

# Strategic Plan 2013 to 2015

## VISION

Create a new vision and mission statement for the Center.

1. The Executive Committee will determine if advocacy will be part of our mission.
2. The Marketing and Development Committee will review our current vision and mission statements.

## BRANDING

The Center's Brand is the personality that identifies the Center's products and services and how it relates to key constituencies: Members, staff, volunteers, donors, members of the community, members of the media, etc. This includes experiential aspects (name, tagline, logo, symbols, colors and other designs, etc.) as well as psychological aspects (associations like thoughts, feelings, perceptions, images, experiences, beliefs, attitudes, etc.) that are linked to the Center.

1. The Marketing and Development Committee will lead this effort to re-brand the Center.
2. The Executive Director will determine how successful other senior centers have been at branding their identity.
3. The Marketing and Development committee will determine if changing our name will help improve our brand.
  - i. Develop a process to find a good name.
  - ii. Determine any negative implications from funding sources, members or potential members to changing our name.
  - iii. Determine all legal issues.
  - iv. Determine the cost.

## MARKETING

The Center should build on our success and make sure we target a market that is interested in what we offer. Marketing can be expensive and may not get an immediate return. It must be a permanent and sustainable part of our work. The Marketing and Development Committee will take the lead on this.

1. Determine our target market.
2. Determine an annual budget amount dedicated to marketing.
3. Create a strategy using our brand and possible new name.
4. Determine who will implement the strategy.

### CAPITAL CAMPAIGN

We need to improve cash flow and have funds to do repairs on a timely basis. Recently cash flow has been a problem. Over the past few years, expenses have been higher than revenue. This must be reversed. A Capital campaign can help accomplish both objectives. The Budget and Finance Committee and Building Committee will:

- 1 Determine a dollar amount for the capital campaign.
- 2 Develop a message and focus for the request.
- 3 Determine who the campaign will be directed towards.
- 4 Create a date to launch the campaign and determine a timeline.
- 5 Determine how to engage the community.

### FACILITY IMPROVEMENTS

Our facility is in good condition with a new roof, three new HVAC systems and major renovations that took place in 1997, 2001 and 2005. However, there is little money budgeted each year for regular maintenance such as painting, carpet replacement, new furnishings and landscape improvements. The Building Committee will:

1. Replace the HVAC system serving rooms 102 to 107.
2. Create a master plan for facility upgrades in priority order.
3. Determine the cost to convert the warehouse into program space and where the storage there now will be relocated.
4. Review each room, its usage, current condition, and potential improvements. Include staff and Center members in this discussion.

### BEQUEST

The Center may receive a substantial bequest next year. The Executive Committee and Board of Directors need to determine:

- 1 How to use the bequest. How much for facility improvements, investment, income or other uses.
- 2 How to publicize the bequest.
- 3 How to promote more planned giving.