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TITLE: Programs and Services

Goal#. The Council on Aging offerings will meet the diverse and identified needs to energize and engage our community's growing over 60 population through accessible, innovative, programs and services.

Rationale: Programs and services are the core to the success and growth of the Council on Aging:

Key Objectives	Strategies	Key Metrics
• Ensure programs align with. the needs of the population served. • Examine space limitations and opportunities. • Diversify low cost and no cost programs available to Westford's seniors.	• Consistently review current offerings and revise accordingly. • Implement programs and sevices based on need and best practices of senior centers. • Continue to evaluate current and new programming to ensure the optimization of building space as well as external community space.	

TITLE: Financial Sustainability

Goal # **: Ensure all funding avenues are maximized to fultlll the Council on Aging's (COA) Mission Stt:atement.**

Rationale: **All senior centers struggle** in **a world of finite, and often shrinking, resources. As such, the Council on Aging needs to create a realistic pathway to ensure a sustainable and viable financial plan for its operations.**

Key Objectives	Strategies	Key Metrics
• Create a strategic financial strategic plan to meet the COA's annual objectives; to monitor and include population growth projection to inform COA planning.	1. Seek appropriate administrative support, funding to help secure grants to align with the Council on Aging needs.	
• Demonstrate the Council on Aging has strong financial controls and oversight.	2. Define, articulate, and promote Center's need for a budget that supports rich and diversified programming and services to meet growing needs of older adult population.	
• Demonstrate the Council on Aging is an investment opportunity for the well-being of the senior community.	3. Develop a strategic plan for donations and sponsorships.	
	4. Continue to work closely with all funding sources, i.e., state, local, Friends of Cameron Senior Center, and other grant resources and partnerships to help support program and services.	

Communications

Goal #..Systemically promote and model the Cameron Center as a valuable resource to the wider community, knowledgeable and familiar with resources and services the center provides.

Rationale: Effective communication is a proven outreach method to expand and deepen to the public at large the value added to the community of Cameron Center as a vital resource to the health, well-being, and quality of life for all Town residents.

Key Objectives	Strategies	Key Metrics
- Evaluate current communication platforms. - Target communication to specific audiences. - Promote positive, helpful and informative messages. - Streamline and coordinate communication methods.	1. Inventory and assess current recurring communication efforts. 2. Explore and widen ail modes and methods of effective communication and outreach to reach wider ranges of populations. 3. Plan and develop a 1-2 year cameron Center "Cameron Center Branding" campaign.	

Goal#   : Facilities and Grounds: To continuously assess and build on the Center's physical resources to ensure the facilities and grounds usage are fully optimized to support the Center's mission and long-range plans.

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Rationale: Safe, accessible, inviting, and supportive environments promote the well-being, independence, socialization, and overall quality of life for older adults.

Key Objectives	Strategies	Key Metrics
- To create a clean, safe, and ADA compliant environment. - Analyze space usage and scheduling to optimize programming. - To secure adequate space-for growth and varied offerings. - Upgrade technology and media equipment to improve program efficacy. - To look beyond the existing building for·opportunities to expand programs,·partnerships and resource sharing - To engage in the inter-departmental plan to optimize usable COA building space.	1. Apply for funding to support technology and media updates. 2. Explore the Center without Walls concept to increase offerings for socially isolated community members. 3. Meet with Facilities Director quarterly to·review and update building needs punch list	

TITLE: Collaboration and Civic Engagement

Goal # 6: -To collaborate and deepen engagement with residents and Town Departments to maintain essential COA services and programs.

Rationale: Collaboration and Civic Engagement widens the reach of the Council on Aging to engage the broader community, maximize resources, and provide critical programs and services to support the quality of life of Westford's residents as they age.

Key Objectives	Strategies	Key Metrics
• To maintain and/or create essential programs, services and supports of Town residents.	1. Seek and encourage volunteers to lead programs at a sustainable level. 2. Explore regional transportation in response to community needs and collaborations with other municipalities in the region. 3. Create and execute various forms of surveys .to evaluate daily and annual feedback on current operations and strategic plan strategies over the next three years. 4. Communicate new initiatives to COA board and Town leadership to validate need and support.	

TITLE: Transportation

Goal#   : To provide affordable, safe, and timely transportation for Westford seniors who are unable to meet their particular Transportation needs.

Rationale: **Transportation** in **Westford is limited and expensive and lacking in other transportation options to meet Westford seniors needs. Transportation requests exceed current COA availability; the COA is continuously striving to address expanding needs.**

Key Objectives	Strategies .	Key Metrics
• Increase transportation operations. • Increase awareness of Council on Aging transportation services. • Provide transportation or identify alternative options for all requests. • Research and expand use of technology to improve transportation scheduling and oversight.	1. Explore other transportation options to expand ridership and funding opportunities for increasing older adults, disabled(all ages) and special referral from Town Social Worker. 2. Use proven marketing strategies to highlight Council on Aging Transportation. 3. Research the expansion feasibility of Council on Aging and other livery services options to address growing needs if viable funding. 4. Ensure updated technology and various supports to ensure efficient administrative and service delivery.	