

# TVIH THREE-YEAR STRATEGIC PLAN SUMMARY

## 2021-2023 – As of August 2021

### Membership/Outreach Goals

1. Increase membership by a net of 7% (2021), 9%(2022), 10% (2023) per year
2. Develop up-to-date, tech-savvy presentations that fit the audience to increase membership
3. Recruit younger (65–70-year-old) members
4. Increase diverse membership-economic, ethnic, geographic, gender- beyond current levels
5. Encourage members to actively participate in programs, share their talents, and take on leadership positions (Make it clear members are stakeholders and it is an expectation they help the Village grow)
6. Foster member community engagement: (*e.g., School Mentoring; Food Bank; Hope Works; Success in Style; Hospital and/or Hospice Volunteering, etc.*)
7. Advertise more aggressively
8. Work with Programming and Finance to attract donors
9. Work with Manager & Part-Time assistant to enhance the Website to attract new members
10. Increase POD development to improve member isolation.
11. Develop metrics and evaluate goals semi-annually

### Program Goals

1. Continue to provide creative programming (Zoom and in-person)
2. Initiate joint programming with Office of Aging
3. Consider additional weekend programming
4. Work with Communications and Finance to incorporate new programs that are more attractive to donors
5. Create programs for members with disabilities or other needs (visually, hearing & physically impaired)
6. Improve and extend our health support services and its positive impact on the community – Healthy Aging Work Group, etc.
7. Develop metrics and evaluate goals semi-annually

### Finance/Fundraising Goals

1. Maintain budgetary balance
2. Work with Communications and Programming to acquire sponsorships, foster relationships with local donors
3. Research grants
4. Coordinate 50-50 raffle, Annual Appeal, and other fundraising events
5. Arrange to prominently display ability to DONATE on Website
6. Review membership fees every year and determine need for an increase
7. Develop metrics and evaluate goals semi-annually

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### Administrative Goals

1. Create Board leadership succession plan for replacements to be in place for November of each year and incorporate a successful orientation process
2. If Tri-Directors are to continue, a parliamentary procedure must occur and by laws updated
3. Committee Chairs must have their successors in place and trained, including a 'how to' manual for all operations
4. Increase staffing resources as needs increase and volunteers alone can no longer handle the workload. Internal hiring/contracting (Part-Time Staffing Volunteer Coordinator; One-Time Website Contractor)
5. Determine effective ways for members to learn about and access local services
6. Make Volunteer and Member safety #1 Priority
7. Develop metrics and evaluate goals semi-annually

### Hiring of Professionals

1. The Manager and Part-Time Assistant will continue to be paid and do the management, administrative website, and coordination work
2. As a volunteer-run organization, we must attempt to fill our staffing needs through our membership
3. If not, we should consider one-time paid contractor or part-time staff

### Evaluation

1. Survey Monkey will be used to initiate a membership survey to be distributed in September 2021
2. Recommend a yearly survey take place a month prior to strategic review to aid future planning
3. Consider a very short yearly survey related to specific areas e.g. Programs, PODS, etc.

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### Next Work Plan Steps

1. *For the proposed goals to be truly met (Goals vs Action), it is imperative that a permanent standing strategic planning sub-committee consisting of Board Liaison and Non-Board Liaison members be created. The members of this committee must be truly committed.*
2. *The intent of this proposed strategic planning sub-committee is not supervisory but to regularly monitor, support, update and assess matrix success and/or failure. This sub-committee cannot plan the work for individual committees but can assist with objective changes and metric development. **THE COMMITTEE CHAIR IS THE LEADER. BOARD & NON-BOARD LIAISONS ARE CONTRIBUTORS TO MEETING THE COMMITTEE'S GOALS.***

### Last Steps

1. *Each goal/objective is the focus of a specific committee (Communication, Membership, Program, Finance/Fundraising, Administration) which plans its own strategy for accomplishing their initiatives*
2. *Each Committee's Board Liaison will report strategy and matrix progress to the Board on a semi-annual basis*