

Vintage Strategic Framework

July, 2014 – June, 2017

Board Adopted: June 20, 2013

Board Modified: June 9, 2016



MISSION: To Improve and Influence the Experience of Aging in Our Community

VISION: Vintage will be a model for senior wellness in community-based living

Overarching Strategy:

Lead the region in developing and providing a high-quality, comprehensive senior center promoting the wellness of older adults.

PROGRAMS

FINANCIAL

PARTNERSHIP

DEVELOPMENT / MARKETING

2015 GOALS

01

The agency is a regional leader in comprehensive senior center services

02

The agency provides leadership in chronic disease management

03

The agency actively engages in the County's performance based contracting initiative

04

The agency promotes its programs and services through collaborations with other non-profits and academic institutions

05 **(ACHIEVED 2014)**

The agency explores the opportunity to pilot at least one new evidence-based program

06 **(ACHIEVED 2015)**

The agency explores national accreditation for its senior center

07 **(ACHIEVED 2015)**

The agency achieves long-term financial stability through a structured alliance

08 **(ACHIEVED 2015)**

The agency develops and implements a facility management plan for the mansion building

09 **(N/A as of fy 15-16)**

The agency's use of the board designated fund is balanced between stabilizing the fund principal and strengthening the agency mission

10

The agency ensures effective and efficient financial and operational practices are in place

11

The agency bases program sustainability decisions on the ability to preserve high quality and a designated level of public support

12 **(ACHIEVED 2015)**

The agency seeks, explores and engages in a formal alliance with another non-profit which:

- Supports high-quality, meaningful programs
- Promotes agency capacity and financial sustainability
- Expands the number of older adults served

12A **(REFORMATTED 2016)**

- Builds a network of additional programs while leveraging the agency's core strengths

13

The agency engages in co-location partnerships which offer programmatic and revenue opportunities

14

The agency attracts new members and maintains annual membership on current members

15

The agency actively pursues and supports informed and engaged relationships with the Foundation community

16

The agency maintains well-developed and accessible key communications materials

17

The agency increases the number of donors and the total overall giving

ACTION STEPS

PROGRAMS

01
Maintain NCOA and ASA membership to ensure the agency stays current with best practices and innovations; attend national conference as funding allows

02
Complete all certification requirements to be a licensed provider of 2012 CDSMP; Prepare United Way RFP for renewal of CDSMP project

03
Attend all AAA network meetings regarding PBC; provide constructive feedback on process/impact

04
Actively engage in at least five program collaborations yearly

05 **(ACHIEVED 2014)**
Select one evidence-based program in Healthy Aging to pilot; develop business plan and final proposal for funding

06 **(ACHIEVED 2015)**
Seek funding, pursue national senior center accreditation

Executive / Program Staff

FINANCIAL

07 **(ACHIEVED 2015)**
See Partnership Action Steps

08 **(ACHIEVED 2015)**
Contract with architect to develop mansion building specifications per building study report; Secure credible contractor bids for mansion project; Finalize board decision on mansion property

09 **(N/A as of fy 15-16)**
Executive management follows established protocols regarding transfers from board designed fund

10 **(MODIFIED 2016)**
Service agreements will transition from outsourced to internal with Familylinks; Maintain current Accounting Manual and financial practices

11
Develop and implement annual development plan for grants and individual giving

Finance Committee

PARTNERSHIP

12 **(ACHIEVED 2014)**
Draft and finalize Vision Document to include timelines and action steps

Seek board approval to commence due diligence process

Seek funding for direct consultation expenses

Seek consultation services to guide due diligence process

Engage consultation services for legal assistance

Engage consultation services for public relations function

Maintain ongoing communications with key stakeholders

12A **(ADDED 2016)**
Explore, Plan and Implement additional programs that add to service portfolio

13 **(MODIFIED 2016)**
Lease agreements will be managed by Familylinks

Board of Directors

DEVELOPMENT

14
Maintain annual participant membership renewal process, utilizing touchscreen technology and traditional mailings; Schedule and conduct at least two open house events for potential new members

15
Maintain GPNP membership; attend foundation events and seminars as schedule and funding allows

16
Review and update communications tools and materials, including print and electronic

17
Draft and finalize annual development plan for grants, individual, United Way contributor choice donations and corporate giving;

Executive Staff / Program Staff