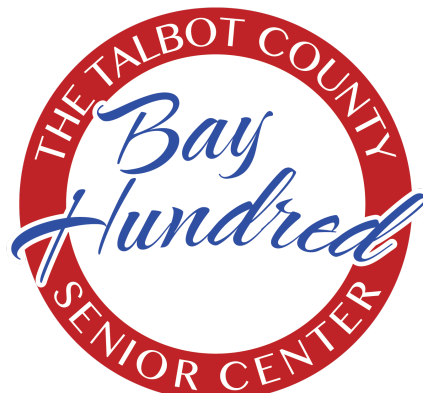




July 2020 - June 2025



A place to connect. A place to thrive.



Socialize! Exercise! Thrive!

Updated - October 2022

FY 2021 = July 1, 2020 through June 30, 2021

FY 2022 = July 1, 2021 through June 30, 2022

FY 2023 = July 1 2022 through June 30, 2023

FY 2024 = July 1, 2023 through June 30, 2024

FY 2025 = July 1 2024 through June 30, 2025



The Talbot County Senior Centers consist of Brookletts Place, Talbot Senior Center in Easton, Maryland and Bay Hundred Senior Center in St. Michaels, Maryland. Together, both centers sought to examine their current status and plan for the next three years with a strategy that accomplishes desired goals. The three goals selected are the same for both centers and were decided jointly to serve the residents of Talbot County through both centers. The objectives and action plans to accomplish those goals are specific to the needs of each individual center. The following pages outline the process that produced the Strategic Plan that will guide the next three years of service to seniors in Talbot County, Maryland.

Mission

The Mission of the Talbot County Senior Centers is to enrich the quality of life for Talbot County seniors.

Vision

The Vision of the Talbot County Senior Centers is to maximize opportunities for seniors to enjoy life and share experiences, connecting in an environment that is accessible to the County's diverse population.

Goals

1. Attract a broad range of participants to accomplish the mission of the Talbot County Senior Centers.
2. Maximize the engagement of each participant to accomplish the mission of the Talbot County Senior Centers.
3. Secure, maintain, and manage the resources necessary to support the mission of the Talbot County Senior Centers.



Kick-Off Meeting

The Kick-Off Meeting was held on November 14, 2019 from 9:00am to 12:00pm with 16 participants. Participants included the advisory committees of both Brookletts Place and Bay Hundred Senior Centers. This meeting agenda reviewed the progress of the existing Strategic Plan with identification of what themes to carry over and a listing of what data was necessary to gather before coming back for the next planning session.

Data Analysis

Parker Consulting worked with Upper Shore Aging staff, Talbot County Planning Department, Salisbury University, and other available data sources to put together the requested data for the advisory committees. This information was presented at the Strategic Planning meeting and used as a guide post for decision making throughout the event.

Strategic Planning

A Strategic Planning meeting was held February 27, 2020 from 9:00am - 3:00pm with 14 participants. Participants were a compilation of advisory committee members from both senior centers. This meeting began with a presentation of the data requested and a review of the National Institute of Senior Center's Emerging Senior Center Models. The presentation continued with an exercise about goal setting, SMART objectives, and action planning. Then the facilitator led the group in setting three goals for the next three years. SMART objectives and action plans were set for each goal.

Areas of priority focus were determined as:

- Market Penetration
- Social Isolation
- Financial Stability
- Membership Investment
- Participation
- Accurate Data

- Marketing
- Transportation
- Health and Wellness
- Accessibility
- Diversity

- Serving More
- Volunteer Enhancement
- Partnerships
- Parking & Space accommodations

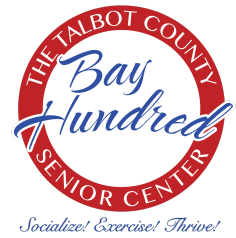
Final Review

The plan for final review was to again gather both the Advisory Committees to review the draft Strategic Plan and make final adjustments. The social distancing restrictions of the COVID-19 pandemic prevented the group from being able to meet again. Therefore, the draft document was circulated through email for review by all the Advisory Committee members from May 1-15, 2020. Feedback correspondence, corrections, and change requests were received through May 15, 2020.

2022 Update

The Advisory Boards of The Talbot County Senior Centers met in September, 2022 to review the changes to the existing Strategic Plan in light of COVID-19. The effects of COVID-19 caused a disruption in services Nationwide. This update includes acknowledgement of that impact, as well as changes to the subsequent landscape for service provision.





Narrative of Goals - Bay Hundred (St. Michaels)

GOAL 1: Attract a broad range of participants to accomplish the mission of the Talbot County Senior Centers.

- a. Increase the market penetration of unduplicated seniors utilizing the Bay Hundred Senior Center by a percentage goal that is set by the Advisory Board annually.
 - i. The Bay Hundred Senior Center will plan at least two additional activities annually that will attract new, unduplicated center members from the segments.
 - ii. The center manager will review the age and demographic segment usage statistics no less than annually and make recommendations to the Advisory Committee.
 - iii. The Bay Hundred Senior Center will add new partnerships annually that increase defined age and demographic segments of usage.
- b. Increase community awareness of the Bay Hundred Senior Center to increase the diversity of unduplicated participants as calculated through attendance daily in My Senior Center.
 - i. Increase unduplicated attendance incrementally 2% in FY 2024, 4% in FY 2025.
 - ii. Send marketing materials no less than two times per month to various outlets.
 - iii. Present to at least one partner (or potential) organization monthly.
 - iv. Complete a community survey to gather necessary data in FY 2024.
 - v. Revamp the website to attract a more diverse participant population in FY 2025.
 - vi. Through the Advisory Board, educate the Elected Officials of Talbot County regarding both the programming of The Bay Hundred Senior Center and the usage statistics no less than annually.

GOAL 2: Maximize the engagement of each participant to accomplish the mission of the Talbot County Senior Centers.

- a. Review and assess the space capacity of the Bay Hundred location by June 2023.
 - i. Hire a consultant to review the space capacity of the Bay Hundred location in FY 2023.
 - ii. Implement the recommendations in FY 2024.

<ul style="list-style-type: none"> iii. Complete capacity Planning to accomplish any accepted recommendations in FY 2025.
<ul style="list-style-type: none"> b. Survey participants to assess their level of needs to guide future planning in FY 2024. <ul style="list-style-type: none"> i. Follow the recommendations of the survey outcomes. ii. Possible ideas could be; transportation plan, site plan, expand programming, or add health and wellness components.
<ul style="list-style-type: none"> c. Expand the hours/days of operations <ul style="list-style-type: none"> i. Create a plan for incremental increase of operation that targets enough funds and staff to remain open Monday through Friday at the current hour by FY 2024. ii. Create a plan to add additional hours to the Monday through Friday operations by FY 2025.
<ul style="list-style-type: none"> d. Collaboratively with the Brookletts Place Advisory Board, review the effects of COVID-19 on service delivery, customer segment usage, and in relation to future services. <ul style="list-style-type: none"> i. Assess and determine more effective ways to stay connected and communicate with seniors using the centers in FY 2023. Implement any determined changes by FY 2024. ii. Review and determine capacity and feasibility of continued virtual connections by FY 2023. iii. Review the needs of seniors and service provision as COVID-19 funded services contract and inflation increases by FY 2024.

GOAL 3: Secure, maintain, and manage the resources necessary to support the mission of the Talbot County Senior Centers.

- a. Annually determine the necessary funds in collaboration with Upper Shore Aging, Inc, the Bay Hundred Senior Center, Brookletts Place, the Advisory Committee, Talbot County Council, and any other relevant partners to continue services in relation to the planned initiatives, staffing, building expenses, and parking.
 - i. Annually seek grant funding and additional sources of revenue.
 - ii. Continue expanding donor relations through endowment fund, planned giving, and fundraising.

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| <p>b. Maintain sufficient Human Capital to accomplish the Mission.</p> <ul style="list-style-type: none">i. View any proposed ideas and plans through the lens of human capital and capacity building. |
| <p>c. Maintain sufficient space to accomplish the Mission.</p> <ul style="list-style-type: none">i. Maintain the space throughout the life of the agreement.ii. Utilize the space as fully as possible. |
| <p>d. Maintain and grow the volunteer management program (RSVP) that serves all Seniors Centers for Talbot County.</p> <ul style="list-style-type: none">i. Evaluate the effectiveness of the volunteer management plan to review cost effectiveness and guide continuity in FY 2024.ii. Implement the recommendations in FY 2025. |

Narrative of Goals - Brookletts Place (Easton)

GOAL 1: Attract a broad range of participants to accomplish the mission of the Talbot County Senior Centers.

- a. Maintain the current market penetration of unduplicated seniors utilizing Brookletts Place of 11% annually.
 - i. Continue programs and resources for the current population.
 - ii. Brookletts Place Senior Center will add new partnerships annually that increase defined age and demographic segments of usage.
 - iii. Through the Advisory Board, educate the Elected Officials of Talbot County regarding both the programming of Brookletts Place Senior Center and the usage statistics no less than annually.
- b. Increase the diversity of participants with focus on the socially isolated and seniors aged 60-75.
 - i. Make contact with representatives from the Health Department and Department of Social Services to determine the level of need and locations of socially isolated and seniors aged 60-75 in FY 2023.
 - ii. Examine and implement ways to expand the hours of operation and/or programming to attract the age range in FY 2024.
 - iii. Review the marketing plan and make relevant adjustments to the marketing efforts to attract this population in FY 2024.

GOAL 2: Maximize the engagement of each participant to accomplish the mission of the Talbot County Senior Centers.

- a. Assess the current Health and Wellness programming activities in FY 2023 and follow the recommendations of the report in FY 2024.
 - i. examples: Exercise, Nursing, Mental Health
- b. Continue, maintain, and expand the Aging Mastery Program that began in FY2022.
 - i. Secure a consultant to evaluate the effectiveness and fidelity to the program model. Make changes as recommended in FY 2024.

- c. Expand the hours/days of operations
 - i. Create a plan for incremental increase of hours that targets enough funds and staff to remain open one extra hour by FY 2024 and 2 extra hours by FY 2025.
- d. Collaboratively with the Bay Hundred Advisory Board, review the effects of COVID-19 on service delivery, customer segment usage, and in relation to future services.
 - i. Assess and determine more effective ways to stay connected and communicate with seniors using the centers in FY 2023. Implement any determined changes by FY 2024.
 - ii. Review and determine capacity and feasibility of continued virtual connections by FY 2023.
 - iii. Review the needs of seniors and service provision as COVID-19 funded services contract and inflation increases by FY 2024.

GOAL 3: Secure, maintain, and manage the resources necessary to support the mission of the Talbot County Senior Centers.

- a. Annually determine the necessary funds in collaboration with Upper Shore Aging, Inc, the Bay Hundred Senior Center, Brookletts Place, the Advisory Committee, Talbot County Council, and any other relevant partners to continue services in relation to the planned initiatives, staffing, building expenses, and parking.
 - i. Annually seek grant funding and additional sources of revenue.
 - ii. Continue expanding donor relations through endowment fund, planned giving, and fundraising.
 - iii. Review and implement (if appropriate) options for membership fees and pay to play.
- b. Maintain sufficient Human Capital to accomplish the Mission.
 - i. View any proposed ideas and plans through the lens of human capital and capacity building.
- c. Maintain sufficient space to accomplish the Mission.
 - i. Maintain the space throughout the life of the agreement.
 - ii. Utilize the space as fully as possible.
- d. Maintain and grow the volunteer management program (RSVP) that serves all Seniors Centers for Talbot County.

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| <ul style="list-style-type: none">i. Evaluate the effectiveness of the volunteer management plan to review cost effectiveness and guide continuity in FY 2024.ii. Implement the recommendations in FY 2025. |
| <ul style="list-style-type: none">e. The Advisory Committee will annually review the required components to maintain the awarded National Accreditation in preparation for re-accreditation in 2025. |

Respectfully Submitted by: Samantha Parker



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