



STRATEGIC PLAN

2017–2022

Department of Senior Services

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Town of Colchester, Connecticut

95 Norwich Avenue Colchester, CT 06415

Patricia A. Watts Director of Senior Services/Municipal Agent for the Elderly

July 17, 2017

Arthur Shilosky, First Selectman
Town of Colchester
127 Norwich Avenue
Colchester, CT 06415

Dear First Selectman Shilosky,

It has been my honor to serve as the Chairperson of the Colchester Senior Services Strategic Planning Team, alongside nine other individuals who were dedicated to the development of this plan. The Strategic Planning Team, who began meeting in October, 2015, were charged with a two-fold mission: 1) To make recommendations to the Senior Center Subcommittee for the physical requirements of a yet-to-be-designed senior center building and grounds and 2) To develop a five year long-range plan for the Department of Senior Services to best serve the needs of Colchester's senior citizens, ages 55 and over.

The members of the Strategic Planning Team gave willingly of their time, insights and talents; and together we present you with a long range plan which we expect will serve the Department of Senior Services as well as the senior citizens of Colchester for the next 5 years. On behalf of the Senior Services Strategic Planning Team, I ask that you accept this report as a comprehensive summary of our work together. We thank you for your time and look forward to your feedback. Additionally, I would be pleased to respond to any questions you may have.

Best Regards,

Patricia A. Watts
Colchester Senior Services Strategic Planning Team, Chair
Director of Senior Services
Municipal Agent for the Elderly

STRATEGIC PLANNING TEAM MEMBERS

Patty Watts, Director of Senior Services, Chairperson
Linda Bromley, Senior Center Member
Rosemary Coyle, Board of Selectmen
Goldie Liverant, Commission on Aging
Bill Otfinoski, AARP Chapter #4019
Eleanor Phillips, Commission on Aging
Gary Siddell, Commission on Aging
Becky Sullivan, Program Coordinator
Bonnie Trecarten, AARP Chapter #4019
Bob Weeks, AARP Chapter #4019
Jim Paggioli, Director of Public Works (ad hock)

SITE VISIT SUMMARY & RECOMMENDATIONS

As the Strategic Planning Team began to meet, another group was selected by the Board of Selectmen who was given a complimentary assignment: The Senior Center Subcommittee was charged with identifying and recommending a suitable location for a new and larger senior center location. Because of this, the Strategic Planning Team prioritized the goal of making recommendations to the Senior Center Subcommittee for the physical requirements of the new senior center facilities. The findings of the site visits helped the Senior Center Subcommittee to develop criteria necessary in a new facility. An abbreviated report which included the senior centers site visits and the recommendations were shared with the Senior Center Subcommittee at their March 15, 2017 meeting.

In this process, the Strategic Planning Team identified 9 senior centers that we thought would be helpful to visit. They were: **East Hampton Senior Center, Ellington Senior Center, Enfield Senior Center, Glastonbury (Riverfront Community Center), Groton Senior Center, Hebron (Russell Mercier Senior Center), Middletown Senior Center, Portland (Waverly Center) and Wallingford Senior Center.**

There was a lot of variety amongst these centers both in form and function but our objective was to glean information that would be helpful to the Town of Colchester, as we plan a senior center to serve the older adults of our community.

EAST HAMPTON SENIOR CENTER

A 6,500 square ft. building serving approximately 250 members in a town whose total population is 13,000. This center is co-located next to the Public Library and shares parking and grounds. The building was renovated in 2010 with an expansion of storage, offices and a large multi-purpose room.

Strengths: It has a very welcoming Lounge with upholstered furnishings and a gas fireplace. There is a visible reception desk convenient to the entry. The new multipurpose room expansion has allowed them to expand their programming. Administrative offices are close to the entryway, while allowing for privacy.

Weaknesses: The front entry point is not evident, more exterior signage needed so one knows where to go. The parking lot was located a good distance behind the building and on a hill, which could be a problem for those with mobility issues. Kitchen was unnecessarily oversized for the amount of meals served.

ELLINGTON SENIOR CENTER

A 10,600 square ft. building serving approximately 600 members in a town whose total population is 16,000. This stand alone building was built in 2013, after a hard-fought, grass-roots campaign throughout the town to construct a new senior center.

Strengths: Ellington is very proud of their new senior center. It is spacious with a large multi-purpose room used for large scale events and meal service and can be subdivided into smaller classroom spaces for increased functionality. All of the restrooms were private companion bathrooms, which accommodates those requiring assistance. Ellington Senior Center has a dedicated space for Men's Programs, which is well-used by all members. They report that their membership grew by 200% the first year that they moved to their new facility. Ellington is a very good comparable for Colchester, as they are also rural and serve a town similar in size.

Weaknesses: The entryway is not very inviting. The floor plan is spread out, which requires walking a long distances from one end to the other. They serve only 2 lunch meals per week. This senior center lacks storage spaces for program supplies. They have had to add additional parking, as the original plan for parking was not adequate. Concern for the lack of privacy or security in the reception area was reported. It was also noted that the senior center did not have handrails or places to rest in the hallway.

ENFIELD SENIOR CENTER

A 20,000 square ft. building serving approximately 8,000 members in a town whose total population is 45,000. This stand alone building was built in 2003 and boasts plenty of parking, great program space and a state-of-the-art, professionally staffed fitness center.

Strengths: The Enfield Senior Center is a NISC (National Institute of Senior Centers) accredited senior center. They have a reputation throughout the State for excellence in their programs and services. They are located on a very spacious lot with a magnificent building, ample parking close to the building and well-developed grounds which include an outdoor walking trail, bench seating, gardens, patios, grilling and dining areas and stationary fitness equipment. They have a revenue producing gift shop featuring hand-crafted items created by their members.

Weaknesses: The Enfield Senior Center has a dedicated Fitness Room with treadmills, equipment and supervision through paid staff, but there is no dedicated space for fitness classes, such as Zumba. Because of this, the fitness classes are held in the multipurpose area, which is at the center of the building and lacks privacy. The Director also stated that the room which is dedicated for crafting is over-sized for the needs of that group.

GLASTONBURY (RIVERFRONT COMMUNITY CENTER)

A 20,500 square ft. building serving approximately 8,000 members in a town whose total population is 34,000. This building, built in 2005, serves as a community center, dedicated to senior services during daytime hours.

Strengths: The Glastonbury Senior Center is a NISC accredited senior center. It is located in a park-like setting on the banks of the Connecticut River and includes walking trails, patios, space for grilling and dining outdoors and a butterfly garden. The building is large and attractive; parking is abundant and convenient to all of the entrances. The large multipurpose room can be sub-divided for versatility. They have an onsite Cafe which gives members dining options and produces revenue. This space can also be rented out, which is another source of revenue. Staff has private restroom facilities.

Weaknesses: Director noted inadequate storage for program supplies. They are looking to increase their reserved (handicapped) parking. This center lacks a fitness center and stated that they would like more office space and private meeting areas for their staff. Upon entrance through the main doors, there is no reception area, no access to staff--leaving one unsure where to go. It feels somewhat sterile and cold, despite being professionally decorated and located in an attractive building.

GROTON SENIOR CENTER

A 36,000 square ft. building serving 3,500 members in a town whose total population is 40,000. This stand alone senior center was renovated and expanded in 2010 and was the largest of all of the centers that we visited. It is located on a campus with (separate but close to) the Public Library, with ample parking for both buildings.

Strengths: The Groton Senior Center is very large; they have a large number of rooms in which to hold programs. The staff offices were very private and segregated to one corner of the building. They have a large industrial kitchen and prepare and serve their own meals, which is revenue producing and served in lieu of a congregate meal. The multipurpose room is large. They have a dedicated social model day program for individuals with dementia, which meets 5 days per week. There is a large Computer Room that is well resourced with both PC and Apple units. They have both a Fitness Room for classes/Pickle Ball courts with rubberized floors and a Fitness Room with stationary equipment, which requires a separate registration and fee to use. There is adequate storage built in throughout the building.

Weaknesses: This building occupies a very large footprint, with classrooms all around the perimeter. If possible, it felt too large. The reception area was confusing. As you entered the building, there were 2 reception desk areas. The smaller one (closest to the entrance) was not staffed. Outdoor space is dedicated for parking. Grounds are limited and undeveloped for program use. They said they would like to have a pool facilities to offer aqua fitness classes and open swim for their members.

HEBRON (RUSSELL MERCIER SENIOR CENTER)

A 6,000 square ft. building serving approximately 800 members in a town whose total population is 10,000. This stand alone center was built in 2003 and is nestled in a senior housing community, set back from the road and conveniently located in the center of town. This was the smallest of all of the 9 centers visited.

Strengths: This senior center is very homey and welcoming. Upon entering, there are staff, volunteers and members congregating. The restrooms are conveniently located in the center of the building. There are sidewalks all around the building and a patio with umbrella covered tables to the rear of the building.

Weaknesses: As expected in a small building, program space is limited. The multipurpose room has low-pile carpet, which is not well suited for dining or the exercise classes that take place there. It is somewhat cluttered, especially the Fitness Room where exercise stations take up space and make it difficult to maneuver. One has to go through a main program space to get to the Social Worker's office, which lacks privacy.

MIDDLETOWN SENIOR CENTER

A 13,000 square ft. building serving 6,000 members in a town whose total population is 43,000. This stand alone center underwent a major renovation in 2014, which was partially funded by the State of Connecticut. It was originally built for use as a school. Notably, it is two stories with each level covering approximately 7,500 square ft.

Strengths: Utilizing a two-story building has advantages at a senior center, as the overall footprint remains manageable for clientele, while providing adequate program space. Obviously this makes an elevator important for accessibility. The recent renovation was very successful, making the building quite appealing and attractive. The layout is very nice with a staircase, elevator and reception area all located close to the main entryway. Staff offices are privately located behind the reception area. There is plenty of program space including a large multipurpose room on the main level.

Weaknesses: The director reports that it would be helpful to have a basement for additional storage. Located in a more urban area, this building has limited parking, as well. This senior center rents out the building for use by other organizations during off-peak hours. They have to lock up their supplies and equipment to prevent theft. Director stated that she would prefer to have sole use of building.

PORTLAND (WAVERLY CENTER)

A 10,000 square ft. building serving 300 members in a town whose total population is 9,000. This stand alone center underwent recent renovations to expand, but was originally built in 1992. It also has two stories. Interestingly, this center has chosen to remove the title "senior" from their name, which is a trend for some centers who are seeking to rebrand their image in an attempt to appeal to "Baby Boomers." They have recently become accredited through NISC.

Strengths: This center has plenty of parking. They have a multipurpose room and other smaller program spaces. There is developed outdoor space including Bocce courts.

Weaknesses: This center unfortunately does not have frequent usage, despite their recent renovations. The Director reported that the restrooms are not centrally located and she wishes that was not the case. They do not offer meals (congregate or Meals on Wheels) and do not have a commercial kitchen. At this time, they do not have portable walls to subdivide their large multipurpose room, but stated they would like to add them. The building lacks storage for program supplies and equipment.

WALLINGFORD SENIOR CENTER

A 20,000 square ft. building serving 4,400 members in a town whose total population is 45,000. This stand alone center was built in 2001 and is located on the same campus as its original site, which is now occupied by other town organizations. It boasts expansive grounds, backed by a large lake, surrounded by walking trails, a butterfly garden, outdoor bocce courts and plenty of parking.

Strengths: The Wallingford Senior Center is a NISC accredited center. The facility is beautiful and constantly bustling with activity—considered by many to be a community treasure. The building is large, but very thoughtfully laid out. One enters a welcoming atrium/lobby with a reception desk and staff offices behind with private staff restrooms. The Great Room (MPR) has a stage, dance floor and a wall of windows overlooking the lake but has classrooms and activity spaces all around the perimeter. There is Café style dining available as well as a congregate meal served daily. Lake View Café serves breakfast and lunch at affordable prices and is open to the public. The Great Room is used for dining, special programs and unstructured socialization. Wallingford Senior Center hosts a 5 day/week social model day program, called Memory Lane, with dedicated classroom space, storage closet and bathroom. A health suite is staffed by a nurse 5 days per week. They have recently opened a fitness center, which requires special monthly subscription fees and is revenue producing. There are gardens, patios, raised planting beds, walking paths and bocce courts, all on site.

Weaknesses: One weakness that was noted was a lack of storage closets throughout the building. Another complaint of some of the staff is that when there are special events or musical entertainment in the Great Room (because it's an open space) there is no noise control. During these events the volunteer receptionists sometimes have difficulty hearing while answering the phones.

PHYSICAL PLANT RECOMMENDATIONS

It is the recommendation of the Strategic Planning Team that our new senior center facility consider some of the following features, which were observed in many of the senior centers that were visited.

INDOOR FEATURES:

- Vestibule with airlock (double door system) for efficiency of heating/cooling.
- Absorbent, non-slip flooring surface upon building entrance, in the vestibule.
- Welcoming reception area close to the main entrance.
- Visible Information Center for posters, trip fliers, etc. and *My Senior Center* kiosk.
- Adequate staff offices for Director, Program Coordinator, Administrative Assistant and Transportation staff located in close proximity to the main entrance, but with privacy features and access to private staff restroom facilities.
- Centrally located restrooms with at least one unisex companion toilet.
- Commercial kitchen with which to serve Meals on Wheels and congregate meals.
- Revenue producing Café that is open to the public for breakfast and lunch and offers affordable meal and snacking options.
- Large multipurpose room, which has sound-deadening dividers to reconfigure the space for versatility. Should be located close to the kitchen and include a sound system for programs and live entertainment. Round tables are recommended to promote socialization. Vinyl plank (wood look) flooring is durable and easy to clean and versatile for a variety of programs including dancing.
- Smaller program spaces should include: Game/Card Room, Arts & Craft Room with a sink and gallery space, Activity Room (Bingo, Lectures, Movies), Computer/Technology Room, Library/Lounge, Health Screening Room, Man Cave (Billiards, Ping Pong, Large Screen TV), Conference Room (confidential meeting space)
- Fitness Room for classes and court-based activities (Pickle Ball) with rubberized flooring to minimize impact. Available lockers close to Fitness Room.
- Fitness Center with stationary equipment such as treadmills, recumbent bicycles, free weights, elliptical/stair steppers. This could be funded through separate monthly fees.
- Dedicated space for the Making Memories Program with classroom, staff office, storage closet and bathroom facilities. Current program is limited to 3 days per week but could expand to 5 days per week with dedicated space.
- Professionally and attractively decorated with home-like upholstered furniture and plenty of opportunities to congregate and promote socialization.
- Plenty of space for storage for program supplies, equipment, decorations, etc.

OUTDOOR FEATURES:

- Attractive architecture which honors our New England heritage and matches the character found in Colchester. Exterior could coordinate with Town Hall, if located on the same campus.
- Adequate parking convenient to multiple entrances with a special consideration for ample reserved (handicapped) parking.
- A covered portico for shelter from the elements for bus or vehicle drop-offs at the main entrance.
- Attractive grounds with sidewalks, benches, patios, gazebo and gardens to inspire outdoor activities and socialization. Ability to host outdoor picnics, ice cream socials or other programs with patio seating.
- Driveway access to commercial kitchen area for deliveries.
- If possible, access to or development of walking trails with bench seating for resting.

ADDITIONAL CONSIDERATIONS:

- Ability to rent out the Multipurpose Room for special events like catered weddings, anniversary parties, etc. and increase town revenue.
- Ability to open the building in the evenings for additional town meeting space.
- If building on a smaller lot, consider the possibility of a two-story building, which occupies a smaller footprint while offering maximum square footage. This is a newer trend in senior center buildings. It allows for more spacious grounds, ample parking and the potential to develop outdoor space for additional programming opportunities. Elevator is required for accessibility for everyone to every level.

FUTURE SITE OF THE COLCHESTER SENIOR CENTER

The Senior Center Subcommittee developed a list of 12 potential sites for the Town to consider. Their final recommendation was to purchase Lebanon Avenue, Map 22/Lot 49 as the future site of a new Senior Center, yet to be designed. At the Town Meeting of February 2, 2017, voters unanimously approved the purchase of the property for \$90,000.00; and the parcel of land was later acquired by the Town of Colchester.

STRATEGIC PLAN for 2017-2022

After work was completed on the Site Visits and Recommendations for the Physical Plant of the yet-to-be designed senior center facility on Lebanon Avenue, the Strategic Planning Team set out with its secondary goal to develop the Strategic Plan. This involved 1) Determining the Mission of the Department of Senior Services; 2) Defining our Vision; 3) Identifying our Values; 4) Discussion of Top Level Organizational Goals; 5) Identifying our Objectives; 6) Creating a Plan for Implementation and Goal Achievement and finally; 7) Determining Outcomes and Performance Measures.

MISSION STATEMENT

"It is the mission of the Colchester Senior Services Department to support older adults by providing programs and services designed to promote their independence, health, wellness and overall quality of life."

VISION STATEMENT

"A community resource dedicated to engaging, enriching and empowering the lives of seniors."

VALUES

The following are our organizational values:

- Advocacy and Safety for Seniors
- Respect for All
- Efficiency
- Growth
- Fiscal Responsibility

ORGANIZATIONAL GOALS

WHO do we serve? We serve citizens ages 55 years and older; both Colchester and non-Colchester residents.

WHAT do we do? Provide opportunities to enhance quality of life; champion the health & safety of senior community and encourage community involvement utilizing the following programs and services:

- Senior/Younger Disabled Transportation Services
- Delivery of Social Services
- Senior Nutrition Programs (Congregate Meals and Home Delivered Meals)
- Programs-Educational, Recreational, Health & Wellness, Social & Special Events
- Meaningful Volunteer Opportunities

HOW do we do this?

- Human Resources-Staff, Members & Volunteers
- Community-Partnerships between the senior center and Town leaders, community organizations and businesses and Colchester Public Schools
- Financial Resources-Budget, revenue producing programs and fundraising
- Facility Resources-our building, grounds and amenities

OBJECTIVES

The following items are components of the department which our Strategic Plan seeks to address:

- Purpose & Planning
- Community
- Governance
- Administration & Human Resources
- Program Planning
- Evaluation
- Fiscal Management
- Records & Reports
- Facility
- Communication & Marketing

OUTCOMES & PERFORMANCE MEASURES

Please see the Strategic Plan Summary (pages 13-16) for the goals and objectives and the outcome measures for each category of the Strategic Plan. You will find under each heading listed above 1) the Goals and Objectives of the Strategic Plan; 2) whose responsibility it is to meet each goal; 3) the target date for completion of each item and finally; 4) the Action Plan, or how to best meet the goal or objective. This Strategic Plan will be reviewed on an ongoing basis for goal setting and achievement. Also, it is the Department of Senior Services intention to review and revise this Strategic Plan every five years, to stay current on the needs of Colchester's senior population.

STRATEGIC PLAN SUMMARY

GOALS AND OBJECTIVES	PRIMARY RESPONSIBILITY	TARGET DATE OR ONGOING	ACTION PLAN -- STATUS
A. PURPOSE & PLANNING			
Integrate long-range plan goals with the annual budget process.	Director, First Selectman, Board of Finance	Annually	Renew Program Fund line item with one large program in 2018.
Review Colchester Senior Center Mission Statement and Vision Statement	Director, CoA	Ongoing, Every 5 years	Update as needed, but review formally as part of Strategic Plan every 5 years.
Conduct Strategic Planning	Director, Strategic Planning Team	Ongoing and/or Every 5 years	Publish Strategic Plan for Department of Senior Services in 2017, and every 5 years thereafter. Recruit a team of volunteers to serve as Strategic Planning Team involving active members and community stakeholders
B. COMMUNITY			
Develop partnerships with organizations throughout the community and region	Director, Program Coordinator, CoA	Ongoing	Schedule a minimum of 2 programs per month, which are collaborative efforts with community partners.
Seek new/utilize current opportunities to provide education and information about available services to our community.	Staff, CoA	Ongoing	Make Senior Resource Guide available via link on webpage and hard copies, as requested. Provide free community education on a wide variety of topics through the Colchester Senior Center's schedule of programs.
Utilize outreach methods to provide services to adults unable to come to CSC	Director/Staff	Ongoing	Provide senior transportation for elderly and younger disabled clients. Provide Home Delivered Meals to homebound elderly. Conduct phone and/or home visits.
Develop part-time Social Worker position to serve community seniors	Director, First Selectman	By the year 2020	Create part-time role, where Social Worker is accessible to senior citizens to assist with Medicare, Veterans' benefits and other beneficial programs.

STRATEGIC PLAN SUMMARY

GOALS AND OBJECTIVES	PRIMARY RESPONSIBILITY	TARGET DATE OR ONGOING	ACTION PLAN -- STATUS
C. GOVERNANCE:			
Follow Policies, Procedures and Best Practices of the Town of Colchester	All Staff	Ongoing, as assigned	Distribute Employee Handbook & Personnel Policies, as revised and instructed by Human Resource Department.
D. ADMINISTRATION & HUMAN RESOURCES			
Review financial viability of the Making Memories Program	Director, MMP Coordinator	Ongoing, Annually	Apply for any available grants, including Sr. Resources AAA, annually. Manage reports.
Review staffing requirements	Director, First Selectman, BOS/BOF	Ongoing, Annually	As CSC continues to realize growth in membership & services, evaluate staffing needs.
E. PROGRAM PLANNING:			
Explore ways to attract younger seniors (Baby Boomers)	Director, Program Coordinator	Ongoing	Grow Fitness, Travel, Technology programs & Outdoor Adventure Club.
Seek opportunities to expand and extend programs and services offered on evenings and weekends	Director, Program Coordinator	Ongoing	Look for opportunities to expand programs into the evening and occasional weekend hours; long-term feasibility only if new staff position is created/approved.
F. EVALUATION:			
Utilize various tools and resources to determine any unmet needs of Colchester Seniors.	Director	Ongoing	Develop and distribute electronically and through hard-copy an Annual Member Satisfaction Survey during the month of September.
Develop and implement evaluations of Colchester Senior Center programs, which includes outcome-based measurements	Director, Program Coordinator	Ongoing, Annually	Utilize Client Satisfaction Survey for Fitness programs and Travel Opportunities/Trips to quantify client feedback and measurable outcomes for programs and trips.

STRATEGIC PLAN SUMMARY

GOALS AND OBJECTIVES	PRIMARY RESPONSIBILITY	TARGET DATE OR ONGOING	ACTION PLAN -- STATUS
G. FISCAL MANAGEMENT			
Review fiscal procedures for adherence to current regulations and best practices	Director, First Selectman, CFO	Ongoing, Annually	Follow policies and procedures for fiscal management including utilizing Town RFP's, PO's, deposit documentation & employee time sheets.
Plan for significant future needs i.e. furnishings, equipment, buses, facility, for the town CIP	Director, First Selectman, BoF, Public Works Director	Ongoing, Annually	Review with staff annually in October. Provide report for Capital Expense needs within the department for the upcoming fiscal year.
H. RECORDS & REPORTS:			
Prepare a monthly report to include: program attendance, building usage, transportation usage, meals/MOW, and delivery of social services.	Director, Staff	Monthly with Annual Report	Provide a monthly accounting of all statistics to the First Selectman by the 15th of each month. Follow Town schedule for an annual Departmental Report, submitted to the First Selectman.
Maintain a compatible, flexible computer database of membership and services	Director, Staff	Ongoing	Contract with <i>My Senior Center</i> for data related to building usage, membership information and senior transportation.
I. FACILITY:			
Maintain communication with town personnel who interface with the Senior Center's physical environment.	Director, Staff, Public Works	Ongoing	Timely submission of Town Work Orders to the Public Works Department for any physical plant issues/necessary repairs.
Review on-going needs of the facility.	Director, First Selectman, Strategic Planning Team	Annually, 5 Year Strategic Planning	Review facility needs as part of the ongoing Strategic Planning review process to assure community needs are addressed.

STRATEGIC PLAN SUMMARY

GOALS AND OBJECTIVES	PRIMARY RESPONSIBILITY	TARGET DATE OR ONGOING	ACTION PLAN -- STATUS
J. COMMUNICATION & MARKETING:			
Maintain good relationships between department and community organizations	Director, Staff	Ongoing	Meet periodically with community groups such as Colchester Lions, CBA, Rotary, CHA/senior housing communities to facilitate collaboration/coordination.
Development of Marketing Plan	Director, Staff, CoA	Ongoing	Hardcopy CSC monthly newsletter, digital newsletter available on Town website, Colchester Connections Quarterly publication, weekly press releases in local media outlets.
Utilize Electronic Communications & establish a Social Media Presence	Director, Staff	Ongoing	Send weekly email blasts to members. Create and maintain Facebook page to augment communication. Senior Center website should include 12 months of digital newsletter.

APPENDIX**Site Visit Worksheet**

Name of Senior Center: _____ Town: _____

Facility Square Footage: _____ Town Population: _____ Membership size: _____

Type: Stand Alone/Community Center/Other (specify) _____ Year Built _____

Parking & Entrance	Yes	No	Comments
Adequate parking for facility usage?			
Well located and adequate handicapped parking?			Total:
Overhang at front entrance for bus/vehicle drop off?			
Is facility signage easily visible from the street?			
Does the building have aesthetic value?			
Additional signage easy to follow?			
Designated area for staff parking?			
Driveway around building for delivery of supplies?			
Other:			
Welcome & Reception Area	Yes	No	Comments
Does the reception area feel welcoming?			
Is a greeter, receptionist or staff member visible?			
Is there a "My Senior Center" kiosk?			
Is there adequate visible signage within the building?			
Vestibule/airlock area for heating/cooling efficiency?			
Appropriate flooring for wear/tear & safety?			
Other:			
Staff Offices	Yes	No	Comments
Director's Office?			
Program Office?			
Administrative Assistant's Office?			
Transportation Office?			

Restrooms	Yes	No	Comments
Are the restrooms centrally located?			
Are there several restroom locations throughout the building?			
Are there private restroom facilities for staff?			
Paper towels? Type:			
Hand (air) dryers? Type:			
Other:			
Kitchen	Yes	No	Comments
Are hot meals provided at this site?			Agency:
Is this a delivery site for Meals on Wheels?			
Does this kitchen have a Food Service License?			
Is there a Café (breakfast and lunch) restaurant?			
Is the space rented out for private functions?			
If so, is there a list of prices and criteria?			
Other:			
Multi-Purpose Room	Yes	No	Comments
Is this room able to be divided through portable walls?			
What type of walls?			
Are these walls effective at noise reduction?			
Are there room darkening shades/blinds?			
Is there a dance floor permanently installed?			
Is this space rented out for private functions?			
Round tables?			
Piano/keyboard?			
Is there a sound system to service the room?			
Please note flooring:			
Other:			

Small Program Spaces	Yes	No	Comments
Is there game/card space?			
Is there learning/lecture space?			
A dedicated space for Fine Arts & Crafts with a sink?			
Flat screen TV?			Number:
Projector? Installed or portable?			
Please note flooring:			
Other:			
Social-Model Adult Day Program (Making Memories)	Yes	No	Comments
Does this program exist?			
Is there dedicated space for this program?			
How many days per week does it meet?			
Are there separate restroom facilities for this program?			
Is there a separate staff office in this program room?			
Please note flooring:			
Other:			
Library/Computer Room	Yes	No	Comments
Is there a library available on site?			
Do staff/volunteers manage book inventory?			
Is there internet access?			
Wifi in the building?			
Is there computer equipment available to use?			
Is there a printer located in the room?			
Fees assessed for printing?			
Is there a lounge space?			
Please note flooring:			
Other:			

Fitness Room	Yes	No	Comments
Is there a dedicated space for fitness?			
Is there a dedicated gym with fitness equipment?			
Does the fitness center generate revenue?			
Maximum capacity of the room?			
Is there a built in stereo system for fitness classes?			
Is there iPhone compatibility for stereo system?			
Personal lockers or cubbies?			
Please note flooring:			
Other:			
Conference Room	Yes	No	Comments
Is there a conference room available for meeting?			
Is there a dedicated space for staff to take lunch breaks?			
Please note flooring:			
Other:			
Mechanical Room	Yes	No	Comments
Where is this located?			
Is there a back-up generator?			
Is this site used as a temporary shelter?			
Dedicated custodial space and storage?			
Other:			
Storage Space	Yes	No	Comments
Is there adequate storage for the building?			
Fees & Revenue	Yes	No	Comments
Do your members pay an annual fee?			How much?
Offer fee for service programs?			
Other forms of revenue?			

Construction Funding Sources	Yes	No	Comments
Was there a fundraising campaign for the build?			
Was State funding utilized?			
Other:			
Outdoor Spaces	Yes	No	Comments
Space for outdoor activities?			
Gardening?			
Grilling and/or Dining?			
Patio?			
Exercising?			
Other:			
Design Flaws	Yes	No	Comments
Are there things you would change about the building?			
Other:			

Comments & Observations:

S.W.O.T. Analysis Report

<p style="text-align: center;"><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • PROFESSIONAL STAFF • MEMBERSHIP GROWTH • MANY ACTIVE VOLUNTEERS • PROGRAMMING HAS GREAT REPUTATION REGIONALLY • CLEANLINESS • NUTRITION SERVICES-ON SITE AND MEALS ON WHEELS • HEALTH SERVICES • SOCIAL SERVICES • MAKING MEMORIES PROGRAM • SENIOR TRANSPORTATION • TRAVEL OPPORTUNITIES/TRIPS • COMMUNITY PARTNERSHIPS 	<p style="text-align: center;"><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • OLD, INEFFICIENT BUILDING • INADEQUATE PARKING • ACCESSIBILITY-RAMPS, DOORS & RESTROOMS • HVAC-AIR QUALITY • LIMITED PROGRAM SPACE • SUBSTANDARD KITCHEN FACILITY • LACK OF MEETING SPACE FOR CONFIDENTIALITY • LIMITED MEDICAL TRANSPORTATION STAFFING • LACK OF EXERCISE EQUIPMENT • BUDGET LIMITATIONS • LIMITED STAFFING • NO WEEKEND PROGRAMS
<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • GROWING SENIOR DEMOGRAPHIC IN TOWN • NEW SENIOR CENTER-INCREASED REVENUE WITH BUILDING RENTALS • EXERCISE EQUIPMENT • EVENING/WEEKEND PROGRAMS • FUNDRAISING UNDER 501(c)3 "FRIENDS OF SR. CENTER" • SENIOR CENTER WEBSITE • PARTNERSHIPS WITH SCHOOLS • COMMUNITY USE-MEETINGS • CONSENSUS OF TOWN LEADERS' SUPPORT • FAVORABLE FINANCIAL OUTLOOK • COMMUNITY GROUP OUTREACH 	<p style="text-align: center;"><u>THREATS</u></p> <ul style="list-style-type: none"> • LACK OF FUNDING FOR PROGRAMS-\$0.00 LINE ITEM • COMMUNITY COMMUNICATIONS • BONDING/GRANTS/FUNDING • CYNICISM AMONG SENIORS THAT "IT'LL NEVER HAPPEN" • LACK OF COMMUNITY SUPPORT OR AWARENESS OF THE VALUE OF THE SENIOR CENTER • FUNDING FOR CONSTRUCTION • DIFFERING INTERESTS OF DIFFERENT AGE GROUPS • SPACE FOR THE VETERANS GROUPS • PURCHASE OF BUILDING MAY BE AN EXCUSE FOR SOME TO STOP THE MOMENTUM

