

Yellow Springs Senior Citizens, Inc.
Tactical Plan: July 2022 – June 2023
Approved August 24, 2022

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 vital community organization that services 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 a 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.

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 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 maintain 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.

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 six goals and strategies listed below.

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

Goal Strategy: Yellow Springs Senior Center will:

- ⊙ Ensure that there is a comprehensive giving campaign that includes solicitation and stewardship of donors from a wide spectrum and provides those donors with multiple ways in which to contribute funds

Tactical Objective:

- **Revise donation envelopes to provide flexible usage and clear instructions**
- **Create fundraising projects which cost as little as five dollars to participate**
- **Create incentives, such as public recognition, for large donations**
- **Maintain records and continuing contact with individuals who have expressed interest in planned giving**

- ⊙ Ensure that the funds entrusted by the public for use in meeting the needs of seniors are

safeguarded

Tactical Objectives:

- **By July 1, 2023 have an audit completed by an independent auditor**
- **During 2022 complete all state and federal reports, including but limited to, IRS 990, State of Ohio Non-profit filings, local non-profit filings, and State of Ohio charitable registrations**
- **During 2022 provide quarterly financial reports to the board of trustees**

- **By July 27, 2022 have a written annual report that includes, but not limited to, a financial report of 2021.**
- ⊙ Advocate for annual support from village and township governments by persuading them to include senior services in their budgets.

Tactical Objectives:

- **In 2022 initiate use of Village of Yellow Springs Internet**
- **Request funds from Yellow Springs Government to purchase additional tablet computers to loan to senior center members**
- **Maintain contact, at minimum quarterly, with Village Manager and Township Trustees**
- **Collect data points from community survey to demonstrate the Center's role in community service**
- ⊙ Research and pursue the availability of continuing/increasing support for overall operations and specific programs from public and private sources, including foundations, and corporate sponsorships.

Tactical Objectives:

- **At minimum twice annually research grant opportunities through Greene County Library's Foundation Database**
- **By November 30, 2022 submit no less than 4 funding proposals to potential foundation and corporate funders.**

MEMBERSHIP GOAL: Ensure a connected and engaged membership

Goal Strategy: Yellow Springs Senior Center will:

- ⊙ Increase membership including a younger demographic in Yellow Springs and Miami Township.

Tactical Objectives:

- **During 2023 develop new programming, in response to survey results, that would be expected to appeal to a younger demographic**
- **Marketing photos will include a diverse age range when possible**
- **Produce a one-page insert for the YS News in January 2023 highlighting YSSC opportunities**
- ⊙ Maintain a computer database of members and potential members in accordance with privacy laws and procedures.

Tactical Objectives:

- **Upgrade the offline computer hardware used for membership data**
- **Staff will maintain training to use hardware and software currently in use**
- ⊙ Maintain a computer database of members' participation in Senior Center activities, including number of collaborations, collaborative groups and neighborhood networking measures.

Tactical Objectives:

- **Purchase a "MySeniorCenter" system by February 2023**
- **Complete import of membership data to new system by March 2023**
- **Collaborate with YS Police to establish a system to intake contact information for local seniors**
- ⊙ Pursue opportunities for members to volunteer in the community and at the Center to meet interests and availability.

Tactical Objectives:

- **Maintain Volunteer opportunity binder with information about non-profits in need of volunteers**
- **Advertise opportunities to volunteer for YSSC widely**
- **Acknowledge volunteer service in print, in person and on our website**
- ⊙ Study ways to incentivize Center membership.

Tactical Objectives:

- Request that local businesses offer a discount to members who are carrying a YSSC card
- Track usage of Great Room by members' discounted rental opportunities
- Incorporate suggestions from Membership research completed by the "Futures Committee"

PROGRAM GOAL: Ensure participation in programs and activities of members and other interested individuals and groups.

Goal Strategy: Yellow Springs Senior Center will:

- ⊙ Develop programs, classes and activities that assist individuals in remaining self-reliant and active in the community

Tactical Objectives:

- **By September 15, 2022 develop a needs survey that focuses on services, times the Senior Center is open, transportation options, possible activities, etc. The results will be used for developing the next strategic plan.**
- **Request member and community recommendations for programming**

- ⊙ Maintain programs in accordance with Greene County Council on Aging requirements and expectations

Tactical Objectives:

- **In 2022 there will be transportation, support services, homemaking, and activities programs available.**
- **In 2022 complete request to GCCOA for funding for transportation, support services, and general support.**

- ⊙ Provide ways for wider community engagement (from home/online).

Tactical Objectives:

- **Continue to offer online options for classes and activities when suitable**
- **Provide free loan of tablet computers to community members**
- **Provide ongoing free technical support both at the Center and in-home**

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.

Tactical Objectives:

- **Advertise public events in Yellow Springs News**
- **Produce professional grade banners to display at public events**
- **Wrap all new vehicles in highly noticeable designs**

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

Tactical Objectives:

- **During 2022 participate in Chamber of Commerce events and meetings, non-profit networking meetings**
- **Maintain status as Dementia Friendly Community during 2022 and 2023**
- **During 2022 complete one or more trainings for local businesses regarding Dementia Friendly practices**

- ⊙ Celebrate seniors through publicity and community-wide events, especially leading to news stories.

Tactical Objectives:

- **Routinely inform Yellow Springs News of upcoming events via press releases at least one week in advance**
- **Submit photos of events to Yellow Springs News and on Yellow Springs Facebook pages**

- **Review and archive scrapbooks of YSSC history**
- **Prepare a presentation for 2023 about the history of YSSC based on scrapbooks**

FACILITY GOAL: Maintain and maximize the use of the current facility and explore alternatives for meeting the need for additional space.

Goal Strategy: Yellow Springs Senior Center will: -

- ⊙ Explore opportunities to increase our physical capacity and capabilities.

Tactical Objectives:

- **Add a patio space in the unused area between our building and the Emporium**
- **Research alternative locations within the village to relocate the Center**
- **Seek alternate locations within the community for classes, activities and programs**
- ⊙ Develop a plan to share space with other entities in the village or township.

Tactical Objectives:

- **Free rental of the Great Room to non-profit organizations will be stated routinely during networking meetings**
- ⊙ Continue with a plan to repair and upgrade the structure and infrastructure of the current facility including information technology.

Tactical Objectives:

- **Chimneys will be capped and bricks will be treated to reduce water intake to the building by October 2022**
- **Interior water damage to building will be repaired following resolution of water leaks**
- **Complete grant request to fund “MySeniorCenter” database system**

OPERATIONAL GOAL: Maintain and improve the performance and capabilities of the Center’s staff and their support systems.

Goal Strategy: Yellow Springs Senior Center will:

- ⊙ Develop information technology backup and recovery plans.

Tactical Objectives:

- **Complete an inventory of current computers and software by November 2022**
- **Review contract and back up process provided by NetX Computers by September 2022**
- **Create a routine schedule for all staff to complete updates of their computers**
- **Maintain and secure a “thumb drive” back up of the offline membership computer**
- ⊙ Develop and maintain a business recovery plan that can be utilized in the event of a catastrophe or other event that may diminish the business aspects of the Senior Center.

Tactical Objectives:

- **By October 2022 produce a draft document for a business recovery plan, including multiple aspects: financial, physical, staffing, possessions, health protocols**
- **Present business recovery plan draft for board approval by the end of 2022**
- ⊙ Implement a plan for the ongoing professional development of staff members.

Tactical Objectives:

- **In 2022 staff will participate in no less than quarterly staff meetings.**
- **In 2022 staff will participate in local selected meetings/workshops that are of benefit to them professionally. This will include workshops, presentations, etc. that are focused on issues of aging.**
- ⊙ Maintain competitive pay rates and benefits for staff members.

Tactical Objectives:

- **Complete annual review and, when appropriate, pay increases by October 2022 for homemakers**
- **Complete annual review and, when appropriate, pay increases by March 2023 for Center staff**
- **Encourage staff to use allowable Paid Time Off benefits before they expire**
- **Encourage all staff to participate in 403b investment funds**

⊙ **Develop a business dissolution plan.**

Tactical Objectives:

- **By October 2022 identify/describe appropriate non-profit entities where funds would be redirected in the case YSSC would be dissolved**
- **By October 2022 produce a draft document for a dissolution plan**
- **Present dissolution plan draft for board approval by the end of 2022**