

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 - DONE**
- **Create fundraising projects which cost as little as five dollars to participate – Quilt raffle, patio**
- **Create incentives, such as public recognition, for large donations – Tiles for patio**
- **Maintain records and continuing contact with individuals who have expressed interest in planned giving – in process, several conversations ongoing**

- ⊙ 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 -Matt Shroyer to complete 2022 audit in May or June 2023**
- **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 Done**
- **During 2022 provide quarterly financial reports to the board of trustees 2022 Q4 in process – 2023 goal to be set**
- **By July 27, 2022 have a written annual report that includes, but not limited to, a financial report of 2021. – Completed – goal to be set for 2023**

- ⊙ 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 – initial contact for quote, also planning to change to use of MVECA for phones and IT support – in process**
- **Request funds from Yellow Springs Government to purchase additional tablet computers to loan to senior center members – might ask YSCF, will be asking YS Village for activity space**
- **Maintain contact, at minimum quarterly, with Village Manager and Township Trustees - ongoing**
- **Collect data points from community survey to demonstrate the Center’s role in community service – 121 responses, data available on ysseniors.org and on board website**
- ⊙ 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. **Ongoing**

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. AARP, ARPA, YSCF, GCCOA, Parkinson’s Foundation all completed in 2022**

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 – **in process: art, more lectures, more exercise, increased tech support**
- 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 – **delayed until Feb, many new activities coming up in March**
- ⊙ Maintain a computer database of members and potential members in accordance with privacy laws and procedures. **MySeniorCenter site now in use, SAMS and HIPPA compliant**

Tactical Objectives:

- Upgrade the offline computer hardware used for membership data – **“My Senior Center” Database paid for by YSCF grant**
- Staff will maintain training to use hardware and software currently in use – **This will happen with new Database**
- ⊙ 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 **Done**
- Complete import of membership data to new system by March 2023 **Will be done in January, corrections and updates underway**
- 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 – **YSCF system is beginning to be organized, Pam Geisel helping staff coordinate**
- Advertise opportunities to volunteer for YSSC widely – **working with YSCF to add to their database**
- Acknowledge volunteer service in print, in person and on our website – **November newsletter, December thank you gifts & notes**
- ⊙ Study ways to incentivize Center membership.

Tactical Objectives:

- Request that local businesses offer a discount to members who are carrying a YSSC card – **aiming to start requesting this support in January-2023 March**
- Track usage of Great Room by members’ discounted rental opportunities - **ongoing**
- 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. **Completed**
- Request member and community recommendations for programming – **in newsletter, facebook, community conversations, survey**

- ⊙ 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. **YES**
- In 2022 complete request to GCCOA for funding for transportation, support services, and general support. **completed**

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

Tactical Objectives:

- Continue to offer online options for classes and activities when suitable **YES**
- Provide free loan of tablet computers to community members **YES – need to replenish supply**
- Provide ongoing free technical support both at the Center and in-home **Tech Support Fridays monthly, library and other volunteers (Hannah Lawson) are helping, Dave Turner is also volunteering to help. Could increase in March with Miller Fellows**

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 **Yes**
- Produce professional grade banners to display at public events **yes**
- Wrap all new vehicles in highly noticeable designs **Van design by Cindy Olsen was selected, working on revisions for final design.**

- ⊙ 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 **YES**
- Maintain status as Dementia Friendly Community during 2022 and 2023 **ongoing**
- During 2022 **2023** complete one or more trainings for local businesses regarding Dementia Friendly practices – **not yet scheduled**

- ⊙ 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 **YES**
- Submit photos of events to Yellow Springs News and on Yellow Springs Facebook pages **YES**
- Review and archive scrapbooks of YSSC history – **underway. Linda Sikes to attend archival training**
- 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 - **complete**

- Research alternative locations within the village to relocate the Center – **underway, in conversation with YS Village about use of Bryan Center**
- Seek alternate locations within the community for classes, activities and programs – **GCCOA now hosting Caregiver Support at Presbyterian Church**

- ⊙ 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 – **ongoing. YS Winter Farmer’s Market resumed in December – March (\$250 rental for season)**

- ⊙ 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 – **contractor did not follow through. Is returning the deposit. A new contractor is being sought.**
- Interior water damage to building will be repaired following resolution of water leaks
- Complete grant request to fund “MySeniorCenter” database system **Completed, funded**

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 **completed, ordering new desktop for Robert**
- Review contract and back up process provided by NetX Computers by September 2022 – **NOT done yet – they have asked for a meeting but perhaps MVECA can do this locally**
- 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 – **To be updated monthly – this won’t be necessary with the MySeniorCenter system.**

- ⊙ 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 In process, not completed**
- **Present business recovery plan draft for board approval by the end of 2022 – In process**

- ⊙ 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. Next due in March**
- **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. Caroline, Teresa and Stephanie have done so**

- ⊙ Maintain competitive pay rates and benefits for staff members.

Tactical Objectives:

- **Complete annual review and, when appropriate, pay increases by October 2022 for homemakers - DONE**

- **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 **improved usage in '22****
- **Encourage all staff to participate in 403b investment funds **ongoing 11/13 eligible staff participation****

⊙ 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 – **GCCOA, YSCF****
- **By October 2022 produce a draft document for a dissolution plan **in process, now a February 2023 goal, did not complete in October****
- **Present dissolution plan draft for board approval by the end of 2022 **not yet completed****