



# STRATEGIC PLAN

2023-2025

246 NORTHLAND DRIVE, G-20  
MEDINA, OH 44256

November 14, 2022

Dear Friends,

The past three years have been challenging to be sure, but also extremely successful in many ways. We discovered as an agency that we can adapt our services to continue to meet the needs of seniors in the community. We developed new programming in 2020, such as Shop for a Senior, which later fit perfectly into our new volunteer program, Compassion in Action, which began in 2022. We were able to bring Medina County Adult Protective Service under the MCOOA umbrella in 2021. Having these services as part of MCOOA expands the wrap around services available to seniors of Medina County.

The agency began the 2023-2025 strategic planning session with a community survey in September 2022. These survey results were taken and discussed at our strategic planning session, which took place on October 5, 2022. The strategic planning team included senior center participants, staff, advisory council members and foundation board members. The report before you is a result of the survey and the work session.

Take this opportunity to read through the following pages and see the improvements, changes and expansions that we are planning over the next three years. We continue to strive for the best for the seniors of Medina County.

Thank you again for your support.

Respectfully,

*Laura Toth, LISW-S*

Laura Toth, LISW-S  
Director

# HISTORY

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## 1965 TO PRESENT

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- July 14, 1965 – Older American Act signed into law as part of President Lyndon Johnson’s Great Society Programs.
- June 11, 1979 – First contract for nutritional services in Medina County signed with the Wadsworth Senior Center to provide congregate meals to seniors in the Wadsworth Area.
- 1982 – Medina County Office for Older Adults moves into the new Human Services Center, 246 Northland Drive, Medina, Ohio. Full senior center services and activities begin.
- 1990s – Medina County Office for Older Adults continues to grow adding transportation services and friendly visitors (Escort Services), as well as the congregate meal services and home delivered meal services already provided. Transportation subsidies are eventually turned over to a sub-contract with Medina County Transit after its creation in the 1990s.
- 2000s – Escort programming concludes due to lack of funding. Commissioners commit to funding all home delivered meals, no senior in need will have to be on a waiting list for a home delivered meal.
- 2008 – Medina County Office for Older Adults utilizes federal ARRA funding to purchase equipment and open congregate meal services in Gloria Glens, Ohio.
- 2013 – Wadsworth Senior Center relocates and rebrands to the Soprema Senior Center. In cooperation with several county agencies and the City of Wadsworth, Medina County Office for Older Adults begins the county’s first restaurant voucher program.
- 2013 – Congregate meal program in Gloria Glens closes due to lack of participation.
- 2015 – Medina County Human Services Levy is placed on the March, 2015 ballot. It fails.
- 2016 – Medina County Office for Older Adults is awarded the contract to provide senior service coordination in the City of Brunswick, at the Brunswick Recreation Center.
- November 5, 2019 – Medina County Human Services Levy is placed on the ballot. It passes. Medina County Office for Older Adults shall receive 20% of this levy funding.

- March 2020 – July 2021 – The Medina Senior Center closes due to COVID-19 pandemic. All activities at the Brunswick Recreation Center cease as well. Efforts turn to providing meals and in home activities via zoom. Additionally, center renovations take place including: demolition of glass block walls and reconstruction, full painting of center, new carpeting, new blinds, new sound system, and interactive display board.
- July 12, 2021 – Medina Center reopens, activities slowly return to Medina and Brunswick.
- September 20, 2021 – Adult Protective Services becomes a division of Office for Older Adults under contract with Medina County Job & Family Services.
- January 3, 2022 – Medina County OOA begins Compassion in Action program. This absorbed the programming and volunteers of Faith in Action which dissolved in 2022. Program provides volunteers in home services and transportation for seniors in the community.
- November 14, 2022 – Medina County OOA celebrates 40 years in the Human Services Center Building.

# MISSION STATEMENT

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REVIEWED OCTOBER 2022

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Medina County Office for Older Adults will offer support to older adults and adults with a disability to live independently and safely within their homes and community.

# SURVEY

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SEPTEMBER 2022

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A strategic planning survey was created to assess the progress Medina County Office for Older Adults made in reaching the goals of the last strategic plan. Ideas were sought for future planning as well. 188 survey responses were received. The following items stood out in review of the survey:

- Information & Outreach – not enough survey responders knew about the totality of services provided by the agency, when questioned on satisfaction of the programs, the overwhelming response was ‘Don’t Know’.
- Various activity times – Center participants would like to see additional various programming in the afternoons/evenings
- Respondents felt Adult Protective Services, Home Delivered Meals, the Aging and Disability Resource Center, and Transportation were the most important programs offered at MCOOA
- Respondents were not familiar with the goals of the last strategic plan. On three of the goals, over 50% of people were unaware of the goal (Addition of APS, Capital Improvements, Personnel Growth and Retention)
- Staff was overwhelmingly seen as the primary strength of the agency

# SWOT ANALYSIS

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## STRENGTHS/WEAKNESSES/OPPORTUNITIES/THREATS

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MEDINA COUNTY OFFICE FOR OLDER ADULTS WORKED THROUGH STRATEGIC PLANNING IN OCTOBER 2022. AS PART OF THIS PROCESS, A SWOT ANALYSIS WAS COMPLETED TO UNDERSTAND THE STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS FACING OUR AGENCY. THROUGH THIS PROCESS, THE OFFICE FOR OLDER ADULTS CAN CAPITALIZE ON THEIR STRENGTHS AND DEVELOP GOALS, OBJECTIVES AND ACTION STEPS TO ADDRESS THEIR WEAKNESSES AND GROW THEIR SERVICES. BELOW ARE THE RESULTS OF THIS ANALYSIS.

STRENGTHS	WEAKNESSES
1. STAFF/VOLUNTEERS: WELCOMING, OPENMINDED, COMPASSIONATE, RESPONSIVE, DEDICATED, CREATIVE, ADAPTABLE, AND PROACTIVE	1. PUBLIC RELATIONS/MARKETING, PEOPLE DON'T KNOW ABOUT SERVICES, INFORMATION PROVIDED CAN BE COMPLEX, MESSAGING NEEDS TO BE SIMPLIFIED. NEED TO BREAK INTO AREAS OF THE COUNTY
2. STRONG PROGRAMMING, LED BY ADULT PROTECTIVE SERVICES AND HOME DELIVERED MEALS	2. UNDER GRANT CONSTRAINTS, SERVICES ARE MORE REACTIVE THAN PROACTIVE, NO DIABETIC MEALS, SUBSIDIZED TRANSIT COULD IMPROVE
3. CLIENTS ARE TREATED IN A DIGNIFIED MANNER IN UPDATED FACILITIES	3. DISCONNECT BETWEEN PEOPLE IN THE CENTERS AND THE OFFICE STAFF, ASSUMPTION THAT SENIOR POPULATION UNDERSTANDS STAFF
4. COMMUNITY PARTNERSHIPS AND COLLABORATIONS TO BETTER SERVICES FOR SENIORS IN THE COMMUNITY	4. SENIORS OVERCOMING STIGMA OF PARTICIPATING OF FEELING THEY WON'T QUALIFY OR FEELING SERVICES ARE UNNECESSARY
5. SUPPORT OF COMMISSIONERS AND COMMUNITY LEADERS. STRONG SENIOR & ADULT FOUNDATION. FISCALLY SOUND, LEVY FUNDED	5. OUTGROWING SPACE
	6. RELATIONSHIP WITH SOME COMMUNITY PARTNERS COULD IMPROVE

<b>OPPORTUNITIES</b>	<b>THREATS</b>
1. <b>GROWTH IN WADSWORTH AT SOPREMA</b>	1. <b>OUT OF COUNTY TRANSPORTATION</b>
2. <b>OUT OF COUNTY TRANSPORTATION</b>	2. <b>CONTINUED LEVY FUNDING</b>
3. <b>DIAL PROGRAM; SCAM SQUAD; BETTER EDUCATION FOR FAMILIES AND OUTREACH FOR HOMEBOUND SENIORS; SERVICE TO OUTLYING AREAS OF COUNTY</b>	3. <b>STIGMA OF UTILIZING AGENCY SERVICES</b>
4. <b>BLOCK GRANT POTENTIAL</b>	4. <b>LACK PROVIDERS FOR SERVICES</b>
5. <b>OTHER FEDERAL/STATE/LOCAL GRANTS</b>	5. <b>INFLUENCE OF OUTSIDE FUNDERS ON AGENCY OPERATIONS</b>
6. <b>ADAPTIVE EQUIPMENT IN CENTER: HEARING LOOP, AUTOMATIC DOORS</b>	6. <b>FINDING VOLUNTEERS FOR ADDITIONAL PROGRAMMING</b>
7. <b>COLLABORATIONS: OSU EXTENSION; PROSECUTOR'S OFFICE; MEDINA HOSPITAL; FAITH BASED COMMUNITY</b>	

## STRATEGIC OBJECTIVES

Putting together the Mission Statement, the survey and the SWOT analysis, the following objectives were created:

1. Outreach – Education to current participants of all programs; Reach underserved areas of the county; Improve collaborations; Marketing Growth
2. Growth in Technology – Digitalization of programs; Tech Education for Seniors; Public Tech Station/Display Boards
3. Program Expansion – Wadsworth/Soprema Center, Technology Education; Transit Options; Activities; Senior Driving Programs; Additional nutrition in the Center
4. Fiscal Sustainability – Levy Education; Grants; Foundation
5. Capital Improvements – Analyze space needs; Develop plan for expansion if warranted; Collaboration with Facilities Superintendent



**OBJECTIVE 1: Outreach**

- Action Step 1.1** Agency will review current outreach materials to ensure correct message and simplicity; A market focus will be on underserved areas of the county
- Action Step 1.2** Agency will develop plan to educate seniors participating in activities or services on the full scope of agency services
- Action Step 1.3** Marketing will focus on underserved areas of the county
- Action Step 1.4** Agency will continue to expand social media presence as well as growth in print media and other advertising
- Action Step 1.5** Agency will have greater presence in the community and see a 15% increase in services provided by the end of 2025.

**OBJECTIVE 2: Growth  
in Technology**

- Action Step 2.1** Agency will explore new ways to digitalize programs in house, including phone logs, referrals and meal routes - 2024
- Action Step 2.2** Computer classes and tech help will begin in Agency – 2023, focusing on DIAL objectives as well as senior focused computer education/protection
- Action Step 2.3** Agency will create and maintain a public tech spot, computer to be purchased for public use by February 2023
- Action Step 2.4** Agency will continue work with County IT department on upgrading technology throughout agency – a continual process; IT to be funded in agency budget

**OBJECTIVE 3: Program  
Expansion**

- Action Step 3.1** By the end of 2023, Agency will research and plan areas for growth, looking at hours of activity, senior driving, transportation options, technology education, and nutrition options
- Action Step 3.2** After review with Boards and Staff, Agency will decide on new program initiatives and develop policies and procedures to implement new programming
- Action Step 3.3** New program or expansion of existing programs will begin by the end of 2023, if not before; feedback will be collected
- Action Step 3.4** Agency will explore services to seniors in the Wadsworth area through the café at Soprema Senior Center
- Action Step 3.5** Agency will seek and apply for grants related to current or future programming.

**OBJECTIVE 4: Fiscal  
Sustainability**

- Action Step 4.1** Education of staff and community on levy purpose and funding
- Action Step 4.2** Improved participation of staff and community in levy related functions, improve volunteerism
- Action Step 4.3** Education of staff and community on Medina County Senior & Adult Foundation purpose funding stream
- Action Step 4.4** Continued growth of Medina County Senior & Adult Foundation through successful fundraisers; improved staff participation in Foundation events
- Action Step 4.5** Agency will explore grants as additional funding opportunities.

**OBJECTIVE 5: Capital Improvements**

- Action Step 5.1**      **Director will work with staff and Boards to list Capital Improvements needed in the next 3 years by March 2023**
  
- Action Step 5.2**      **Part of continuing annual budget will be dedicated to capital improvement projects and technology improvements, continually upgrade agency and services based off created list**
  
- Action Step 5.3**      **A facility space usage team will be formed for the Medina site to analyze, develop and review space needs; team to include staff and facilities superintendent. Team formation June, 2023; Report December 2023**
  
- Action Step 5.4**      **Kitchen renovations to take place in 2023 – staff to plan for temporary kitchen shut down**

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## FISCAL CONSIDERATIONS

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### DEVELOPMENT OF AMENDED BUDGET

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Medina County Office for Older Adults has submitted our 2023 budget and included in the budget hearing was a projection of funding through 2025. These projections laying out a framework for future budgets. We anticipate additional funding adding to be received by the agency for Adult Protective Services specifically. We are constantly reworking the budget in the latter part of the year as we get funding numbers from Western Reserve Area Agency on Aging. Most recently, we are re-working the 2023 budget due to a pay scale adjustment which affected 19 positions.

Medina County Office for Older Adults will continue its partnership with the Medina County Finance Department to ensure a continuation of fiscal responsibility and all audits of the agency from the Ohio Auditor of State will run through Medina County Finance.

Further fiscal auditing will continue through the yearly Western Reserve Area Agency on Aging financial audit process.

# CONCLUSION

Medina County Office for Older Adults has concluded a months long project to complete this strategic planning process. This should be read as a general agency overview – each program continues to have its own initiatives, goals and key performance indicators. We look forward to working hard on the implementation of this strategic plan and thank the Medina County Commissioners and all citizens of Medina County for their continuing support of this agency and the seniors of Medina County, Ohio.