

MINUTES

Council on Aging Strategic Planning Committee

October 18, 2021

Senior Center 230 Webster St., Marshfield, Ma 02050

ATTENDANCE: Dave Cheney – At Large, Janice Fletcher, Carol Hamilton, Maureen Sanders, Fred Monaco and Barbara Van Houten

A quorum was present.

CALL TO ORDER: The meeting was called to order at 10:33 am.

APPROVAL OF MINUTES: Maureen moves to approve the minutes of the meeting for October 4, 2021 and Janice seconds the motion. The motion passes unanimously.

MEETING OBJECTIVE – Using our refined SWOT analysis, start the process of creating our action plans

MEETING OUTCOME:

Draft action plan

EXTERNAL		
EACH OF THE CATEGORIES	OPPORTUNITY	THREATS
STATEMENTS/DEFINITIONS	A Program/services; expand, attract diverse population	A Disasters; unknowns, unable to provide services
	B Funding; secure more, to expand programs / offerings	B Growing older; difficult with accepting, attending center
	C Staff; capitalize on skills, to optimize senior center	C Economy; budget and services impact
	D Marketing staff; to promote center, receive feedback	
INTERNAL	Actions	Actions
STRENGTH	SO <u>Strengths to pursue opportunities</u>	ST <u>Strengths to address threats</u>
1 Staff; well trained, dedicated	1 attracting men, survey, ask what they want focus group	1 Marketing with selectmen, educate, to preserve budget
2 Programs; age friendly, diverse, meets senior needs	have a "breakfast", for a focus group	Note that seniors need us in tough times
3 Services; wide array of assistance	2 age diversity, younger, offer programs that they want	2 Disaster recovery plan; revisit our plan, possibly update, improve
4 Marketing/Communication; developed good will, trust	Do they feel welcome(perception); educate them	Include create categories, what we would refine
	3 Offer retirement programs, to attract people new retirees	
WEAKNESSES	OW <u>Opportunities to address weaknesses</u>	WT <u>Address weaknesses to reduce threats</u>
1 Funding; impacts limits daily operation, mission	1 Pursuing qualified people, for staff/volunteers, way to attract younger people	1 Education disaster mitigation seminars
2 Programs; diversify, for diverse community	2 Improve our marketing to increase participation in community, understand what we do	Work with other agencies, to educate
3 Communication; Community understanding, what we do	3 Outreach, publicity, forms to see if individuals would be interested in helping	2 Annual semi-annual care packages
4 Staff; acquiring qualified staff, due to funding issues	4 Tour of center, open houses, retirement sessions, educational sessions	Reassurance with seniors
	Targeted outreach programs, develop a plan, chamber of commerce	
	Invite Laura?, to help give advice, chamber of commerce	
	Expansion of volunteer opportunities, to get more into center	

NEXT STEPS:

Refine our draft action plan for incorporating into our annual strategic plan update.

NEXT MEETING: The next meeting was scheduled for November 8th at 9:30 am.

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

ADJOURNMENT: The meeting was adjourned at 12:03 pm. Janice makes the motion and Fred seconds the motion. Passes unanimously.

Respectfully Submitted,

Carol Hamilton, Director Council on Aging

REFERENCE NOTES

CATEGORY STRENGTH

Statements of Strengths:

- 1) **Staff** – The COA has a well-trained, talented, dedicated, experienced, and well-qualified staff.
- 2) **Programs** – The COA Programs are age friendly, diverse, safe, accessible, adaptable, functional, attractive and meet the needs of our senior population.
- 3) **Services** - Our services address the social service needs of seniors by providing a wide array of assistance such as Income Tax Counseling, Health Insurance Counseling, Meals on Wheels, Transportation, Fuel Assistance, SNAP and other benefit programs. These services fulfill the physical, psychological and social service needs of our senior community.
- 4) **Marketing and Communications** - Through our marketing and communication efforts we have developed a sense of good will and trust in the community. We accomplish this through our monthly newsletter, website, Facebook Page and our strong relationships with many community partners. We also create awareness and value through word of mouth.

CATEGORY WEAKNESS:

Statements of Weakness:

- 1) **Funding** - Challenges, due to lack of funding, limits our daily operation, growth and mission to serve our community
- 2) **Programs** - Challenges, due to finding talented instructors, adequate funding, lack of interest in programs and the inability to meet the diverse needs of the community
- 3) **Marketing and Communications** - Lack of marketing; publicity/grant writer/outreach creates lack of community understanding about what we do
- 4) **Staff** - Challenges, due to lack of funding and the ability to adequately acquire qualified staff and volunteers

CATEGORY OPPORTUNITIES

Statements of Opportunities:

- 1) **Program/Services:** Opening of our expanded facility, to utilize the appropriate space, offer more flexible, innovative, affordable and age friendly programs to attract a more diverse population. Enhance and add to our array of off-site programs, to attract/appeal to a wider diversity of people
- 2) **Funding:** Hire a consultant and/or grant writer, to explore and secure additional funds to supplement, enhance and expand the current programs
- 3) **Staff:** Identify and maximize full use of our staff's skills & talents to enhance and optimize the experience of our senior center
- 4) **Marketing:** Improve the way we market our senior center, by getting trained marketing staff. Promote what we do and who we are as a community. Receive feedback on the programs and services we provide.

CATEGORY THREATS:

Statements of Threats:

- 1) **Disaster recovery, what would we do:** We are concerned with "unknowns", timing of possible threats, such as natural or relative events, because the center may not be able to provide its services and fulfill its mission.
- 2) **Finding it difficult to accept growing older:** Seniors may not want to be with "older people". Therefore, they may not experience and benefit from the services provided. There could be an impact to the number of center users.
- 3) **Economy, impact to center, staff and consumers:** Economic downturn could impair our budget which could reduce or impact services to our consumers. An economic downturn could create economic insecurity to our seniors.