

MINUTES

Council on Aging Strategic Planning Committee

November 8, 2021

Senior Center 230 Webster St., Marshfield, Ma 02050

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

ABSENT: Fred Monaco and Maureen Saunders.

A quorum was present.

CALL TO ORDER: The meeting was called to order at 9:40 am.

APPROVAL OF MINUTES: Barbara moves to approve the minutes of the meeting for October 18, 2021 and Dave seconds the motion. The motion passes unanimously.

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

Dave reviewed the previous meeting with everyone. We talked about the checklist and statement of definitions. We continue to work on the SWOT as our focus of discussion and use this for the basis of our action plans. Dave took statements from the previous meeting to make them more concise. We want to convert statements into actionable items. The group talked about focus groups, focus groups for specific people such as men particularly younger men or newly retired and talked about how we would go about recruiting these participants. Focus groups would help us to find out what people want. Another idea was a video to promote new and existing programs. The video could be shared in a number of media platforms to help get the word out. Open houses, posters and flyers were also discussed. We also mentioned working with community partners such as the Chamber of Commerce.

The group also talked about programs and activities. How does that fit into evaluation? Who is responsible and is there a plan for that? The Director explained that the staff coordinates the programs and services that are consistent with our mission which are evaluated periodically. These evaluations are then reviewed by the committee and appropriate action is taken if deemed necessary. The Committee felt that Dave should meet with the Evaluation group to go over what the status of Evaluation Plan was prior to the next Strategic Planning Committee meeting on the 22nd.

MEETING OUTCOME - UPDATED DRAFT ACTION PLAN:

SO <u>Strengths to pursue opportunities</u>	<u>11/8 updated action plans</u>
1 Attracting men, survey, ask what they want, focus group	1 Complete a breakfast focus group, invite approximately 20 couples.
2 Age diversity, younger, offer programs that they want	Identify specific attendees to help with the analysis.
Do they feel welcome(perception); educate them	Next; Create plan, design approach
3 Offer retirement programs, to attract people new retirees	
OW <u>Opportunities to address weaknesses</u>	
1 Improve our marketing to increase participation in community, understand what we do	1 Create a video to promote the senior center, to attract people.
2 Outreach, publicity, forms to see if individuals would be interested in helping	Highlight the new addition, programs, equipment, activities, café.
3 Tour of center, open houses, retirement sessions, educational sessions	Publish video on-line and tv, website, facebook, email video link, to members and others. ID partners, Chamber of Commerce, postings.
Targeted outreach programs, develop a plan, chamber of commerce	to promote video.
Expansion of volunteer opportunities, to get more into center	Next; Design and create a plan for launching a video
	2 Senior Center programs, identify the periodic review process
	Next, meet with Evaluation to review process

NEXT STEPS:

Continue refining our draft action plan for incorporating into our annual strategic plan update.

NEXT MEETING: The next meeting was scheduled for November 22nd at 9:30 am.

The quarterly review for the Strategic Plan should be done in January, April, July, and October. Carol passes out the draft plan with deletions and corrections. She will then distribute a clean copy to the COA Board.

ADJOURNMENT: The meeting was adjourned at 10:52 am. Janice makes the motion and Barbara 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.

		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 diveristy, 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 ; aqiring 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 commerse		
		Expansion of volunteer oppertunities, to get more into center		