

The City of Attleboro

**Council on Aging &
Rev. Gordon N. Larson Senior Center**

**Strategic Plan
2021-2023**



Council On Aging Department

The Attleboro Council on Aging is a multi-faceted Elder Service Department which services the needs of all elders, age 60 and over. We also assist families of elders in matters regarding any elder issue.

Our Mission & Purpose

As a department of the city of Attleboro, the Council on Aging is dedicated to enabling older residents of Attleboro (60 and over) to live independently and with dignity within our community. This is done through a wide spectrum of informational, recreational, volunteer and service programs offered by the Council on Aging.

Senior Center

We invite seniors and their families to visit the Attleboro Senior Center at 25 South Main Street, home of the Council on Aging, and discover the many programs and services we offer that can enrich the lives of our or older citizens, neighbors and friends.



Strategic Planning Process

In September 2020, The Attleboro Council on Aging Board of Directors and Executive Director embarked on a comprehensive, agency-wide strategic planning process with the intention of engaging the organization's broad array of stakeholders in a thoughtful discussion of the organization's strengths, challenges, and future opportunities. These data were collected through a comprehensive report conducted the prior year by The Center for Social and Demographic Research on Aging - Gerontology Institute at John W. McCormack Graduate School of Policy & Global Studies of the University of Massachusetts; focus groups with community stakeholders; and a Board retreat. The data collected informed the decisions made at the Board retreat, and ultimately shaped the strategic direction of the organization for the next three years. The Strategic Planning process was facilitated by Amanda Blount, a nonprofit management consultant who also serves as Director of The Literacy Center in Attleboro, MA.

Implementation of the Strategic Plan

The Board of Directors will provide oversight to the Strategic Goals as outlined in this plan. The Board may assign committees and/or staff to track individual goals, as necessary and appropriate. A dashboard will be provided to the Board of Directors by the Executive Director at regular intervals which will report on the overall progress toward each goal, and a discussion of what is working (or not working), as well as recommend changes or additions to the Plan. The Board of Directors reserves the right to amend this Plan as needed throughout the three year implementation timeframe.

OUR GOALS AND STRATEGIES

GOAL ONE	GOAL TWO	GOAL THREE	GOAL FOUR	GOAL FIVE
<i>Equitable Access</i>	<i>Sustainable Resources</i>	<i>Community Engagement</i>	<i>Exceptional Programming</i>	<i>Empowered Leadership</i>
Ensure that all seniors in the Attleboro community have access to the Senior Center and COA programs & services	Identify and secure the necessary resources of funding, people, and infrastructure needed to provide high quality programming to the community	Expand awareness and build opportunities for seniors in the community by forging meaningful partnerships with other service providers, and by engaging the community on issues affecting seniors.	Provide the senior community with high quality programming that aims to improve quality of life, reduce financial distress, decrease isolation and improve health outcomes.	Attract, develop, retain and provide support for highly qualified employees and volunteers who are committed to the continuous improvement of programs and services

Key Performance Measures will be established for all goals and strategies to monitor and report progress.

Strategies Aligned to Goal One	Strategies Aligned to Goal Two	Strategies Aligned to Goal Three	Strategies Aligned to Goal Four	Strategies Aligned to Goal Five
<ul style="list-style-type: none"> - Expand transportation options for seniors to get to/from Center and critical services in the community - Identify new options for parking at the Senior Center - Improved physical plant - Conduct outreach to homebound seniors - Improve tech for remote access to programming 	<ul style="list-style-type: none"> - Develop and maintain a regular advocacy agenda to present to the City Council and to the City budget team - Build capacity for grant writing and resource development with staff and volunteers - Work with City officials to identify & secure new location for senior center 	<ul style="list-style-type: none"> - Develop partnerships/ “aging well” community of practice - Educating the community to increase engagement around issues affecting seniors - Redevelop the brand and establish the Center as a resource for all seniors - Identify mechanisms to advocate on behalf of senior housing & medical needs 	<ul style="list-style-type: none"> - Conduct evaluation of existing programs and establish areas for expansion or improvement - Look to other communities for programming ideas - Utilize community assessment to establish need for new programs - Create opportunities for lifelong learning 	<ul style="list-style-type: none"> - Hire a qualified candidate to replace outgoing director - Provide highly qualified support staff to the Director - Ensure leadership have the resources needed to excel - Recruit volunteers to fill identified gaps in staff capacity - Recruit and retain a diverse Board that lend expertise to the needs of the Center

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<i>Board and Advisory groups: Advocacy and Legislative Priorities</i>	<ul style="list-style-type: none"> - Expand transportation options for seniors to get to/from Center and critical services in the community - Identify new options for parking at the Senior Center - Improved physical plant 	<ul style="list-style-type: none"> - Develop and maintain a regular advocacy agenda to present to the City Council and to the City budget team - Work with City officials to identify & secure new location for senior center 	<ul style="list-style-type: none"> - Advocate on behalf of senior housing needs and housing programs, development and incentives - Advocate on behalf of senior medical needs and build public/private partnerships with Sturdy, etc. with particular focus on issues of dementia 	<ul style="list-style-type: none"> - Advocate for increased budget for programming for seniors, including additional staff as needed 	<ul style="list-style-type: none"> - Hire a qualified candidate to replace outgoing director - Provide highly qualified support staff to the Director - Ensure leadership have the resources needed to excel
<i>Staff: Programming and Outreach Priorities</i>	<ul style="list-style-type: none"> - Conduct outreach to homebound seniors - Improve tech for remote access to programming 	<ul style="list-style-type: none"> - Build capacity for grant writing and resource development with staff and volunteers 	<ul style="list-style-type: none"> - Develop partnerships/ “aging well” community of practice - Plan campaigns to educate the community to increase engagement around issues affecting seniors <i>in alignment with legislative priorities</i> - Redevelop the brand and establish the Center as a resource for all seniors 	<ul style="list-style-type: none"> - Conduct evaluation of existing programs and establish areas for expansion or improvement - Look to other communities for programming ideas - Utilize community assessment to establish need for new programs - Create opportunities for lifelong learning 	<ul style="list-style-type: none"> - Recruit volunteers to fill identified gaps in staff capacity - Recruit and retain a diverse Board that lend expertise to the needs of the Center



COA Board Members

Joe Feroce, Chairman
 Elena Clarke, Vice Chair
 Ann Spinelli, Secretary
 Marion Aspinall
 Frank Cook
 Dr. Raymond Guillette
 David Larson
 John Lepper
 Vicki Nason
 Carol O'Connor
 Kurt Wheaton
 Diane Morris, Ex officio

Strategic Planning Steering Committee

Carol O'Connor
 Caitlin E. Coyle
 Irene Frechette
 John Lepper
 Madeleine McNeilly, Director
 Maryellen Murphy
 Ann Spinelli
 Tom Spinelli
 Walter Thibodeau
 Darlene Young

Strategic Planning Focus Group Participants

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Caitlyn Coyle	Christine Johnson	Lisa Piscatelli	Walter Thibodeau
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