

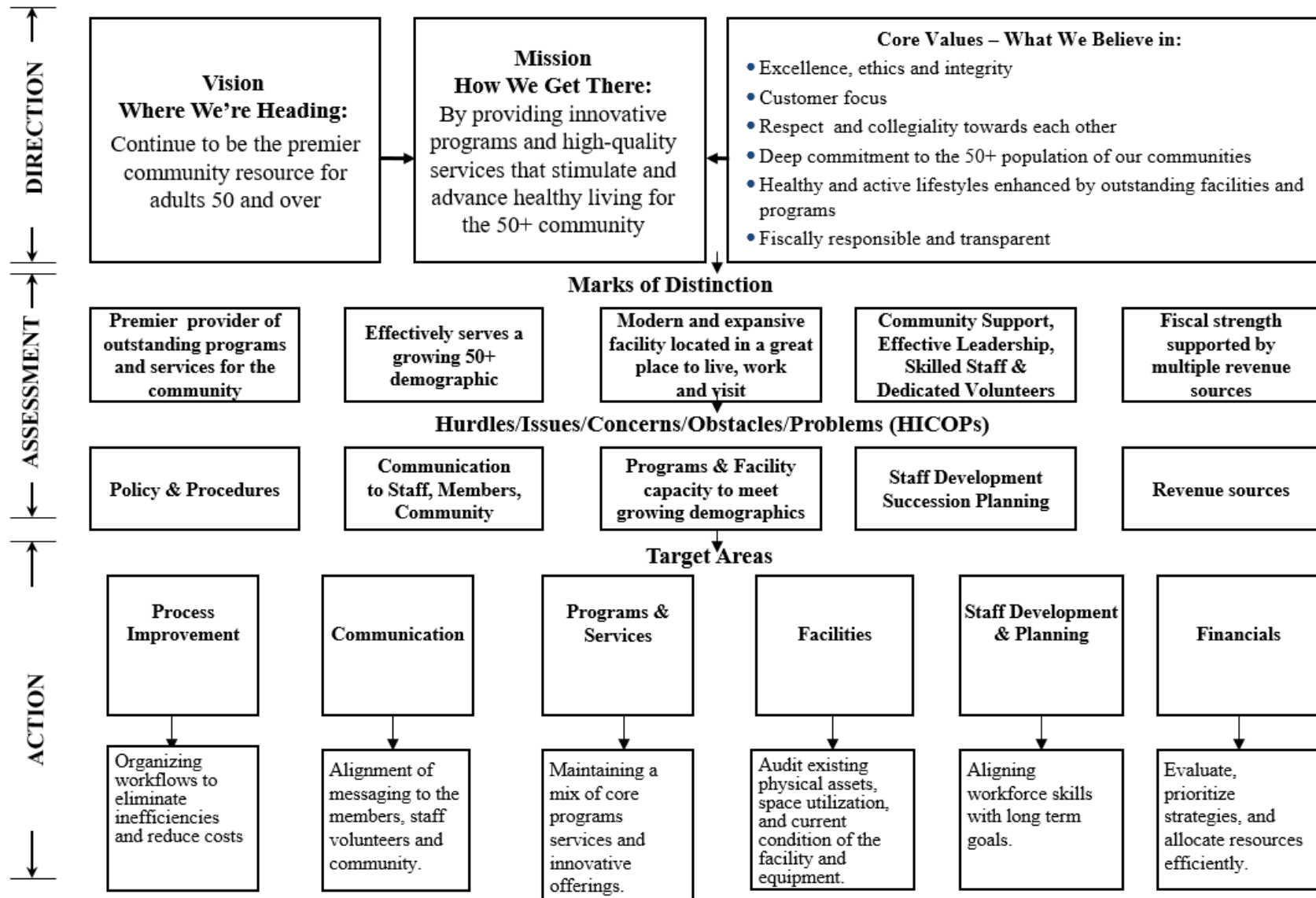


Rolling Strategic Plan

Adopted on November 7, 2024

Proudly serving seniors 43 years!

OPC Social & Activity Center **Strategic Plan – Adopted on 11-7-2024**



Action Item #1: Process Improvement

Staff: Mandy Mullins and Renee Cortright

Board Liaison: Carol Morlan and James Gill

Required Action - Strategies	Measure of Success or Outcome	Achievement Y (yes) N (no) O (ongoing)	Projected Date of Completion
Processes & Procedures	1. Dept. heads complete process and procedure documents for their positions. 2. Remaining FT employees complete process and procedures for their positions. 3. PT employees complete process and procedures for their positions.	(Ongoing) – New Team Members	1. 12/30/26 DH 2. 12/30/26 FT 3. 12/30/26 PT
Protocol – Who, What, When, Why, How	Complete a reference document for team members covering specific situations, including issues related to phones, IT, nutrition, databases, and more.		9/30/26
Organize Network Folders	Establish a consistent file naming and folder structure so items are easy to locate.	In Process	12/31/26
Streamline workflow	Document processes and procedures of all positions.		1. 09/30/26 DH 2. 12/31/26 FT 3. 12/31/26 PT

Action Item #2: Communication

Staff: Jenay Frost and Renee Cortright

Board Liaison: Al Fisk and Jim Gill

Required Action - Strategies	Measure of Success or Outcome	Achievement Y (yes) N (no) O (ongoing)	Projected Date of Completion
Continued Education - Educate staff and public about OPC's programs and services	Report successes through; annual fund drive, newsletter, social media, community calendars, eblasts, press releases, etc.	O	
Targeted Social Media Campaigns - Launch and maintain a focused social media campaign	Continuously review campaign performance, using insight tabs to track post effectiveness.	O	
Expanded Video Presence - Grow video content across all platforms	Post social media reels throughout the year featuring a variety of programs and services.	O	
YouTube Update – Refresh YouTube with new videos and updated logo.	Merge old channels and streamline posting across all platforms.		9/30/26
Eblast Email List Maintenance – Keep email distribution lists current.	Review lists to ensure all names and email addresses are current and correct.	O	Quarterly
FAQ Section added to the Website	Add a dedicate section on the website that addresses common customer inquiries and concerns.		

Action Item #3: Programs & Services

Staff: Marianne McCauley and Delaney Zaloga

Board Liaison: Micheline Sommers and Stuart Bikson

Required Action - Strategies	Measure of Success or Outcome	Achievement Y (yes) N (no) O (ongoing)	Projected Date of Completion
Balanced Programming – Offer balanced programming across all age groups, activity levels, and types.	Provide specialized program hours for events, such as pickleball mixers, special dances, parties, and fine art events.	O	
Grow Evening Programming – Expand programming options offered in the evening.	Ensure every day of the week has at least one evening programming option, and evaluate the success of each evening program after 6 and 12 months.	O	
Annual Program Evaluation – Evaluate current programming through an annual membership survey.	Survey members on what programs they would like to see expanded and their feedback on current programming.	O	Completed 2025 (708 responses); 2026 Survey (628 responses)

Action Item #4: Facilities

Staff: Mandy Mullins and Renee Cortright

Board Liaison: Diana Mannino and Robin Buxar

Required Action - Strategies	Measure of Success or Outcome	Achievement Y (yes) N (no) O (ongoing)	Projected Date of Completion
Reinvent Current Spaces – Redesign existing spaces to better serve members.	Increase capacity and support current programming.	Y (Yoga Studio)	11/30/25
Phase II of HVAC Replacement – Continue the HVAC replacement project.	Coordinate BACnet and monitor of facility consumption.	Y	5/30/26
Phase III DU1 Replacement			12/30/27
Generator Replacement – Replace the facility generator.	Avoid disruption of service and expand building support connected to the generator.		12/30/28
Pool Filters & UV Bypass – Upgrade pool filters and UV bypass.	Convenience of maintenance and avoidance of obsolescence		8/30/27
Parking Lot Phase 1 – Add 100 parking spaces.	See engineering plan from Spaulding DeDecker from March, 2018		6/30/2030
Bus Wash Upgrades	Upgrades to mechanism that are 20+ years old		9/30/26
Transit facility	Improvements to garage lighting.		12/30/27

Action Item #5: Staff Development & Planning

Staff: Jennifer Hain

Board Liaison: Carol Morlan and Theresa Mungoli

Required Action - Strategies	Measure of Success or Outcome	Achievement Y (yes) N (no) O (ongoing)	Projected Date of Completion
Cross Training of Staff within Departments – Cross-train staff across departments.	More staff able to fill-in for one another as needed	O	
Benefit Assessment – Assess employee benefits.	Review of health insurance for affordability and level of competitiveness to assist with recruitment and retention.	Y	7/1/25
Staff Development – Provide ongoing staff training.	Ensure staff receive new hire training in standard topics such as CPR, dementia awareness, workplace violence, DEI and Harassment.	O	
Onboarding – Modernize the onboarding process.	Implement electronic onboarding process in new ADP software.	Y	6/15/25
Review and Update HR-Related Policies within Employee Manual – Revise HR policies.	Submit updated document to OPC Governing Board for approval	Y	06/5/25
Succession Planning – Prepare staff for future opportunities.	Provide knowledge and assignments to staff to broaden skills and prepare for future opportunities	O	

Action Item #6: Financials

Leader: Renee Cortright and Mandy Mullins

Board Liaison: Dianna Mannino and Robin Buxar

Required Action - Strategies	Measure of Success or Outcome	Achievement Y (yes) N (no) O (ongoing)	Projected Date of Completion
Cost Analysis of Goods & Services Provided – Analyze the cost of all goods and services.	Complete the analysis to maintain up-to-date profit/loss numbers for all goods and services.	O	
Grant Research and Procurement for Program Expansion – Research and secure grants for specific program expansion.	Identify potential grants using the RH Library Foundations directory.	O	
Streamlining Financial Procedures – Improve and standardize financial procedures.	Establish a consistent method for reporting and ensure adherence to policy.		12/30/26