recommendations to the 2022 YSSC Board:

To start planning for more space:

- Survey members and staff for what they'd like in a new space (see 2011 survey as a template) and what they like about the current location.
- Get listing price of current building - this will give you an idea of working capital
- Keep in touch with realtors for any properties you are considering before they are sold.
- Explore possible grants for either a new facility or a remodel
- Contact owners of properties you are interested in
- Decide whether or not to move.

If board decides to move:

Beginning to build

- Hire an architect and agree on the plan
- Explore grant money, sell bricks, naming ops
- Lay out a projected budget and potential fund sources and start a building campaign
- Appoint a building committee to oversee the project – some should have building experience
- Hire a project manager

Later

- Keep members informed on the progress and any needs – they may have contacts or skills in some areas
- Plan for location of each activity, class, and use.
- Work on building use criteria (clean-up, furniture placement, key use, etc.)
- Staff schedules for after-business hours
- Plan for grand-opening

If board decides to remain in place with no changes to interior:

- Work with Village for more senior parking – possibly in Keith’s Alley
- Find satellite locations for storage and programs
- Check for grants for remodeling and upgrades like kitchen and restrooms
- Redesign front of building for social gathering
- Add parking spaces for transportation behind building
- Update WiFi and other media.
- Get Village to share in safe passage to Beatty-Hughes Park for senior outdoor activities
- Plan for “cooling space” in the building on hot days

If board decides to remain in place but add upstairs space:

Use the above list and add:

- Get architectural plan for upstairs space and redesign of main floor (see existing plan for last design first)
- Decide on what remodeling the board is willing to do
- Brighten up the building and install new furnishings as needed.

Technology Report October, 2021

Current Situation

- Physical and electrical security of equipment need looked at
- Data backup and protection need looked at
- Zoom is being used successfully, more training, written instructions?

12 month outlook

- Village broadband could be an option
- Technology classes – find teacher(s)
- Establish procedures for data/ransomware recovery
- Restart electronic signage, maybe external
- Review staff collaboration tools
- Test local connectivity options for remote classes etc.
- Review loaner program
- Establish tech helper function?

Other initiatives are highly dependent on the building. Spending a lot of money on upgrading our current building may not be justified, especially if an alternative building is in our future.

- Security system
- Studio for broadcasting and teaching
- Energy efficiency

Increase YSSC Membership October 2021

1. Create a café type atmosphere with music, coffee tea and snacks
 - Current situation: a café type atmosphere needs to be created to attract more members including Baby Boomers
 - Initial step: determine if there's enough resources to implement (space, volunteers, funds)
 - Next step: if implemented determine how it's working, may need to expand/downscale
 - Long Term: determine if additional changes need to be made
 - Issues: limited funds, volunteers, staff and space

2. Welcome packages
 - Current situation: a comprehensive welcome package is needed for people new to the community and other non-members
 - Initial Step: determine target audience and compile a list of their addresses to distribute packages to
 - Next step: after a period of time, evaluate membership to determine if the welcome packages has significantly caused membership to increase
 - Long Term: assess need of welcome packages and determine if other modalities are more effective
 - Issues: limited volunteers and staff to distribute packages and keep information in packages and addresses current

3. Transportation to and from Jobs
 - Current situation: a survey is needed to find out if this is important to members/community
 - Initial step: if this is important then evaluate what's needed to implement, such as number of cars, volunteer drivers, distance and time drivers will be available to drive
 - Next step: implement program
 - Long Term: evaluate whether to expand/ downscale program based on resources
 - Issues: limited number of cars and volunteers to drive during the times specified

4. Rebrand the name of YSSC
 - Current situation: need to rename YSSC to entice younger members to join
 - Initial step: develop a roundtable from selected community members to develop a plan for rebranding
 - Next step: start implementing plan
 - Long term: reevaluate plan for rebranding to ensure YSSC is going in the best direction

- Issues: limited funding to implement rebranding to the extent needed

5. Add new classes, music and concerts

- Current situation: a survey is needed to determine what members/community wants
- Initial step: prioritize what we can implement immediately, and those ideal that will take longer to implement due to limited space and resources
- Next step: reevaluate new classes, music and concerts to determine what's working well and what to delete
- Long Term: repeat previous step
- Issues: limited volunteers, staff and funding, may have to extend YSSC hours to accommodate members, so they can participate in activities

Education/Outreach
October 2021

In the short term:

- Conduct membership wide questionnaire regarding current or hoped-for services/activities
- Conduct community-wide survey of same

In coming years:

- Host YSSC "Vision 2023 Workshop" series - inviting not-for-profits, community, faith organizations, businesses, council members, etc. in for workshops to help shape and respond to needs of the community;

Note: we are already achieving some of the goals incrementally, e.g.:

- designing a car wrap for the Honda (logo concerns)
- recreating the Newsletter with each bi-monthly iteration (better promoting/highlighting activities and soliciting for new interests)
- allowing group leaders to be creative in how they wish to congregate.

Fundraising October 2021

Short Term (mostly already in process but could be modified)

- Direct requests (personal meetings) - challenging with COVID
- General donations
 - No specific request or project, some in honor or memorial
- Annual Appeal (September, follow up in November)
 - Set goal and make visual tracker
 - purchase better software to track
 - confusion with membership dues
- Events
 - Garden Dinner Party
 - Street Fair (not bake sale) ask for \$ donations at sociable event. Allow for A/C and rest
 - Concert for everyone over Zoom November 12
 - Silent auction purse auction previously
- Giving Tuesday through YSCF in November for specific projects
- Membership Dues
 - Could increase rate, \$20 per year barely covers postage & printing
- Endowments
 - Gains from investments, could move some funds
- Small one-time income
 - Building rental (Great Room) - increase rental rate?
 - Collections in boxes around building – need better signage
 - For transportation - increase recommendations, simplify process
 - “Sales” of small items – not sold but donations given in thanks
- Grants
 - GCCOA annual support for YSSC operations
 - YSCF project specific grants available quarterly
 - Miller fellows as available, we apply annually
 - Del Mar (part of Dayton Foundation) Funding LEAF research project
 - Project specific, various organizations i.e.: fireplace room, handicap van
- In kind donations
 - Talent - continue to increase / create committee, have routine volunteer committees
 - Products/ Materials - direct asks to businesses

Potential increased fundraising in near future:

- Facility projects
 - quarterly or as needed, need to form a facilities committee
 - grants, research building options, seek partnerships
- Corporate match
 - research local options, complex paperwork for some

- Governmental assistance (YS Village, Township)
 - Was not completed, some research is done
 - Should be done, Caroline tasked to do and aim to establish as routine
- Planned Giving / Bequests
 - Estate planning could increase education, publish article about options
 - Challenge grants to inspire matching funds

As-Needed Fundraising, potential to start in future

- Specific projects inspired by membership demands
- Large donors
 - need to increase and educate about options, determine pet projects
- Grants
 - Dayton Foundation project specific only
 - Morgan Family Foundation (not funding YS now)
 - County, State, Federal and specific project funded grants
- Events
 - Movie Night could be over Zoom or at Little Art
 - Dance Marathon was complex, planned but didn't happen
 - Raffles trips? Experiences? Van was challenging in ~2010

Large-scale long-term future fundraising options:

- Capital Campaign
 - Raise funds for new building location or facility projects, vehicles
- Fun individual challenges (like jail release event, get sponsors for a challenge)
- 5K or sponsored walk perhaps during fall prevention month in September
- Community collaborations
 - Quarter mile “Change for Change”
 - educate community about the idea, hop to have event in 2023, need a coordinator

Transportation October, 2021

Initial Step

- More parking space needed for seniors
- Obtain the two spaces occupied by apartment dwellers

Next Step

- Drivers are needed
- Hire a part-time Driver/Transportation Mgr.

Long Term

- Purchase a van with wheelchair accessibility

Issues

Idle vehicles: PreCovid – 200 rides/mo.; Covid – 70 rides/mo.

Solutions: Use golf carts for in-town rides administered by the Village.

References:

Telephone interview with Charlie Ayers, Transportation Mgr., Xenia Senior Center

- 21 gas-powered vehicles
- In-town: doctor appointments, groceries, etc. Age: 50+
- Out-of-town: Medical appointments. Age: 60+ (Entire County and State)
- Big drop-off in rides during Covid and continuing (virtual appointments? Timidity?)
- Driver pay: Minimum wage to start, no benefits
- Door-to-door Service: Attendant required if needed by senior.
- 1-day notice: In-town
- 2-2 ½ weeks notice: out-of-town
- Manager – full-time and assistant part-time
- Major issue: Hard to find drivers.

Volunteers October, 2021

Vision – The Senior Center would be a resource for those seniors seeking volunteer opportunities within the community. The Senior Center would provide **information** about possible volunteer opportunities – not necessarily a list of potential volunteers.

Assumptions – This vision is based on the basic assumption and belief that volunteer opportunities often provide an opportunity for seniors to “give back” to the community and provide a “win/win” situation where both seniors and the community are benefited. It is based upon the further belief that the Senior Center’s membership is composed of individuals ready, willing and able to provide voluntary services to the community and that therefore the Senior Center should facilitate this linkage to the greatest extent possible.

Initial Steps (within one year) – Local non-profits could provide the Senior Center with a list of events and/or opportunities for volunteers. The Senior Center might provide a form so information could be standardized and filed at the Center or otherwise made available to seniors seeking volunteer opportunities.

Longer Term (greater than a year) – Once a decision is made to go forward with such a project, there would initially be some “leg work” on the part of the Senior Center to develop a form, get the word out to community non-profits regarding the plan, and work out any unexpected problems. This may possibly extend to more than a year, but once everything is in place, things should go smoothly thereafter.