



MCOA'S STRATEGIC PLANNING DOCUMENTS

Abstract

This document describes MCOA's foundational language and action plan development. It includes MCOA's FY22-FY27 Goals and Objectives, Action Plan, Actionable Recommendations and Major Initiative List that were approved by the MCOA Board on August 16, 2022.

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Foundational Language & Goal and Objectives (Approved 08/16/22)

Who We Are

Massachusetts Councils on Aging (MCOA) is a nonprofit, membership association of the 350 municipal councils on aging and senior centers. COAs are the first stop on the continuum of care. We support the 1.7 million older adults, 60 and over in Massachusetts, lead healthy, purposeful lives.

MCOA Mission Statement

Building strategic partnerships to educate, empower, and advocate for professionals who work with older adults.

MCOA Vision Statement

Statewide collaboration to advance the quality of life for older adults.

MCOA Positioning Statement

MCOA will be the principal statewide organization to support municipalities, membership, and other organizations that serve older adults through advocacy, networking, professional development, consumer education, and resource opportunities.

Foundational Beliefs

Across the work of MCOA and within Councils on Aging and Senior Centers there are two foundational beliefs that we support. We ask that all COA staff similarly embrace them and incorporate them into their daily work. **We believe that every older adult should be treated fairly and be welcomed. And we believe that if we improve the circumstances of the most underserved older adults everyone will benefit.**

- **We believe that everyone should be treated fairly and be welcomed.** It is important that all COAs understand how inequalities and age discrimination negatively affect an individual. And that by educating ourselves, our staff and our communities on Diversity, Equity, and Inclusion (DEI) and Ageism we are better able to actively counteract these forces to enhance empathy, dispel misconceptions, reduce prejudice, promote justice, impartiality, and fairness and in doing so provide a Welcoming Place for All older adults.
- **We believe it should be a priority to reach out to the most vulnerable people.** Those individuals who have historically found “aging well” difficult to attain and have been underserved – they are from rural areas, low-income individuals, women, people of color, people with disabilities and the LGBTQ+ community. We will define this group as “**underserved populations.**” When we raise the condition of this population, all older adults will benefit.

Opportunities to address ageism and DEI and to reach out to underserved populations should be considered and included within all programs, trainings, outreach, and operations of MCOA and COAs whenever applicable. The term “**Foundational Beliefs**” will serve as a description and reminder to ask if we have thought about ways to address inequalities, discrimination, and outreach to underserved populations. It will be echoed in our future planning and within our current work.

MCOA's Core Strengths

The work of MCOA includes three core strengths which are to provide **Training and Technical Assistance**, to **Build Capacity** and to **lead an Advocacy Agenda with a goal to empower those that work with older adults**. MCOA expects to achieve significant growth and impact within these three core strength areas.

MCOA's strength is its ability to deliver **Training and Technical Assistance** on those subjects that are relevant to aging organizations. In collaboration with others, training and resource opportunities occur during state and regional conferences, in-person, and online trainings, facilitated group sessions, and MCOA Certification, and in other ways. We support members and aging organizations by providing the training and technical assistance they need to strengthen their infrastructure, foster professional development, and provide access to the professional and consumer educational resources they need to meet an ever-evolving aging landscape.

A core strength of MCOA is its ability to **Build Capacity** within infrastructures, management, and staff capacity. It accomplishes this task in a myriad of ways: by forming strategic relationships to build systems capacity and resource development; by listening to membership and mining promising practices that strengthen leadership and boards, program design and implementation, and COA operations and management.

MCOA's ability to lead a Legislative **Advocacy** Agenda and empower others to participate is an important strength that positively affects Massachusetts older adults. Advocacy should occur at the state and local levels and within the walls of each Council on Aging and Senior Center. From holding letter writing campaigns and planning legislature meetings, to speaking out at community events, these activities are important opportunities to explain why COAs are vital to older adults and stress the importance of state funding initiatives.

Focus on Foundational Areas in Life

MCOA focuses on the foundational areas in life that, when optimal, provide the best conditions for aging well. Through this focus Massachusetts older adults find resources and support to age well. These foundational areas are grouped into two main areas of focus which are **Healthy Aging** and **Economic Security**. Within each main area are additional foundational sub-categories. These subcategories are areas where MCOA has demonstrated past success and where it expects to continue to grow in achievement and impact.

Healthy Aging: We know that to age well individuals need social connections, they need to watch what they eat, take care of their emotional well-being, get regular check-ups and exercise. This main area covers any subject, program, resource, and tool related to healthy aging.

Healthy Aging Subcategories - MCOA provides programs and resources to support these important subcategories. These are areas that have demonstrated past success and where MCOA expects to focus its resources to achieve greater growth, importance, and impact. The subcategories include but are not limited to:

- Behavioral Health – resources and training to support behavioral health initiatives.
- Healthcare – Wellness programs, support, and resources (i.e., addressing the pandemic needs and vaccine distribution).
- Nutrition – programs, resources, and initiatives to address malnutrition & support healthy eating, SNAP education & resources.
- Age Friendly and Dementia Friendly Massachusetts – initiatives to support older adults aging in place

Economic Security: MCOA is committed to working to ensure economic security for those currently facing serious and persistent economic insecurity, or risk of such insecurity. This main area covers any program, resource or tool that relates to economic security.

Economic Security Subcategories – MCOA provides programs and resources to support these important subcategories. These are areas that have demonstrated past success and where MCOA expects to focus its resources to achieve greater growth, importance, and impact. The subcategories include but are not limited to:

- Civic Engagement.
- Employment for Older Adults.
- Housing: Housing Issues, Property Tax Relief education & resources.
- Healthcare Costs - SHINE, Medicare educational resources.
- Transportation – Advocacy and collaborations to support transportation.

MCOA's Construction Metaphor Logo



MCOA Opens the Door to Aging Well

Illustrating the building metaphor, this graphic shows that there are foundational elements (beliefs and areas) that support MCOAs work. MCOA's Core Strengths provide COAs with advocacy, support and resources to increase their ability to positively affect older adult's aging well in Massachusetts.

Definitions

The following Goals, Objectives and Action Steps were developed with the following definitions in mind.

- **Goal:** A broad statement (not usually in measurable terms) that describes the desired impact, and ultimate outcome towards which all objectives are directed. Goals should align with and support the organizations' mission/purpose.

Answers the question: What changes in behavior or condition are we seeking in support of our mission/purpose?

- **Objective:** A measurable step within a designated period of time that directly supports the achievement of a goal. Objectives should be output-oriented and SMART (Specific, Measurable, Attainable, Realistic/Results-based, and Time-bound).

Answers the question: What major steps do we need to take, and what outputs do those steps need to produce in order to achieve our goals?

- **Action Steps:** Specific tasks or projects critical to achieve the objectives and overall strategic goals.

Goals and Objectives

Goal #1 Making a Difference - Advocacy, Legislation, and Resource Development

- A. *Councils on Aging have the necessary funding to accomplish their goals and objectives. Mass Councils on Aging (MCOA) as the trade association for Councils on Aging has the funding necessary to meet their overall goals and objectives.*
- B. *The needs of older adults, including those that are underserved, are understood, and supported at the local, state and federal levels by policy makers.*
- C. *MCOA and COAs will find additional opportunities to diversify their funding.*

Goal 1A: *Councils on Aging have the necessary funding to accomplish their goals and objectives. Mass Councils on Aging (MCOA) as the trade association for Councils on Aging has the funding necessary to meet their overall goals and objectives.*

Objective 1: MCOA will advocate with the Governor's Administration for the appropriate level of funding to be included in the Governor's budget.

Action Steps:

- 1. Meet regularly with Elder Affairs to enhance effective communication and promote the value of collaborative work and the ongoing impact of MCOA and COAs.
- 2. Annually, communicate MCOA advocacy goals with the Administration in writing and through meetings with key Administration members.
- 3. Give input to the Elder Affairs leadership team, including but not limited to the Secretary, Deputy Secretary, Assistant Secretary, and CFO as they develop their submission for the Governor's budget.

Objective 2: MCOA will implement a legislative campaign to obtain the appropriate level of funding for the Council on Aging state budget line item.

Action Steps:

- 1. Annually, communicate MCOA advocacy goals with the legislature in writing and through meetings with key legislators and staff.
- 2. Craft a legislative strategy and talking points for MCOA members to implement at the local level.
- 3. Advocate through all parts of the budget process and during any supplemental budget processes as needed.

Goal 1B: *The needs of older adults, especially those that are underserved, are understood, and supported at the local, state and federal levels by policy makers.*

Objective 1: Collaborate with other elder advocates and senior focused organizations to develop a local, state and federal budget strategy that fully meets the needs of Massachusetts older adults, especially targeting the foundational areas of healthy aging, including behavioral health, and economic security.

Action Steps:

1. Understanding overall network goals, create a yearly budget strategy for MCOA.
2. Broaden awareness and active participation in the budget advocacy by membership and older adults.
3. Broaden communication tools including written materials, meetings, and social media.

Objective 2: Collaborate with other elder advocates and senior focused organizations to develop a strategy for the enactment of local, state, and federal legislation that is of benefit to Massachusetts older adults, especially targeting the foundational areas of healthy aging, including behavioral health, and economic security.

Action Steps:

1. Understanding overall network goals, create a yearly legislative strategy for MCOA.
2. Broaden awareness and active participation in the budget advocacy by membership and older adults.
3. Broaden communication tools including written materials, meetings, and social media.

Objective 3/Action Step: Provide input on national issues affecting older adults and promote the work of Massachusetts Councils on Aging and Senior Centers.

Action Step:

1. Develop relationships with the Congressional delegation, federal agencies, and national associations.

Goal 1C: *MCOA and COAs will find additional opportunities to diversify their funding.*

Action Step: MCOA will identify businesses, foundations, and healthcare organizations sources to diversify funding for COAs and MCOA.

Goal #2 Strengthening the Workforce - Training, Technical Assistance & Professional Development

All member Councils on Aging and Senior Center staff are skilled, empowered and incorporate MCOA's foundational beliefs within their work. Because of MCOA's training, members will strengthen their professional capabilities and organizational capacity to better support older adults to age well in Massachusetts.

Objective 1: COA staff have access to training opportunities and resources to strengthen their capabilities to effectively provide programs and services to Massachusetts older adults.

Action Steps:

1. Conduct a yearly conference that is designed to educate and motivate COA Directors and lead staff by equipping them with the latest trends in aging, tools and supports.
2. Partner by creating regional associations that provide educational opportunities to learn from the field, promote best practices and collaborations. They will be held in a variety of locations (in-person and virtually) throughout the year. (ex. Small and Rural conference and regional meetings established during COVID-19)
3. Provide training opportunities at quarterly membership meetings and working group meetings.
4. MCOA will host a website to provide easy access to recorded training opportunities, information and resources for professionals and consumer information on aging well.

Objective 2: MCOA will share important organizational and opportunity connections with members that provide educational experiences and resources.

Action Steps:

1. Promote members signing up with the National Council on Aging, National Institute of Senior Centers (NCOA/NISC) as NISC Affiliate Members and connect to NCOA's National Resource Center on Modernizing Senior Centers.
2. Share with members identified local and national trends regarding best practices including NISC Programs of Excellence Competition.

Objective 3: To provide opportunities for members and volunteers to increase their leadership skills, management skills and professional qualifications.

Action Steps:

1. To create an effective onboarding system, MCOA will provide a mentorship program for new Directors who will be guided through the Director's Manual through staff outreach and through outreach and mentorship by Regional Representatives. There will also be an intentional connection to seasoned directors that have similar issues and challenges.

2. Provide opportunities for membership to develop their leadership skills through local associations, the MCOA advisory Council, MCOA executive Board, Task Forces, Working groups and liaisons with other elder care partners/stakeholders.
3. Promote MCOA's Certification Process for Directors and Program Managers. Provide one annual certification training and a mentoring program. Formally recognize those achieving Accreditation annually.
4. Encourage Massachusetts Senior Center staff to seek National Senior Center Accreditation through NCOA/NISC. Formally recognize those achieving accreditation annually.
5. Build capacity by providing an annual educational training for Senior Center Board members to enable them to more effectively fulfill their roles.

Goal #3 Engaging Communities – Community Focal Points/Outreach and Marketing

Massachusetts older adults will identify Councils on Aging as the community focal point for delivery of services and programs. Community partners will value and appreciate COAs. COAs will adopt MCOAs foundational beliefs and value MCOA membership.

Objective 1: To provide COAs with tools and training needed to strengthen COAs community relationships.

Action Steps:

1. Help COAs develop a communication and marketing strategy to educate the public and the membership about the mission, values, core services and the important role that Councils on Aging and Senior Centers play in the overall health and wellness of Massachusetts older adults. Multiple forms of media will be utilized.
2. Help COAs develop programs and activities by sharing promising practices and offering grant opportunities.
3. Strengthen relationships and partnerships with government agencies, municipalities, stakeholders, the public and other senior focused organizations to build capacity and increase community engagement in Councils on Aging and Senior Centers.
4. MCOA will share tools and strategies for COAs to reach underserved populations.

Objective 2: Members and other COAs, will adopt MCOA's foundational beliefs and see value in MCOA membership.

Action Steps:

1. Promote the value of MCOA membership to staff working at COAs.
2. Provide trainings and resources to support COAs offering programming to the full range of older adults including underserved populations and ensure that Senior Centers are a welcoming place for all older adults in Massachusetts.

Goal #4 Operating Effectively and Efficiently - MCOA Operations

MCOA's Board and agency are highly regarded, they operate in an effective and efficient manner to meet the needs of its members on issues that impact Massachusetts older adults.

Objective 1: MCOA's well-trained staff operates in a financially secure manner.

Action Steps:

1. Develop a staffing plan that provides increased capacity and skillsets. creating a well-trained staff force to meet the organization's needs.
2. Develop a financial plan that accurately reflects the operational revenues and expenses based on MCOA's history and other identified factors.

Objective 2: MCOA is highly regarded in the Massachusetts aging field.

Action Steps:

1. Position MCOA as the "go to" organization for Councils on Aging and Senior Centers and those seeking information about local issues that affect Massachusetts older adults.
2. Annual review to update MCOA's marketing strategy and presence related to events, social media and its' web page and other platforms.

Path from Idea to Actionable Recommendation to Action Plan

1. An Idea is Shared

Every five to seven years MCOA updates its strategic plan. To guide the process, we ask for input from membership and stakeholders.

During member, advisory and board meetings individuals are asked to share their ideas for the future with key staff. MCOA also holds multiple listening sessions for members to tell us what's working; what's challenging and how MCOA can best support them. We also ask them to be aspirational and to imagine what they think COAs might need in the future

We gain additional insight by conducting stakeholder interviews. Stakeholders are those people or organizations who have a strong interest in the operations of MCOA. These individuals and organizations are from outside of MCOA and include those from academia, aging organizations, and funders. We want to better understand their perspectives related to gauging the value of MCOA and COAs, understanding their future priorities, generating ideas to address challenging issues and to begin a conversation about potential future collaborations. We also look at past strategic planning sessions and the ideas presented during those sessions.

2. Added to Recommendations Proposal List

All ideas gathered during the Strategic Planning Process creates a Recommendation Proposal List. These are suggestions for the future.

3. Reviewed by Board and Added to Actionable Recommendations List

Then each suggestion is reviewed by the board. The board decides if first, it is a feasible idea, within the capabilities of MCOA, and second if the idea meets MCOA's criteria. The suggestion should relate to MCOA's Goals and Objectives, connect to its Core Strengths, and be supported by MCOA's Foundational Areas. If the suggestion meets all conditions, it is added to the **Actionable Recommendations List**. This list is a wish list. It is a list of board approved ideas that allows MCOA to quickly take advantage of grant opportunities when they become available.

4. Items added to Action Plan

Actionable Recommendations are moved to the Action Plan if the board decides to use that idea for a grant opportunity that becomes available or if they decide to allocate Service Incentive Grant (SIG) investments.

The Action Plan can also have additional opportunities developed through the **Major Initiative List**. This is a list of initiatives that the board feels are the most important to embrace over the next five years. This list is developed from a larger list that reflects suggestions from various MCOA Members, Stakeholders, Legislators and Members of the Administration.

FY22-FY27 Action Plan

#	Goal	Description
1	Goal 1: Making a Difference - Advocacy, Legislation, and Resource Development	Advocacy for passing a new zoning reform bills that includes improved access to accessory dwelling units (ADU) (e.g., in law units) in MA.
2	Goal 1: Making a Difference - Advocacy, Legislation, and Resource Development	Supportive/Social Day Program Workgroup to continue the conversation on reimbursement rates.
3	Goal 1: Making a Difference - Advocacy, Legislation, and Resource Development	Provide tools and communications tactics to educate and convince selectmen, municipal staff and thought leaders to invest in older adults understand aging issues and the need for competent local services.
4	Goal 1: Making a Difference - Advocacy, Legislation, and Resource Development	Fund outreach staff for rural areas who have none who'd provide I & R, SHINE counseling, Benefits Checkup, Application assistance, SNAP and LIHEAP assistance, Veteran's assistance, Caregiver support, etc.
5	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Professional development for Volunteers - Training Topics that COAs staff/volunteer managers can use: Such as completed Volunteer Training Manual; Statewide volunteer training offered 2021; trained volunteer drivers on dementia.
6	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Sharing Programming Recommendations Within Network. Create a closed listing about great lifelong learning program leaders, added by referral of COA staff only. Then, activities staff could post recommended artists and learn about new ones
7	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Training on SNAP and HIP
8	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	UCLA Memory Training Program Request: Funding the state license with UCLA so that local COA's could offer the 4-week evidence-based memory program.

9	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Strengthen Behavior Management Skills and Continue to focus on training so staff can learn about the following: -Early dementia and how to respond and support individuals living with dementia and their caregivers. - How to interact with someone who is acting strangely or exhibiting signs of severe mental distress or illness; and - how to discourage bullying and exclusionary social cliques.
10	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Provide outreach worker toolkit to screen for benefits , connect with resources, provide enrollment assistance, and thereafter conduct annual Financial Tune Ups with clients.
11	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Funding for a series of educational programs for clients/older adults about cultural diversity .
12	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Help members in consortia development at the regional level.
13	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Help COA's create their own sustainable congregate meal programs – Development of other meal Programs such as a healthy breakfast Program
14	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Training on how to go about extracting data to “Tell our Story” , and how to use it to our advantage to show growth and advocate for more funding locally and beyond to support our organization.
15	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Training and/or toolkits for offering financial assistance & resources: Create a simple portable fact sheet/intake form/job aide for caseworkers to easily screen for financial eligibility for all types of benefits programs.

16	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Provide training to COA staff on marketing fundamentals .
17	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Provide COA Managers Training on : Developing a manual of best practices and policies about topics including property tax work-off program, payment of instructors, senior center safety plan, etc.; Financial matters, i.e., what to know about managing a municipal revolving account, donation account, operating account, etc.; Management of Council on Aging personnel in a municipality.
18	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Provide training to COA staff on evaluations and outcome measurements . The content is available in the certification material.
19	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Training for Friends Groups is needed on Roles and Responsibilities and about paying for rent if they take up space in the center, fundraising targets, and methods.
20	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Provide trainings, advocacy, resources, and conference programming related to Ageism and Reframing Aging . Also provide educational items that might be shared to educate the community in this area.
21	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Integrate Diversity, Equity, and Inclusion training into other trainings. Share DEI resources with COA staff (ex. Instagram resources).
22	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Train board members on how to advocate for their COA budgets.

23	Goal 3: Engaging Communities - Community Focal Points/Outreach and Marketing	MCOA developed a professional marketing campaign that could be adopted by all COAs. (Video, print, etc...) Would be a great opportunity to promote MCOA and local councils and giving local councils a standing in media market as an exceptional resource for aging MA residents. Help COAs market themselves by developing marketing training, marketing examples and templates for COAs to promote the value of their COA to their governance and community.
24	Goal 3: Engaging Communities - Community Focal Points/Outreach and Marketing	Advocacy Skills Training: Continuing to teach older adults to become competent advocates at local and/or state level. Overall goal is to teach our senior residents the importance of civic engagement and how impactful they can be Accomplished ; Civic Advocacy Skills Task Force 2019; Senior Civic Academy with Guide developed (Waltham) Innovative practices presented at the 2021 conference –Used discovery center to teach seniors the importance of civic engagement. Advocacy elements in board document.
25	Goal 3: Engaging Communities - Community Focal Points/Outreach and Marketing	Create Clear Unambiguous descriptions of what it means for a town to be Age and Dementia Friendly for older adults
26	Goal 3: Engaging Communities - Community Focal Points/Outreach and Marketing	Provide COAs with materials to conduct training about dementia issues and dementia sensitivity for other members of municipal government.
27	Goal 3: Engaging Communities - Community Focal Points/Outreach and Marketing	Educate COA staff on dementia friendly architect - building solutions.
28	Goal 3: Engaging Communities - Community Focal Points/Outreach and Marketing	MCOA formed a housing security taskforce (new name 2022)

29	Goal 3: Engaging Communities - Community Focal Points/Outreach and Marketing	Support creative ways to connect with elders who are isolated (elders who are homebound or nearly homebound and not connected to COAs because they can't get to the center to participate); such as Friendly Visitor / Companion programs or live streaming programs, using a volunteer to teach elders how to use devices loaned by COA.
30	Goal 3: Engaging Communities - Community Focal Points/Outreach and Marketing	MCOA could provide opportunities for COAs to connect and share hybrid programming.
31	Goal 3: Engaging Communities - Community Focal Points/Outreach and Marketing	Hire project staff to work on a “volunteer service opportunities directory” for their town and region that would help older adults find satisfying volunteer jobs that bring would provide social connection and occupational satisfaction. Note: MCOA partners with Discovery Centers.
32	Goal 3: Engaging Communities - Community Focal Points/Outreach and Marketing	Share the MA Food Trust resource name with network so they may link up local markets with him/her to address small food deserts.
33	Goal 4: Effective and Efficient - MCOA Operations	Strengthen the role of the regional representatives – raise the expectations for what their tasks and roles Ideas: holding a webinar and then having local leaders facilitate local discussions, having mentors come from regional representative corps.

FY22-FY27 Actionable Recommendations

	Goal	Description
1	Goal 1: Making a Difference - Advocacy, Legislation, and Resource Development	Advocate for the RTAs to set up more regional coalitions to offer extra transit at night and on weekends, door to door, for all ages. Modeled upon the work GATRA has done with Attleboro/Taunton and now Plymouth.
2	Goal 1: Making a Difference - Advocacy, Legislation, and Resource Development	<p>Strengthen relationship with Elder Affairs.</p> <ul style="list-style-type: none"> • MCOA will work to strengthen EOEA's/the state's understanding of the role of COAs in the community including programs/services offered, level of staff professionalism, degree of complexity of issues best practices. • MCOA will advocate for relevant and timely communication from EOEA to COAs regarding pertinent issues including, but not limited to, the Formula Grant and Annual Report.
3	Goal 1: Making a Difference - Advocacy, Legislation, and Resource Development	MCOA will continue to work with EOEA to develop a comprehensive plan to address issues of ageism and its impact on service delivery through public awareness campaigns and broad scale training and education programs.
4	Goal 1: Making a Difference - Advocacy, Legislation, and Resource Development	MCOA will advocate for increased nutrition funding rates.
5	Goal 1: Making a Difference - Advocacy, Legislation, and Resource Development	Advocate that COA professional staff are recognized as essential front-line workers and recognized for their essential work.
6	Goal 1: Making a Difference - Advocacy, Legislation, and Resource Development	Strengthen relationship with Protective Services. Develop and share assessment tools/guidelines with COAs and Outreach staff.

7	Goal 1C: MCOA and COAs will find additional opportunities to diversify their funding.	Secure COA funding opportunities for physical improvements to centers.
8	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	COA Internships Oversight Development: MCOA will Investigate supporting opportunities for social work students assisted by regional LICSW oversight. MCOA will investigate the opportunity to provide educational resources needed to recruit individuals from a variety of career paths to work in the COA/Senior Center field. – beyond MCOAs area – marketing to universities – intern program.
9	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Offer to all COA Staff: Training from SAGE. (SAGE Care LGBT training courses are designed to be suitable for all levels of employees; LGBT Aging Project - SAGE training with welcoming place (focus general cultural competency – training).
10	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Provide more versatile grant offerings where COAs can select the project. - Important ideas from members – issue
11	Goal 2: Strengthening the Workforce - Training, Technical Assistance and Professional Development	Create discussion time for new directors to meet virtually periodically during the year. – discussion time valuable – staff conducting training – ask those from last year.
12	Goal 3: Engaging Communities - Community Focal Points/Outreach and Marketing	Assemble and distribute guidelines (accommodation tips and techniques) on how to include adults with visual impairments and auditory impairment initiatives, into center programs/activities.

FY22-FY27 Major Initiative List

This is a list of major initiatives that the board felt were the most important to embrace over the next five years. This list was developed from a larger list that reflected suggestions from various MCOA Members, Stakeholders, Legislators and Members of the Administration.

1. Develop education to **understand community needs**, who isn't coming, reframe and marketing.
2. Develop process, tools, resources for **getting interest by older adults who have not joined** COA.
3. Advocate that **COA staff are considered essential workers**.
4. **Provide trainings** for staff and volunteers on **Ageism** and on **Diversity, Equity, and Inclusion (DEI)**.
5. **MCOA will work in partnership with the Executive Office of Elder Affairs (EOEA)** to maintain an ongoing good relationship.
6. Review **emergency planning process** for next crisis
7. Promote Career Development (BUCADER)- **certificate programs**, outreach to future professionals.
8. **Strengthen Public Health Collaborations** - strengthen bonds with local public health & COA (connect thru local chapters) (On-going)
9. **Revamp Emergency Manual** - Build training resources to promote safety
10. **Prepare advocacy talking points** - aging area is a priority – for all new potential legislators/governor.
11. **Promote COAs Marketing Campaign** – talk of the town (EOEA); COA recognition
12. Provide training to understand and provide **outreach to GenX population**.
13. **Strengthen End of Life Conversation:** Serious Illness Coalition, Conversation Project, Honoring Choices, 5 wishes & Palliative Care- effort to cover state. (on-going)
14. **Provide LGBT Virtual Senior Center support** learn from pilot and expand to other underserved populations. (Ongoing)