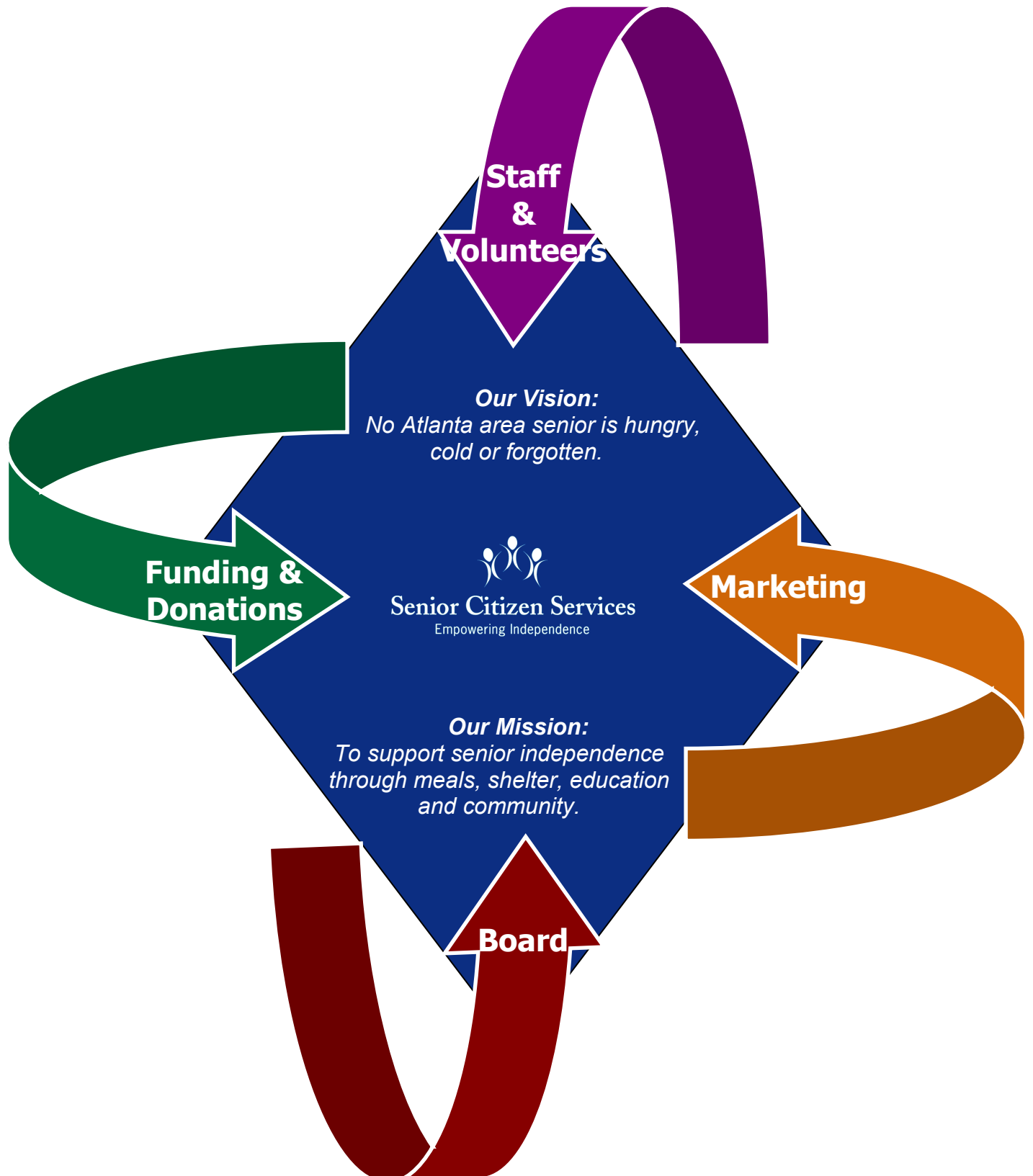


Strategic Plan 2010-2015



Vision

No Atlanta area senior is hungry, cold or forgotten.

Mission

To support senior independence through meals, shelter, education and community.

Values

We will treat our seniors with compassion, respect and dignity.

We will implement innovative and high quality services in response to senior needs.

We will promote community involvement, collaboration and volunteerism.

We will manage our resources responsibly.

We will model and create best practices.

We will educate the community about senior needs.

Executive Summary

With the aging of the Baby Boomer generation, the senior population is expected to double in the next 20 years. The greatest challenge will be keeping up with the increasing need without sacrificing quality or quantity of those already being served.

Over the next five years, Senior Citizen Services will transform current programs to respond to the growth in, changing needs of, and diversity of the senior population. By leveraging current strengths and seizing opportunities, we will achieve stable and consistent growth each year, serving 42% more seniors in 2015 than in 2010.

Fund development will enable programmatic innovation and expansion by focusing on the intersections of acquisition, cultivation, and stewardship in each specific constituent area. The Board of Trustees will be accountable for friend-raising, fundraising, and stewardship. The volunteer program will improve in sophistication and reach, especially engaging young adults, faith-based groups, and retired adults. These outcomes rely heavily on the success of a broad-based marketing plan that engages expert advice and research, educates key stakeholders to be missionaries of the vision, and leverages and/or updates the SCS brand. The value of the staff and will be maximized by improving communication, recognition, training, and standardization of processes. Similarly, the Board of Trustees will be more effective through improved recruitment, skills utilization, and renewed job descriptions.

Programs & Services

Priority	Build on the quantity, quality and expertise of programs, develop benchmarks based on community-wide needs, and respond to the growth in, changing needs of and diversity of the senior population.	Form a task force that will determine how to measure and benchmark SCS against community-wide need for services. Task force will also support program progress toward internal goals.	Priority	42% more seniors will benefit from services provided annually by SCS by 2015 (3,100 seniors); Satisfaction ratings of 85% or greater will be met annually across programs as is measured by surveys; Any broader organization or coalition formed will serve 10-20% more seniors in addition to current projections by year three; A full response to at least one unmet need identified in senior focus groups will be implemented.
		Develop responses to boom in senior population and identified unmet needs from senior focus groups and surveys.		
		Explore relationship with Senior Connections and determine how to better leverage synergies.		
	Leverage current program strengths to earn additional revenues and expand geographic presence where resources are available.	Expand geographically where partners and resources are available. Increase involvement with local and national collaborations and coalitions.		
		Ensure current earned income strategies have sound business plans and budgets; explore additional earned income strategies.		
	Leverage facilities to expand capacity, engage local seniors and enhance revenues.	Engage local seniors in task force for Northside Shepherd's Center in order to continue to meet critical needs.		
		Improve facilities and explore a capital renovation campaign.		

Marketing

Priority	Develop a broad-based marketing plan, engaging expert advice and research where necessary, that drives involvement and donations.	Leverage a small group of marketing experts in public/media relations, social media, and website presence to create a comprehensive plan that will include focus on target segments.	Priority	Growth in revenues and volunteer engagement achieved. 20% increase in unique web visits by the end of FY12. 15% increase in media hits by the end of FY12. Plan in place by December 2011
	Implement stakeholder education campaign (board, clients, staff).	Provide board members with regular education and assist with messaging		
		Implement ongoing education campaigns for each stakeholder group.		
	Leverage name and brand to further enhance marketing.	Engage external firm to assist in name and brand change.		

Funding & Donations

Priority	Ensure stable growth by leveraging events, targeting individuals and institutions and integrating all aspects of fundraising into a coordinated annual campaign.	Strengthen donor acquisition, cultivation and stewardship tactics across segments (individuals, foundations, corporations, faith-based institutions, and government) to accomplish organizational impact.	Priority	Revenue targets shall grow by 6% in FY12 and 12% in FY13-15 (non-governmental revenues shall grow by 8-15% annually). The average size gift of donors shall increase annually. The number of new donors shall increase by at least 2% annually. At least 2 new governmental sources will make repeatable grants of \$20K by FY12, and 2 more by FY15. Events will expand to include 10% new donors (compared to all event donors in a year); average foundation gift will increase by 10%.
		Diversify profile of donors by targeting broad demographics and creating new events.		
		Ensure fundraising communications are coordinated through an annual campaign.		

Staff & Volunteers

Expand the reach of and refine the overall volunteer program to be able to engage and retain target volunteer constituencies (young adults, faith-based, boomers) and sustain program growth.	Enhance recruitment and retention programs for all services; increase sophistication of volunteerism program.	Deliverables for Staff and Volunteers areas will be determined within each annual plan.
	Build upon faith based volunteer outreach. Expand recruitment/retention program toward internships/young adult segment and boomers. Attract/leverage broader skill sets of volunteers.	
Increase employee satisfaction and development through communication, recognition, training and standardization of processes.	Implement staff recognition plan and increased communications.	
	Standardize Human Resources process including reviews, pay grades, job announcements. Review and formalize training for entire staff.	

Board Development

Increase the involvement and effectiveness of the Board of Trustees by expanding recruitment and skills utilization efforts and renewing job descriptions.	Establish a Board Development Committee to review the board composition, recruitment, and nominations, job descriptions, board meetings and by-laws. Set new standards and goals around each.	Deliverables for Board Development area will be determined within each annual plan.
	Explore and execute regular training for board members.	
Increase the accountability of the Board for friend-raising, fundraising and stewardship.	Vice Chair or Development Chair will engage a Board Committee and perform monthly emails and phone calls to monitor and encourage friend-raising progress.	
	Establish a Board Fundraising Committee to coordinate and inspire greater board-level fund development including the annual Board Campaign, letter requests, December Phone-a-Thon, corporate requests and other new initiatives.	
	Determine 1-2 board members who will work closely with Development staff to ensure that gifts are appropriately acknowledged by board members.	