

# Strategic Plan For Yellow Springs Senior Citizens, Inc. March 2005

As in all strategic planning, this is only a document. The real work and value is in the process itself and will be evidenced through implementation of strategies and actions spelled out in the plan. While we expect to accomplish many of the plan's strategies and action steps in the next year or so, the goals will likely guide actions for the next several years. Goals, strategies and action steps will be revisited and revised as necessary. This plan is a living document that will be updated regularly.

## Organization History

The Yellow Springs Senior Citizens, Inc., known as "the Senior Center", focuses on meeting the needs of senior citizens in the Yellow Springs and Miami Township community. It was incorporated as a non-profit membership organization in 1968. The Senior Center was originally formed in 1959 in response to the recognized needs of elderly citizens of the community. With the leadership of Arthur Morgan and Wesley Matthews, the Senior Center developed services in socialization, transportation, crafts, home-delivered meals and other activities to ensure that seniors in the community were able to maintain a quality of life that makes retirement years full and dignified. Services, important to seniors, have been sustained, expanded and revised since the early days of the Senior Center.

The purpose of the Senior Center is to provide comprehensive support for the senior citizens of the area, including services for socialization, information and referral, entertainment, health promotion and education. The Senior Center strives to provide positive experiences to relieve loneliness and make the retirement years rich and full for seniors. The Senior Center provides its services and activities through the help of resources in the local community and by partnering with other organizations. A major emphasis of the Senior Center is to integrate seniors more fully into the community as expressed in its slogan: "Senior citizens for community service; community service for senior citizens."

The Senior Center owns a building in the Yellow Springs business district that contains two apartments that are rented and produce income. The remainder of the building houses staff members and is the facility base for programs and activities. The large meeting room is made available to other nonprofit organizations on request. A part-time director, a part-time financial assistant and several part-time grant-supported workers staff the organization. In addition, a large number of volunteers provide many hours of service in support of Center programs and activities.

The Senior Center has a history of success. It is highly regarded locally and a vital resource to Yellow Springs and Miami Township. The Senior Center continually strives to improve its programs and value to the community.

### Organization Goals

- To enable seniors to remain in their own homes as long as possible
- To enhance the dignity, independence, and quality of life for seniors
- To foster interaction among seniors and between seniors and the community
- To recruit and promote the services of volunteers both from the membership of Yellow Springs Senior Citizens, Inc. and from the larger community

### Background for Strategic Plan

Seniors in Yellow Springs currently represent more than 25 percent of the town's population. Even though the total population has declined somewhat over the past few years, its senior population has continued to increase. With that in mind and as a strong proponent of senior issues, Yellow Springs Senior Citizen, Inc.'s Board of Trustees endorsed the concept of a Strategic Plan to benefit the total community and its seniors.

### Strategic Planning Preparation

The Strategic Plan was originally prepared by the Strategic Planning Team to address the increasing needs of older adults and their families within Yellow Springs and Miami Township. The team was comprised of the Yellow Springs Senior Citizen, Inc.'s Board of Trustees in combination with several representatives from the community at large. Team members were as follows: Mary Agna, Grace Alexander, Mary Alexander, Rodney Bean, Anna Bellisari, Dorothy Call, Helen Eier, Charlotte Gorden, Betty Hairston, Elsie Hevelin, Tom Holyoke, Connie Pelekoudas, Alex Roche and Ron Schmidt. The strategic plan will be reviewed annually by the board and revised as needed.

### Plan Framework

There are four key strategic goals, each with its own set of identified strategies. Some strategies may require further evaluation, discussion and, research, in an effort to determine what is required to implement a plan of action. This Strategic Plan has been prepared to provide guidance and may require creation of one or more committees to address pertinent issues. It is anticipated that the strategic goals and strategies will provide a framework for committees to develop clear sub-goals and action plans that address each of these areas. This document is not to be perceived as one that cannot be changed. The plan is intended to encourage discussion with respect to the desired future of the organization. Appropriate changes should be made to create opportunities for improvement.

## CORE VALUES

### Service

We exist as an organization to serve our members, clients and community with specific attention to seniors. We are dedicated to improving their quality of life by providing services and enjoyable social opportunities.

### Community

We follow principles of harmoniously working for common goals, serving others, encouraging the inclusion of all and respecting differences.

### Stewardship

We oversee and balance the key elements of our organization and follow a strong tradition of integrity as we build toward the future of the organization. We conduct relationships and activities within the organization and with the community using the highest level of consideration and respect.

### Collaboration / Teamwork

We are committed to strengthening our organization and its effectiveness by encouraging volunteerism and by employing creative partnering relationships. We value a collaborative process that emphasizes the importance of teamwork among staff, volunteers, members and clients.

### Success

We pursue excellence through mutual support and collaboration with others. We continually evaluate our performance and are willing to take risks to meet new challenges.

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## VISION

Our vision is to be a highly valuable asset to seniors and the community, helping older citizens lead independent, healthy, productive lives and have meaningful involvement in the community.

## MISSION

The mission of the Yellow Springs Senior Citizens, Inc. is to enhance the dignity, independence and quality of life for seniors in Yellow Springs and Miami Township and to foster interaction among them and with the total community.

## STRATEGIC GOALS

After a thorough analysis of key organizational issues, strategic goals were specifically selected to best address major issues and provide the most improvement. Those strategic goals are the following:

- Goal #1 – Expand public awareness**
- Goal #2 – Develop programs and services**
- Goal #3 – Strengthen organization**
- Goal #4 – Build financial foundation**

## **GOAL #1 – EXPAND PUBLIC AWARENESS**

- Recruit and welcome new members
- Introduce Village newcomers to the Senior Center
- Enhance utilization of existing and new promotional materials
- Distribute information about services provided by or through the Senior Center
- Use public service radio and local news advertising
- Market information

### **Strategy #1 — Expand Public Awareness**

The goal of expanding public awareness is to improve knowledge about senior issues in the community, to increase and strengthen linkages among service groups, and to educate the community, service providers, seniors and their families.

Providing information to a larger portion of the population will enable individuals to make informed decisions regarding health care, housing options, legal and public assistance, nutritional health, social activities and transportation.

Additionally, providing appropriate health information will help to increase awareness among the general population with regard to the extent of depression, loneliness and isolation, alcoholism, chemical dependency and diversity issues that affect older people.

### ***One-Year Goals***

1. Explore use of public service radio, television and print media for free advertisement of programs, services and other information
2. Establish procedures to keep Web page current and make it widely known
3. Create a list of community organizations that may serve seniors and initiate contact with them.
4. Provide educational and other information to existing service clubs and faith-based groups in an effort to promote the Senior Center and those programs and services available to seniors and their families
5. Market information to discharge planners, service providers, e.g. doctors' offices, senior housing communities and agencies
6. List, review, and update promotional materials
7. Establish and maintain a schedule for their distribution
8. Develop new ways to distribute promotional materials.
9. Identify and invite newcomers and new members to the Senior Center
10. Establish procedures to welcome new members

## **GOAL #2 – DEVELOP PROGRAMS & SERVICES**

- Consider possibility of forming partnerships to address priorities
- Broaden transportation program
- Space expansion: explore expanding/modifying current facility
- Address current parking issue
- Identify unmet needs
- Plan and organize interesting trips
- Implement emergency room program
- Research participation in wellness programs
- Investigate offering computer training and help
- Help members stay abreast of health issues
- Evaluate the need for services that address addiction issues
- Explore evening programs

### **Strategy #2 — DEVELOP PROGRAMS & SERVICES**

A wide range of services and programs are already offered by the Senior Center, but there is an ongoing need to increase existing programs and develop other services and programs based on the ever-changing needs of the aging population within Yellow Springs and Miami Township.

#### ***One-Year Goals***

1. Implement emergency room program
2. Improve transportation options for special needs. Advocate for additional funds and promoting the use of volunteers
3. Explore forming partnerships to meet current and future program demands. For example, survey other centers and organizations for trip and other participation possibilities and/or catalog wellness maintenance opportunities
4. Develop options to expand space for new services and programs. Explore expanding/modifying current facility
5. Provide wheel chair access to all parts of the building's program areas
6. Address current parking issue
7. Develop or find printed and other materials or ongoing programs that focus on addiction issues and resources provided for seniors, families and caregivers on how to deal with and address such issues
8. Establish and promote a program with volunteers to provide computer training and help
9. Publish material in Senior Notes and arrange lectures on current health issues
10. Determine current level of local interest in evening programs and plan accordingly
11. Explore availability of service providers for household maintenance

### **GOAL #3 – STRENGTHEN ORGANIZATION**

- Ongoing staff education and training on aging issues
- Expand volunteer recruitment and training
- Recruit external advisors as needed
- Study present and future staffing issues based on existing and projected demand for programs and services
- Benchmark other effective Senior Centers and/or other organizations

#### **Strategy #3 — Strengthen Organization**

As the senior population within Yellow Springs continues to increase, so will the demands and pressures placed on leadership, staff, programs and services. There is an ever-growing need to assess present and future trends within the local aging population, and how this will impact the Senior Center with regard to staffing-associated duties and responsibilities, funding arrangements, operational issues, community relationships and the use of technology.

#### ***One-Year Goals***

1. Identify types of volunteer opportunities within the Senior Center, recruit volunteers, develop and provide training.
2. Benchmark other effective Senior Centers and/or other organizations

### **GOAL #4 – BUILD FINANCIAL FOUNDATION**

- Continue Endowment activities
- Strengthen annual appeal
- Develop select events to augment operational funds
- Place more emphasis on proposal writing and seeking new sources

#### **Strategy #4 — Build Financial Foundation**

The demand for services for seniors has been increasing greatly; this increase is likely to continue. This poses a financial challenge to the Senior Center to continue to maintain and deliver current programs as well as to develop new programs to meet seniors' changing needs. A stable financial base is a critical factor in any strategic plan for the Senior Center.

#### ***One-Year Goals***

1. Strengthen annual appeal
2. Develop select events that augment operational funds
3. Develop procedures for collecting pledges to the endowment fund
4. Build a deferred giving or legacy program
5. Continue on a regular schedule a low key appeal for endowment gifts