

Chicago Hyde Park Village Strategic Plan 2020-2021

Introduction

The Chicago Hyde Park Village (a.k.a., the Village) Executive Director, strategic planning task force members and board members have developed a number of strategic planning documents with the support of outside consultants provided by the University of Chicago, Office of Civic Engagement over the past several years. The following Mission and Vision statements reflect this planning work.

Mission

The mission of the Chicago Hyde Park Village (a.k.a. the Village) is to create a community of neighbors helping neighbors on the South Side of Chicago by providing opportunities for social engagement, educational programs, and facilitating volunteer support services and referrals to foster vibrant healthy aging.

Vision

The organization's vision is to create an age friendly, inclusive, caring community which supports an enriched, healthy, socially connected experience of aging.

This short **Strategic Action Plan** has resulted from an iterative process involving the Village's Strategic Planning Task Force members in late 2019-early 2020. The Task Force has worked with Alyson Parham, Jean Hardy Robinson and Sophia Velez from the Community Programs Accelerator. The goal is to provide direction for the Executive Director, board members, and volunteer committee chairs throughout 2020 and 2021.

This plan builds on the Village's five successful years of growth and development as a grass-roots organization. It incorporates many goals included in previous planning work that remain central to the mission. The business model of the Village also remains unchanged; that of a membership organization that relies heavily on volunteers to accomplish its mission.

With the hiring of a part-time Executive Director in January 2019, some roles can appropriately transition from volunteer management to staff management. This plan seeks to create more clarity of staff and volunteer roles and establish mechanisms and timeframes to evaluate current successes and challenges related to member services, programs and internal operations.

Although the plan includes goals for membership growth, specific budget and organizational growth goals are left to the next update of the strategic plan, anticipated for 2021.

Following adoption by the full board, the majority of the actions required for implementation will fall to the various committees. Others are the responsibility of the Executive Director. Reports to the full board will document the implementation of planned actions and progress toward organizational goals.

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The following high-level goals, will guide this Strategic Action plan for the next two years.

1. Organizational: Clarify the roles and responsibilities of staff, board, committees, volunteers and members
2. Operational and Programmatic: Delineate and evaluate the complementary strategies and actions that will fulfill the Village's mission

Categories	Goal What do we want to accomplish?	Strategies How can we make it happen?	What action must we take to move forward in achieving the goal?	Timeframe for Each Action
Member Services: Associate Membership	<p>Provide Associate Member benefits that will support outreach to seniors, access to programs and opportunities to engage in meaningful volunteer activities</p> <p>Maintain effective communication with members</p>	<ul style="list-style-type: none"> Build a member services infrastructure that is user-friendly for volunteers and users <p>Offer knowledge of and easy access to SHARE services through the Village's partnership with SHARE</p> <ul style="list-style-type: none"> Village Visitors Transportation to SHARE Programs <p>Offer access to:</p> <ul style="list-style-type: none"> Local Village network Village programs Support and affinity groups Transportation to Village events Reduced fee for some Village programs Discounts with some local businesses 	<ol style="list-style-type: none"> The office will track and analyze usage of each service and report to the Member Services Committee semi-annually The Member Services Committee will make changes annually as indicated by usage report Executive Director will pilot new content-specific communications to members 	<ol style="list-style-type: none"> 2020 2021 2020

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Member Services: Full Membership	Provide services that Full Members value at > membership fee (currently \$480 per year for an individual or \$590 per year for a household)	<p>In addition to all of the Member Services offered to Associate Members, the Village provides free services exclusively to full members such as:</p> <ul style="list-style-type: none"> • Local Transportation for medical or personal needs • Telephone check-in • Light Handyman services • Short-term household chore assistance • Medical Advocacy <p>The Village is exploring new services such as:</p> <ul style="list-style-type: none"> • Care teams • Social worker consultation 	<ol style="list-style-type: none"> 1. Member Services Committee will propose guidelines for new benefits such as: credits for program and transportation 2. The Executive Director will analyze usage of each service and report to the Member Services Committee semi-annually 3. The Member Services Committee will recommend changes annually as indicated by usage 4. The Executive Director will develop a proposal to pilot social worker consultations and will present to the Member Services Committee. The Board will be asked to approve any financial obligation 5. A care team task force will develop a proposal to pilot the service and will present the proposal to the Member Services Committee 6. The Member Services Committee will propose guidelines for transportation services for individual needs 	<ol style="list-style-type: none"> 1. 2020 2. 2020 3. 2021 4. 2020 5. 2021 6. 2020

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Programs	<p>Build community and reduce social isolation among seniors</p> <p>Provide opportunities for seniors to engage in meaningful activities</p>	<p>Offer compelling <u>programs and classes</u> oriented towards seniors, including:</p> <ul style="list-style-type: none"> • Drop-ins lunch programs (2 per month) (\$5 members, \$7 non-members) • Yoga (\$7 member, \$10 for non-members) • Tech café • Local field trips • SHARE programs <p>Support diverse Village-sponsored groups</p> <ul style="list-style-type: none"> • Men's groups • Women's groups • Bridge/Mahjong/Games groups • Hearing Loss Support Group • De-Clutterers Group • Grief Support Group • Dining out together (lunch or dinner) <p>Collaborate with the Hyde Park Historical Society book group</p>	<ol style="list-style-type: none"> 1. The Program Committee will continue to publish a calendar of events 2. The Program Committee will track and report program attendance by members and non-members 3. The Executive Director will analyze attendance data and report to the Program Committee 4. Program committee members will suggest new program ideas and lead new program development 5. After any program revenues and expenses have been quantified and volunteer availability evaluated, Program Committee members will recommend program changes 	<ol style="list-style-type: none"> 1. 2020 2. 2020 3. 2020 4. 2021 5. 2021

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Membership	Increase Full members/individuals served from 48 in 12/2019 to 53 by 12/2020; and 58 by 12/2021 (approx. 10% annual growth)	<ul style="list-style-type: none"> The Village office will access databases to get demographic information on local populations Board or Membership Committee members host afternoon and community events for outreach to potential members 	1. The Executive Director will recruit a volunteer or intern to compile demographic information relevant to the Village and will share the information with the Membership Committee	1. 2020
	Increase Associate members from 124 in 12/2019 to 136 by 12/2020; 150 by 12/2021 (approx. 10% annual growth)	<ul style="list-style-type: none"> Membership committee members will follow up personally with identified potential members Membership Committee members will explore new recruiting tools, such as coupons and promotion at community events that target seniors The Village will transition membership sign-up and renewal processes to the office 	2. The Membership Committee will include relevant demographic information into its regular reports to the board	2. 2020
			3. Board and Membership Committee members will host one “recruiting” event quarterly	3. 2020
			4. The Membership Committee members will propose new recruitment and integration tools based on demographic data	4. 2020
			5. The Executive Director will evaluate and report recruitment and retention successes and challenges to the Membership Committee and the Board quarterly	5. 2021
			6. The Membership Committee will recommend guidelines for membership fees and procedures for any new scholarship program	6. 2020

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External Communications	Increase visibility of the Village within the community and strengthen the Village brand	<ul style="list-style-type: none"> • Make the website appealing, user-friendly, easy to update, and affordable • Differentiate the mailings and emails to members and non-members • Provide useful information to engage interested persons and promote Village activities. 	<ol style="list-style-type: none"> 1. Task Force will make software selection recommendations to the Board and Board will approve 2. The Newsletter team will continue Newsletter distribution bi-monthly 3. The Program Committee will continue weekly Emails to the large list of interested parties 4. The Executive committee will develop a publicity resource guide for use by all committees and event volunteers 	<ol style="list-style-type: none"> 1. 2020 2. 2020 3. 2020 4. 2020

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Resource Development / Fundraising	Secure adequate funding for Village activities Identify and secure new sources of funding	<ul style="list-style-type: none"> • Develop /Strengthen the fundraising committee • Create a fund development plan • Increase Membership revenue 	<ol style="list-style-type: none"> 1. The fundraising committee will be responsible for: <ol style="list-style-type: none"> a. potential fundraising events, b. annual appeal, c. business and foundation support 2. The committee, in collaboration with the treasurer, will develop and present to the board an annual fundraising goal 3. The committee will lead donor relations and cultivation 4. The Village will work with a consultant to develop an annual fund development plan that includes financial goals for membership, donations, contracts and earned income 	<ol style="list-style-type: none"> 1. 2020 2. 2020 3. 2020 4. 2021

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Internal Operations	<p>The Executive Director provides leadership for Village activities and initiatives</p> <p>Executive Director empowers and supports volunteers to provide efficient member services and programs</p>	<ul style="list-style-type: none"> • Revise organizational chart to clarify the Executive Director's leadership role • Office staff will take on daily accounting tasks • Contract with professionals such as a social worker to pilot new programs or services • Formalize and strengthen internal communications among board, committees and other volunteers by managing volunteer operations from the Village office 	<ol style="list-style-type: none"> 1. Board reviews and approves new organizational reporting lines 2. Daily accounting tasks transition to the office 3. Executive Director, in collaboration with the Treasurer, uses QuickBooks to report revenues and expenses by program or event as requested by the board 4. The Village Office maintains and updates Volunteer packet and leads onboarding to support new volunteers 5. Executive Director leads analysis of the average volunteer and staff time plus out of pocket costs to provide Full and Associate member services to an individual 6. Executive Director leads the analysis of volunteer hours and staff time connected to program and service categories as requested by committee leadership 7. Executive Director and Board Treasurer will serve as links to an audit provided by the Accelerator 	<ol style="list-style-type: none"> 1. 2020 2. 2020 3. 2020 4. 2021 5. 2021 or 2022 6. 2021 7. 2021
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Organizational Affiliations (formerly called Partnerships)	<p>Clarify and strengthen meaningful organizational affiliations</p> <p>Maintain mutual cooperation or collaboration with organizations that support the Village's mission directly or indirectly</p> <p>Expand programs and Member benefits through new collaborations</p>	<p>Work closely with Institutional Partnerships providing financial and programmatic support including:</p> <ul style="list-style-type: none"> • U of C Office of Civic Engagement <ul style="list-style-type: none"> • Program Accelerator • SHARE (South Side Healthy Aging Resource Experts) • University of Chicago Hospitals <p>Collaborate with entities providing program or in-kind support including:</p> <ul style="list-style-type: none"> • Tech Savvy Friends <p>Support Community Friends / Affiliations/Cooperating Organizations where appropriate</p>	<ol style="list-style-type: none"> 1. Formalize the Organizational Affiliations Committee including meeting frequency and activities 2. The committee will define partnerships, collaborators and cooperating organizations and will present these definitions to the board for approval and usage 3. The Executive Director will provide the primary contact for Institutional Partnerships 4. Office staff will manage the SHARE sponsored Village Visitors program, and lead its expansion 5. The Program Committee will collaborate with SHARE on speakers and programs made available by SHARE to the Village's programs 6. The Committee will identify existing volunteer links to cooperating organizations and will share these links as appropriate 7. The Committee will explore and propose to the board new opportunities for program or service collaborations 	<ol style="list-style-type: none"> 1. 2020 2. 2020 3. 2020 4. 2020 5. 2020 6. 2020 7. 2021
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