

5-Year Strategic Plan

2025 – 2030



Senior Stewards
Acting For the Environment

www.SSAFE.org

Senior Stewards Acting for the Environment

info@ssafe.org



SSAFE Strategic Framework

SSAFE has an ambitious **mission statement**:

To address the climate crisis with the urgency it requires, SSAFE chapters educate and partner with their committees and administrations, with other chapters, and with other senior living communities to achieve carbon neutrality by 2050 through:

- advancing clean energy (energy-efficient and electrified buildings and vehicles);
- promoting sustainable food systems, reducing and recycling waste, and protecting biodiversity (native plants and wildlife); and
- advocating for local, state, and federal programs that repair, protect, and conserve the ecosystems without which life on earth cannot flourish.

To guide the organization's programs and activities over the next 5+ years and ensure they align with SSAFE's mission, a **strategic framework** has been developed. It is structured into goals, objectives, and strategies, as follows:

- **Goals** are the high-level areas where SSAFE wishes to advance over the next 5-10 years. One or more goals must address how SSAFE will maintain its viability as an organization.
- **Objectives** are the general categories of activity that will be needed in order to address each goal. All of them are priorities, and progress toward the success of each objective will be tracked annually, but it is expected that a minimum of 4-5 years will be required to accomplish each objective.
- **Strategies** are what will be acted upon. They are specific enough to prioritize and to schedule for specific year(s) but may be expanded or adjusted over time as work is completed or as other initiatives become important. Each level is increasingly detailed – but not so detailed as to provide an actual working plan.

The figure on the right shows how the five goals serve as focus areas, each building upon one another. The numbering of goals, objectives, and strategies is merely a convenience for reference. Numbers do not imply prioritization.

Moreover, all goals and all objectives are *high priority*. As such, it is assumed that at least some progress will be made on every objective, in every year.

Once the framework has been discussed and approved, it will be followed in each year by an **annual plan** that:



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- Identifies which **strategies** are priorities for the year, and what goal and objective each of them addresses.
- Breaks down each strategy into a series of specific **tasks** to be undertaken over the course of the year. Each task will be described in terms not only of the actions to be taken, but detailed information about the individuals who will lead efforts, the timeline, the groups who will be involved in carrying them out, the resources required, the source of required funds, etc.

SSAFE Goals, Objectives, and Initial Strategies

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| GOAL I. Promote the <u>implementation of environmental sustainability practices</u> in senior living communities | |
| OBJECTIVE 1 | SSAFE provides information and tools for environmental sustainability at senior living communities |
| | 1. Promote SSAFE by continually enhancing its communications (e.g. website, newsletter...) and increasing its visibility in the broader community |
| | 2. Develop and promote guidelines and training materials for environmental sustainability practices at senior living communities, including how to liaise with other groups engaged in similar practices |
| | 3. Issue and promote a comprehensive guide to achieving net-zero emissions by 2050 |
| GOAL II. <u>Educate, inspire, and involve</u> SSAFE community residents | |
| OBJECTIVE 2 | SSAFE fosters interaction and collaboration across chapters |
| | 4. Develop efficient mechanisms to facilitate one-on-one and multiway chapter communications |
| | 5. Host sessions where chapter leaders and “doers” share information about their efforts and experiences |
| | 6. Establish travel grants to facilitate visits by SSAFE members to peer chapters |
| OBJECTIVE 3 | SSAFE helps chapters enroll members and increase resident involvement in environmental sustainability activities |
| | 7. Gather and disseminate best practices for organizing campus activities, motivating resident participation, and recruiting residents as SSAFE members |
| | 8. Sponsor and promote online education and training events for resident members |
| | 9. Establish communication channels to help chapters keep residents informed about environmental sustainability-related activities both on- and off- campus |
| GOAL III. Foster <u>collaboration between residents and management</u> at SSAFE communities | |
| OBJECTIVE 4 | SSAFE identifies best practices for how residents can interact effectively with management |
| | 10. Interview or survey resident leaders of current and past environmental sustainability projects to identify the forces that ease or block the success of projects |
| | 11. Compile and disseminate “Pathways to Better Resident/Management Collaboration” that leverages best practices for promoting and implementing joint environmental sustainability efforts |

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| OBJECTIVE 5 | SSAFE offers guidance on developing and implementing comprehensive plans to address climate change |
| | 12. Develop and promote the rationale for master plans aimed at improving GHG emissions and environmental sustainability at SSAFE communities |
| | 13. Gather and disseminate examples of environmental sustainability plans (budgeted or implemented) from SSAFE chapters |
| | 14. Develop and conduct training on how to develop a comprehensive, multi-year GHG reduction and environmental sustainability plan |
| | 15. Develop materials aimed at management that demonstrate the financial and promotional value of moving to reduced greenhouse gas (GHG) emissions |
| | 16. Develop “Pathways to Funding Environmental Sustainability Projects” for chapter use |
| | 17. Conduct chapter visits by SSAFE leadership to meet with resident leadership and decision-makers |
| GOAL IV. Ensure SSAFE’s <u>viability as an organization</u> | |
| OBJECTIVE 6 | SSAFE’s organizational structure is responsive to its evolving vision |
| | 18. Institute a process for periodic review of SSAFE’s nature, priorities, growth, and organizational structure, including financial and staffing requirements |
| | 19. Adjust the governance structure to better accommodate expansion and growth, including adjustments to the committee structure |
| | 20. Develop and disseminate materials laying out what SSAFE expects from its chapters, members, committees, boards, etc. |
| | 21. Develop and conduct training in SSAFE leadership for organization and chapter leaders and ambassadors |
| OBJECTIVE 7 | SSAFE’s funding model supports a long-term balanced budget |
| | 22. Create a multi-faceted funding model that supports a long-term balanced budget |
| | 23. Develop a comprehensive strategy for raising the funds necessary to sustain SSAFE activities |
| GOAL V. Help SSAFE community residents become <u>effective advocates</u> for preventing and mitigating the effects of climate change | |
| OBJECTIVE 8 | SSAFE offers resources to help chapters and members engage in advocacy |
| | 24. Identify and host materials on national issues that chapters can use for advocacy |
| | 25. Develop a guide to help chapters encourage change at the state and local levels |
| | 26. Help chapters identify environmental advocacy groups in their local or state area with whom their members might collaborate |
| OBJECTIVE 9 | SSAFE partners with other organizations to address climate change |
| | 27. Develop relationships with community and advocacy organizations that support reduced greenhouse gas emissions and the creation/maintenance of livable environments |
| | 28. Track select organizations’ initiatives/campaigns and, where appropriate, encourage chapters/members to participate |