

FiftyForward Strategic Plan

2007 – 2010: Strategic Goals, Measures of Success and Strategies

Programs and Services: Deliver programs and services that attract, meet a continuum of needs and interests, and enrich the lives of a diverse range of adults age 50 and older in the communities we serve.

Measures of Success:

- *Demographics of clients (age, zip, ethnicity, etc.) per Center and organization wide*
- *Level of participation per program*
- *Number of members and participants (paying and nonpaying)*
- *Cost/benefit of each program*
- *Client level of satisfaction with programs and services*
- *Client outcomes*

Strategies:

- Increase participation by baby boomers in FiftyForward programs
 - Complete a cost/benefit analysis of each program annually
 - Evaluate and develop new fee structure for membership and for FiftyForward programs
 - Increase significant volunteer and employment opportunities for older adults
 - Measure and continuously improve client satisfaction and outcomes
 - Offer enhanced wellness programs within the communities we serve
 - Expand arts activities throughout the organization
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Marketing and Communications: Position FiftyForward as the leader in providing state of the art programs and resources for adults age 50 and older and as the expert on the needs and interests of seniors of all ages.

Measures of Success:

- *Public awareness of FiftyForward*
- *Public perception of specific attributes of FiftyForward*
- *Level of participation (in programs and services)*
- *Number of media hits*
- *Number of Web site hits*
- *Increase in contributions*
- *Adequacy of (internal) resources dedicated to marketing/communications*

Strategies:

- Increase and shift communication funds towards targeted marketing efforts
 - Evaluate return on investment with communication tools
 - Implement a marketing plan to promote fee-based services
 - Create and maintain an interactive, customer-friendly, dynamic and updated website.
 - Brand FiftyForward in a way that reflects the vitality and significance of the agency and the population we serve
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Financial Sustainability: Ensure that FiftyForward has the capital and operating resources required to carry out its mission through successful implementation of diverse development strategies, strong stewardship practices and operational efficiencies.

Measures of Success:

- *Level of growth in membership, fees and other revenue sources*
- *Size of endowment*
- *Retention rate with donors*
- *Average size of gift*
- *Number of donors*
- *Effectiveness in identification of new donors*
- *Number of planned gifts*
- *Board participation in giving*
- *Achievement of capital goals*
- *Capacity of volunteer base to give and obtain contributions*
- *Status of annual audit*

Strategies:

- Significantly increase planned gifts by reaching out to current donors and others
- Double our endowment fund
- Launch a capital campaign to meet facility needs at the Senior Center for the Arts/FiftyForward Donelson Station and at FiftyForward Bordeaux, and to establish a capital reserve fund to meet ongoing needs
- Increase annual giving by 15% each year
- Evaluate and revamp membership and program fee structures to increase revenues
- Achieve 100% giving by board and advisory council members

Partnerships: Identify opportunities and expand innovative partnerships with organizations that will benefit the individuals and communities we serve.

Measures of Success:

- *Level of participation*
- *Cost/benefit*
- *Extent to which client needs are met through partnership*
- *Compatibility of each organizational partner*
- *Establishment and use of criteria to evaluate potential partnerships*

Strategies:

- Seek partners with expertise and other resources needed to enhance service offerings to currently underserved groups
 - Initiate wellness programs through partnerships in all the communities we serve
 - Pursue partnerships with private and public entities to expand our market and offerings
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Facilities and Technology: Implement a plan to build, maintain and finance the optimum use of facilities and technology.

Measures of Success:

Facilities

- *Compliance with ADA and accreditation standards*
- *Facility capacity to meet needs*
- *Cost per square foot*
- *Cost/utilization of space (including attendance)*
- *Proximity to target market(s)*

Technology

- *Integrated redundant system capabilities*
- *Staff proficiency in use of applications*
- *Availability of technology plan*
- *Extent to which IT supports achievement of organizational goals*

Strategies:

- Establish a capital reserve fund
 - Create a long-term facilities and equipment master plan
 - Meet ADA and accreditation standards for facilities
 - Increase staff proficiency in use of technology applications
 - Strengthen IT support
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Organizational Capacity: Continue to develop and retain leadership and human resources – staff, board and volunteer – and strong management systems to ensure the organization’s current and future capacity to carry out its mission.

Measures of Success:

- *Accreditation status*
- *Retention of employees*
- *Board participation (as evaluated by Board Development Committee)*
- *Ability to attract and retain leadership*
- *Proactive management succession plan in place*
- *Number and level of activity of volunteers*
- *Capacity to measure performance*
- *Continuity of involvement of board leaders*

Strategies:

- Achieve accreditation of all centers by 2009
- Explore certification of programs and staff
- Expand and strengthen our volunteer program throughout the organization to ensure we have a professional approach to recruit, develop and recognize volunteers
- Continue to recruit, develop and retain high quality staff
- Strengthen risk management policies and practices
- Continue to attract and retain strong board leaders

(Revised to reflect the name change to FiftyForward – June 2008)