



MEDINA COUNTY
**SENIOR
& ADULT
SERVICES**

STRATEGIC PLAN
2026-2028

246 NORTHLAND DRIVE, G-20
MEDINA, OH 44256

December 1, 2025

Dear Friends,

The past three years have seen continued and exciting changes amongst the senior population and at Medina County Senior & Adult Services. The most obvious difference is our name change. Medina County Office for Older Adults is now Medina County Senior & Adult Services. This moniker better describes the services we provide, which include offerings for all adults as well as seniors. It also better describes what we do as we now include, since 2021, Adult Protective Services under the MCSAS umbrella. The population of seniors in Medina has boomed over the past several years and now almost 30% of county residents are age 60 and over. This expands our client base and with the lowering of the age to participate in activities at the centers to 55, our activities, events, and educational opportunities continue to grow.

The agency began the 2026-2028 strategic planning session with a community survey in September 2025. These survey results were taken and discussed at our strategic planning session, which took place on October 20, 2025. The strategic planning team included senior center participants, staff, county administration, advisory council members and foundation board members. The report before you is the result of the survey and the work session.

Take this opportunity to read through the following pages and see the improvements we've made, changes we've encountered and planned 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

1965 TO PRESENT

- 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 volunteer 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.
- June, 2023 – Soprema Senior Center Café re-opens, operated by Medina County Office for Older Adults.
- November 7, 2023 – Human Services Levy renewed, ensuring levy funding through 2028.
- October, 2023 – Transit pulled from Title IIIB funding, entirely funded out of Human Services Levy funds.
- January 6, 2024 – Renovated kitchen facilities open to public.
- January 1, 2025 – Medina County Office for Older Adults renamed, is now Medina County Senior & Adult Services.
- August, 2025 – Total renovation of craft room complete, including flooring, cabinetry and countertops. Funded by the Medina County Senior & Adult Foundation
- November 21, 2025 – Renovated bathroom facilities open to public.

MISSION STATEMENT

REVIEWED JANUARY 2025

Medina County Senior & Adult Services will offer supports to older adults and adults with a disability to live independently and safely within their homes and community.

SURVEY

OCTOBER 2025

A strategic planning survey was created to assess the progress Medina County Senior & Adult Services made in reaching the goals of the last strategic plan. Ideas were sought for future planning as well. 144 survey responses were received. The following items stood out in review of the survey:

- Information & Outreach – our services provided are much better known than three years ago. Respondents rated Meal Programs, Adult Protective Services, Information & Referral, Social/Recreational Programs, Compassion In Action and Subsidized Transportation overwhelmingly as Very Important. 99.3% of respondents stated that they were satisfied overall with services provided.
- Staff were the number one reason people enjoy coming to the center and interacting in services provided. Staff were described as welcoming, friendly, caring and meeting client needs.
- Upon review of the previous strategic plan goals, respondents again overwhelmingly stated all goals were either very successful or successful. Goals listed below with rating percentages of successful or above:
 - Outreach – 97.6%
 - Growth in Technology – 94.8%
 - Program Expansion – 97.1%

- Fiscal Sustainability – 98.1%
- Capital Improvements – 99.2%
- When asked for ideas to improve services or performance, there was a great variety of what people would like to see. Overwhelming themes were the need for more space, more trips, concerns for meal quality and timing provided by WRAAA, more handicapped parking, and out-of-county transportation.

SWOT ANALYSIS

STRENGTHS/WEAKNESSES/OPPORTUNITIES/THREATS

MEDINA COUNTY SENIOR & ADULT SERVICES WORKED THROUGH STATEGIC PLANNING IN OCTOBER 2025. AS PART OF THIS PROCESS, A SWOT ANALYSIS WAS COMPLETED TO UNDERSTAND THE STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS FACING OUR AGENCY. THROUGH THIS PROCESS, MCSAS 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, FRIENDLY, POSITIVE, LISTEN TO CLIENTS, COLLABORATIVE, STRONG KNOWLEDGE OF SERVICES, WORK AS A TEAM, AND FOLLOW THROUGH	1. POLICIES AND PROCEDURES FOR AGENCY OPERATIONS ARE SCATTERED, SHOULD BE COLLECTED IN ONE PLACE AND MADE AVAILABLE TO ALL EMPLOYEES. LEADERSHIP TRANSITIONS IN NEXT PLANNING PERIOD. IMPROVEMENT IN INTRA-AGENCY COMMUNICATION
2. STRONG PROGRAMMING, LED BY ADULT PROTECTIVE SERVICES AND MEAL SERVICES, HELPING SENIORS NAVIGATE PROGRAMS AND SYSTEMS	2. PHYSICAL SPACE IS A CONCERN – NUMBER OF HANDICAPPED PARKING SPACES, ROOM TO OPERATE ALSO MANY SERVICES ARE GOING ALL ONLINE AND SENIORS NEED ASSISTANCE
3. STRONG SUPPORT FROM COUNTY ADMINISTRATION, ADVISORY BOARD, FOUNDATION AND COMMUNITY, LEVY RENEWED	3. COST OF DOING BUSINESS IS ALWAYS ESCALATING – FOOD COSTS AND COST OF ACTIVITIES CONTINUALLY RISE AS WELL AS THE COST OF STAFFING, WHICH CONTINUALLY NEEDS IMPROVEMENT.
4. PARTICIPATION HAS INCREASED THROUGH SOCIAL MEDIA, WORD OF MOUTH AND LOWERING PARTICIPATION AGE IN CENTERS TO 55	4. LACK OF WILLING APS GUARDIANS – EDUCATION, AND REIMBURSEMENT ISSUES HAVE BEEN ONGOING – WORKING WITH PROBATE COURT ON THIS. CASES ARE VERY COMPLEX
5. GREAT EVENTS FOR SENIORS TO PARTICIPATE/SOCIAL OPPORTUNITIES	5. COMMUNICATION WITH COMMUNITY PROVIDERS COULD IMPROVE – WRAAA, MEDINA HOSPITAL. SERVICE PROVISION COULD IMPROVE – HABITAT, CATERING SERVICES.
6. AGENCY MEETS GOALS AND KEEPS MOVING FORWARD/CUTTING EDGE	6. LACK OF AVAILABLE SERVICES – AFFORDABLE HOUSING, TRANSPORTATION. OPTIONS ARE FEW FOR TRANSPORTS, ESPECIALLY IF TRAVELING OUT OF COUNTY AND VERY EXPENSIVE

OPPORTUNITIES	THREATS
1. CONTINUED GROWTH IN OUTREACH – GETTING THE WORD OUT ABOUT MCSAS	1. FUNDING – CONTINUED LEVY FUNDING, PROPERTY TAX CHANGES. GOVERNMENT SHUTDOWNS AND EFFECTS ON CLIENTELE
2. BETTER EDUCATION FOR FAMILIES AND OUTREACH FOR HOMEBOUND SENIORS; SERVICE TO OUTLYING AREAS OF COUNTY, FOCUSING ON SE MEDINA COUNTY	2. STAFF RECRUITMENT AND RETENTION – WAGES ARE LOW COMPARED TO SIMILAR POSITIONS IN PRIVATE SECTOR, MANY INDIVIDUALS DO NOT HAVE A DESIRE TO WORK WITH THE SENIOR POPULATION. WAGE NEEDS TO KEEP UP WITH COST OF LIVING
3. OUT OF COUNTY TRANSPORTATION	3. RECRUITMENT AND RETENTION OF VOLUNTEERS TO AGENCY PROGRAMS, ESPECIALLY CIA
4. BETTER COLLABORATION WITH OUTSIDE AGENCIES TO INCREASE AWARENESS OF SERVICES (HOSPITAL DISCHARGE PACKETS, FEEDING MEDINA COUNTY)	4. LACK PROVIDERS FOR SERVICES
5. BETTER EDUCATE ADVISORY COUNCIL MEMBERS ON PURPOSE AND OPPORTUNITIES	5. THE RISE OF SCAMS IN THE COMMUNITY AND ARTIFICIAL INTELLIGENCE UNDERSTANDING AND SAFETY FOR SENIORS
6. TRAINING OPPORTUNITIES FOR PARTICIPANTS AND STAFF	
7. REBUILD OF PARKER PAVILION – CAPITAL PROJECT – FOUNDATION FUNDED	

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	Details
	1.1	Agency will continue to expand Outreach efforts: more public ads: explore additional bus wraps, magnetic signs for drivers, electronic ads
	1.2	Agency will increase distribution of print media: MCSAS will begin sending out newsletters to Medina County residents in 2026.
	1.3	Marketing will focus on underserved areas of the county
	1.4	Agency will give more talks in the community to churches, senior housing, VFWs, caregivers and families
	1.5	Agency will do more collaborations and education with community providers: Hospitals, municipalities, city and township councils

OBJECTIVE 2: Organization of Policies & Procedures	<p>Action Step 2.1 Agency will prepare for transition in leadership in 2028</p> <p>Action Step 2.2 All units will begin writing down their procedures to be put into electronic format in a common space -shared drive in 2026</p> <p>Action Step 2.3 Director will organize administrative procedures for agency, advisory council and Medina County Senior & Adult Foundation in 2026</p> <p>Action Step 2.4 Topics to be addressed include: Onboarding of employees, agency guidelines, procedures for each unit within the agency</p> <p>Action Step 2.5 All staff to be trained on use of Policies & Procedures and policies to be updated annually, beginning 2028</p>
---	--

OBJECTIVE 3: Personnel	<p>Action Step 3.1 Agency will explore internships as a way of growing staff in the future</p> <p>Action Step 3.2 Staff levels for each program will be evaluated annually for needed increases (drivers/APS worker)</p> <p>Action Step 3.3 Director and county administration will continue to work on pay scales/cost of living for entire staff to help ensure pace of staff increases are keeping pace with need and help ensure staff retention</p> <p>Action Step 3.4 New recruiting strategies to be identified (2026) and utilized (2027) to help increase number of needed volunteers. Use of Advisory Council to help educate and recruit will also be emphasized.</p> <p>Action Step 3.5 Agency will prepare for transition in leadership in 2027-2028</p>
-------------------------------	---

OBJECTIVE 5: Fiscal Sustainability

Action Step 5.1	Director and Staff will work to continually educate the public on services provided and the importance of funding for these services.
Action Step 5.2	Outreach to community on Medina County Senior & Adult Foundation: the importance of it, what they do, and how they help achieve the agency mission and goals
Action Step 5.3	In early 2026, MCSAS will add the ability to accept credit cards as forms of payment for trips, sponsorship fees, and the addition of vending machines (main floor, Medina)
Action Step 5.4	Director will continually assess the costs of operations at the Soprema Senior Center Café, with a contract coming up for renewal in 2027. Federal funding will also be closely watched to ensure fiscal health of agency.

OBJECTIVE 4: Tackling Systemic Issues

Action Step 4.1	Out of County Transportation Initiatives - Ongoing
Action Step 4.2	Plan of Action for Space challenges (2026)
Action Step 4.3	Continued ongoing work with Probate Court on Guardian Appointments in APS Cases. Explore use of retired attorneys.
Action Step 4.4	Improvement in communication with agencies MCSAS continually partners with, especially WRAAA
Action Step 4.5	Ongoing exploration of other needed services within Medina County, for example, Adult Day Cares

FISCAL CONSIDERATIONS

PROVIDING NEEDED SERVICES AND BEING FISCALLY AWARE

Medina County Senior & Adult Services is creating their 2026 budget. The agency faces challenging times as it is funded through the Human Services Levy. This property tax levy provides about 60% of our operating funds. Property taxes have become very controversial and MCSAS is doing all we can to make sure each dollar is spent wisely and for the benefit of seniors within the county. We review budget numbers monthly, quarterly and annually. We appreciate the help and support we receive from Medina County Administration.

Medina County Senior & Adult Services 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 Senior & Adult Services 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.