

MINUTES

Council on Aging Strategic Planning Committee
January 27, 2021
Senior Center (Zoom Meeting)
230 Webster St., Marshfield, Ma 02050

The quarterly review for the Strategic Plan should be done in January, April, July and October.

ATTENDANCE: Dave Cheney, Carol Hamilton, Fred Monaco, Maureen Saunders and Barbara Van Houten.

GUEST: Janice Fletcher (observer)

CALL TO ORDER: The meeting was called to order at 11:41 am.

APPROVAL OF MINUTES: Barbara moves to approve the minutes of the meeting of January 4, 2021 and Fred seconds the motion. The motion passes. (4-0)

DISCUSSION: Dave reviewed what happened since the last meeting. The full COA Board was supportive of the efforts of the Strategic Planning Committee in taking a deeper dive into the existing plan. There are 7 suggested enhancements that the committee will implement over time. Today the committee is going to look at the general format of the existing plan. We will look at the methods we are using and gradually work on these and have any changes ready for next year. Some Committee members were not aware of how the plan first came into play. Carol explained that the format has been around for a long time and at some point a Strategic Sub Committee was formed to oversee the plan. Dave asked who it was for. Was it just for the committee or board or maybe occasional users? Who do we share it with and how complex or simple is it to understand? Is it user friendly for people that do not use it regularly? Do we focus on the area of operation or the entire grid? There are just a few groups that work with the Strategic Plan Grid. For example, we used it for accreditation. This plan is updated quarterly. There were other questions such as; is the language used mostly for internal use? Is this a good tool for internal use? How do we better educate the public about our Strategic Goals? Should there be an executive summary of the goals and objectives that is more simplified.

Dave also discussed the "annual checklist" of what we can work from as we do a thorough annual review each January. It was the group's thoughts that people do want information and to learn about the organization's goals. So at present we are working with the same internal tool and not necessarily pushing to change this. The tool is working now but in the future may change due to the various checklist items/ enhancements that we employ. We could do an annual high level summary of the Strategic Plan for the public to read. This will improve the community outreach process and customize the document for external use.

We can come up with a schedule for the enhancements to the strategic plan such as the S.W.O.T. exercise. This will help to promote and drive the plan. Dave will work on a draft schedule of the annual enhancements/checklist. The Committee decided they would update the existing plan and then go over the draft list that Dave puts together at the next meeting.

Summary

1. **Objective:**
 - a. Review the outcome of our COA board update.
 - b. Align on next steps for incorporating our agreed-to enhancements.
 - c. Assess our project-tracker spreadsheet.

2. Process enhancements that were agreed to at our January 24th board meeting:

- a. Accreditation five-year recertification process
 - i. Background: Accreditation process is currently part of our SP plan
 - ii. Next: NCOA to issue recommendations June 2021
 - iii. Plan:
 - 1. Implement an annual formal communication process
 - a. Supporting committees issue written reports to SP
 - b. Documentation will formalize annual agreements with SP across all committees
 - 2. Identify communication points of contact between committees
 - a. For clear communication to SP committee
- b. Process enhancements:
 - i. SWOT analysis
 - 1. Background:
 - a. “Strength-Weaknesses-Opportunities-Threats” type workshops that can be used as part of our annual updates.
 - 2. Next:
 - a. Plan a COA wide workshop to identify potential opportunities.
 - ii. Surveys
 - 1. Background:
 - a. Request feedback, on what SP should consider pursuing
 - b. Consider all customers, end-users, stakeholders
 - 2. Next:
 - a. Develop and implement a survey process as part of our annual SP update.
 - iii. Process checklist
 - 1. Background:
 - a. Use as a tool for developing and implementing our plan
 - b. A lessons-learned playbook of activities and deliverables
 - 2. Next:
 - a. David will develop a draft format.
 - b. This will include an annual timeline for completing our enhancement activities.
 - iv. Evaluation Committee
 - 1. Background:
 - a. Evaluation is part of accreditation process
 - b. SP continues to collaborate with Evaluation as part of a feedback loop
 - 2. Next:
 - a. Work with Evaluation to implement a written annual report, including requests, as part of SP’s annual update
 - b. Consider implementing written reports and requests with other COA committees.

- v. Peer reviews, as part of our annual SP process
 - 1. Background:
 - a. Utilize high-level peer reviews of our annual updates.
 - b. Request external input prior to final implementation.
 - 2. Next:
 - a. Develop an annual peer review process.
 - c. Existing tools – review for possible enhancements
 - i. Tools:
 - 1. Spreadsheet, Dashboard, scorecard(kpi), minutes, Communication process
 - ii. Project tracker spreadsheet:
 - 1. Spreadsheet is modeled after NCOA guidance.
 - 2. The project tracker is an internal SP document. It does not need to be modified for use by others outside our committee.
 - iii. Agreement:
 - 1. keep current spreadsheet as is until we have received input from the above enhancement activities.
 - 2. Develop an annual summary type form for external users.
3. Parking lot
 - a. How to attract younger seniors to our center
 - i. ID why they are reluctant to use the center
 - ii. What are their needs, interests and concerns
 - 1. Consider as part of our SP 5-year plan
 - b. Marketing plan
 - i. Consider relevance to our SP
 - 1. Marketing activities typically are part of our plan
 - ii. Marketing initiatives may require SP support
 - iii. Issues with manpower, technology in our Marketing department
 - 1. Behind in our Marketing processes
 - iv. Consider referencing other successful marketing departments
 - 1. Duxbury Marketing
4. Board meeting update
 - a. Next:
 - i. Communication of our status, timing

Reference information

- 1. Background and our “cause for action”
 - a. Strategic planning process has not been updated since August 3, 2020
 - b. COA continues to evolve and expand its scope and resources
 - c. Our Five-year plan's annual review needs to be completed
- 2. Resulting objective
 - a. Assess our current SP process, in relationship to our Mission and Vision

- b. Identify any gaps, compared to our continued expansion plans
 - c. Develop recommendations for updating our SP process
 - i. Review with the COA board, for input and alignment
- 3. Summary of our current process
 - b. We model the NCOA and MCOA processes:
 - i. Created and manage a spreadsheet of deliverables, for tracking
 - c. Meet quarterly to update our status, aligning on actions, publish minutes
 - i. Review updates at our board meetings

NEXT MEETING: The next meeting will be scheduled for February 24th, 11:30.
Objective: Update the activities on our project tracker

ADJOURNMENT: The meeting was adjourned at 12:23 am

Respectfully Submitted,

Dave Cheney, Facilitator and Carol Hamilton, Director Council on Aging