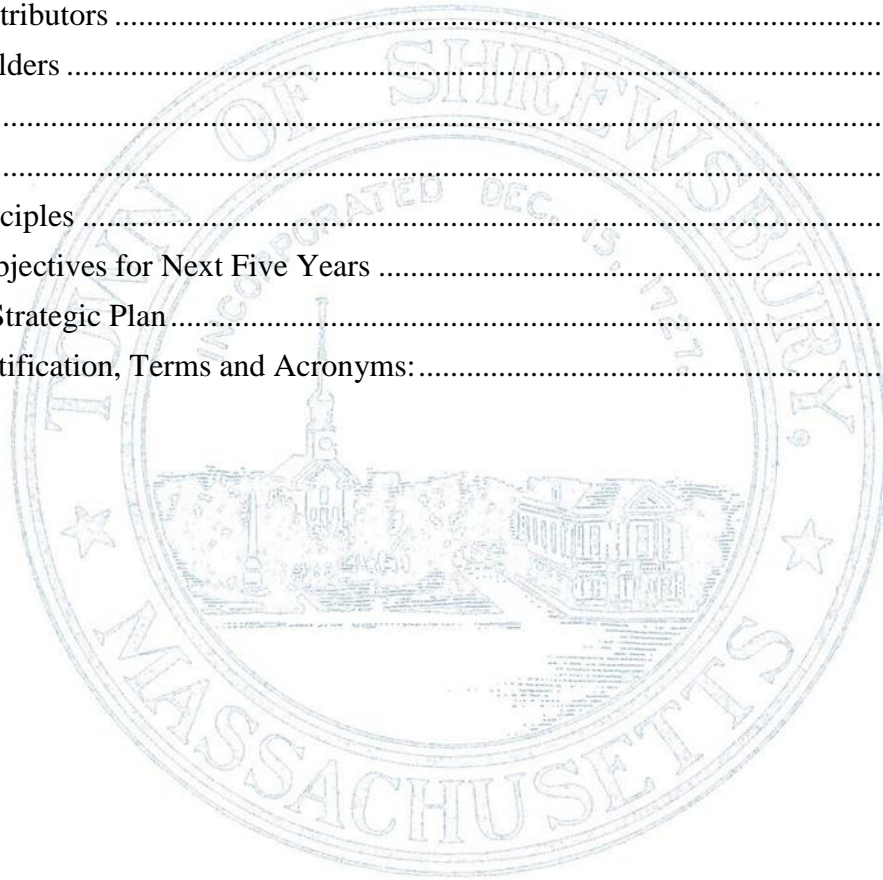


TOWN OF SHREWSBURY

Council on Aging Strategic Plan 2021-2025

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FY21 Update

In 2020, Shrewsbury had an estimated 8300 seniors. The Council on Aging mission: to advocate for and to develop programs and services that enhance the well-being and quality of life, and to create a welcoming, secure and inclusive community for seniors.

The Shrewsbury Council on Aging has undergone many changes in 2020. In January, I, Hollie Lucht accepted the position as Council on Aging Director. Our Council on Aging staff includes Transportation Coordinator, Cynthia Willis, Office Assistant/ Volunteer Coordinator Christine Moriarty, Outreach Coordinator, Elisabeth Peterleitner, Office Assistant, Donna Messier, and Office Assistant Patricia Babin. Goals were to utilize the Strategic Plan and expand programming opportunities, develop marketing strategies, increase volunteerism, and create intergenerational opportunities.

Summary:

The Shrewsbury Council on Aging began 2020 like any other. The Senior Center was filled daily with activities such as, BINGO, Memory Café, monthly movie, exercise classes, congregate lunches, meditation, piano instruction, Roger's Café, painting classes and more.

In February, Outreach Coordinator, Walter Rice announced his retirement after 14 years with The Town of Shrewsbury. COA Office Assistant/ Volunteer Coordinator position became vacant. Plans for the twentieth celebration of the Senior Center was underway.

In March, Christine Moriarty filled the Office Assistant / Volunteer Coordinator position. Then on March 18, COA was forced to close our department due to COVID-19. All Council on Aging staff were directed to work from home. Meals on Wheels was the only services running out of the Senior Center. Meals on Wheels is managed by Elder Services of Worcester (ESWA). ESWA utilizes our kitchen area to provide Meals on Wheels to 180 Shrewsbury seniors 60+. and We were able to continue to lend items from our Lender's Closet of durable medical equipment Except for wheelchairs, we stopped accepting medical equipment unless it was new in a box. When we received an equipment request, we made sure to sanitize and leave outdoors clearly marked for pick up.

Between March 18 – June 3 work from home order, COA staff made roughly 3,687 remote interactions with the Shrewsbury Community. A majority of those interactions were through phone consultations and others included delivery of necessary items. While working remotely we shifted our gears to create virtual programs, make wellness calls, developed policies and procedures for the Senior Center, and created the Resource Guide. "Shrewsbury Senior Resource Guide," is a comprehensive publication that is designed to provide a wide variety of information to both seniors and their *service* providers.

In June, we were able to get back into the Senior Center as a team. We had three focus areas, transportation, nutrition, and wellness. Transportation services began on June 15, we created Grab & Go meal opportunities at a suggested donation of \$2.50, and we continued making our wellness calls and birthday wishes.

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July, we coordinated with Liturgical Press, Inc. (LPi) to create an informative 16 page colored monthly Senior Edition newsletter. This newsletter is free of charge possible by Shrewsbury business ad placement. We order 2500 a month and mail to approximately 300 seniors (that number grows each month). Other newsletters are placed throughout hot spots within the town.

Since our return to the Senior Center, we have created many programs such as, *Help Feed a Senior*, *Gifts for Seniors*, *Intergenerational Pen Pal Program*, and *Commit to be Fit*. The Shrewsbury Council on Aging has offered various opportunities for volunteerism that includes, bilingual COA literature rewrite, Senior Edition delivery, In-it-together support group for *Gifts for Seniors*, Senior Edition writers, and wellness callers.

With the success of *Help Feed a Senior* and collaboration with St. Anne's Food Pantry we were able to start a Food Sharing Pantry within the Senior Center. We purchased a commercial freezer that stores roughly (80) frozen meals that includes soup and dessert from Heart to Home Meals in Marlboro. Our locked storage cabinet includes items such as macaroni and cheese and canned fruit cocktail. All food requests include information material about Meals on Wheels from ESWA. Beth Murray, Nutrition Manager for Meals on Wheels is ServSafe certified and assists with the storage of the Food Sharing Pantry.

In November, Elisabeth Peterleitner started as the Outreach Coordinator for COA. Elisabeth immediately formed relationships with SYFS, Shrewsbury Housing Authority, Elder Services of Worcester, and the Executive Office of Elder Affairs to name a few. By the end of 2020 Elisabeth developed goals, researched grants, formed relationships, and implemented ideas to grow outreach services.

Outreach:

The purpose of the COA'S Outreach program is to assist senior residents in Town as well as their family members who may be needing options for the safety and welfare of the seniors who are in need of support services. It is Elisabeth Peterleitner who is the Outreach Coordinator that provides this service and is working toward becoming a Licensed Clinical Social Worker. Elisabeth started as the Outreach Coordinator on November 16, 2020.

The services offered through Outreach in FY 20 are the following: referrals for homemaker and other in-home services; application assistance for fuel, property tax abatement and Share the Warmth; a Small Home Repair volunteer program that provides free service, ex: install air conditioners, hang curtains, etc.; support and help with elder abuse and neglect; hoarding issues; referrals for Meals on Wheels as well as our Grab-N-Go programs; adjustment issues related to ageing; housing support and homelessness psychoeducation; information regarding the need for elder documents to be in place; referrals to SHINE for varying health insurance needs; collaboration with local COA's to encourage program development and initiatives; and delivery of necessities to senior residences. Elisabeth has also been reviewing various grant programs that will ideally allow these programs to not only remain effective, but grow in prosperity. These grants include: Shared Spaces program - to increase the safety and accessibility of our outdoor

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spaces at both the center and in town, as well as potential Heating and Cooling assistance options. Once the COVID-19 protocols have begun to subside, Elisabeth will aim to re-implement: home visitation to senior residences, a stress management weekly program aimed at teaching meditation skills and lowering anxiety and stress, and bi-weekly support groups on varying needs.

The COA had a total of 400 counts of documented service. There were also a total of 99 telephone calls for FY 20. With COVID-19 being in place, “walk-in” appointments naturally decreased; while phone and email contact increased dramatically. With these statistics, the tax support program - at 7 documented counts of service, along with the Share the Warmth and Fuel Assistance application assistance services - both at 5 documented counts of service, were the most utilized services during the FY 2020.

The COA Outreach continues to focus on becoming a “Dementia Friendly” community with the assistance and support of the Community Outreach Partnership Program. We have provided training for the Police & Fire Department and Town of Shrewsbury Employee’s. It continues to be the focus to train local businesses, restaurants and other agencies. The COA also continued to offer their in-person Memory Cafe - from January of 2020 to March 15, 2020, but then had to take a three-month break due to the stay-at-home orders. At this point, the COA tried to provide this program virtually, but did not have success with participants. As a result, the Memory Cafe providers dropped off care packages to the previous participants.

Elisabeth aims to reconvene the bi-weekly TRIAD “Town Resource Information and Dedication” program. This bi-weekly meeting is held virtually until the COVID-19 protocols allow the program to meet at the Shrewsbury Police Department. The following are representatives that attend: a Police Officer liaison - TBD, an Animal Control Officer, Captian Aaron Roy - Fire Department liaison, Jenn Rifkin of Shrewsbury Youth & Family Services, Priya Rathnam - the director of Shrewsbury Public Library, and Kelly Bergeron - the Director of Shrewsbury Housing Authority.

Over the next year, it is Elisabeth’s goal to increase the interest and engagement in intergenerational programs for the entire Shrewsbury Community. In doing so, the senior resident’s will not only build more communal connections but they will be able to have their voices and input heard on a much larger scale. One example of an intergenerational program currently in place is the PenPal program with Sherwood Middle school; additionally, a Student Shovel program as well as a YAHOO (Young Adults Helping Out Others) spring/fall clean up initiative are currently in collaboration with the Outreach Coordinator, Shrewsbury High School service learning department, and Colonial Connections. Once the center is able to reopen safely, Elisabeth will continue to work to reestablish the previously implemented programs - including the Memory cafe, support groups, and mindfulness program - that were successful at the Senior Center.

Transportation:

The (2) Worcester Regional Transit Authority (WRTA) vans provided 4,607 trips and the (2) Shrewsbury owned vans provided 2,050 trips totaling 6,657.

Through the Department of Transportation (DOT) the Shrewsbury Council on Aging (SCOA) was able to receive an eight passenger/ two wheelchair Ford 2017, E350 van with 55,198 miles from the Greater Lynn Senior Center. This increased our fleet to (4) vans. This was possible from a generous donation of \$4,489.60 from a member of the Shrewsbury Community. We retired the 2011 vehicle and sent it to auction. Those funds were then deposited into the town's general fund.

Due to Covid-19, we were forced to shut down our transportation services from March 18, 2020 and resumed service on June 15, 2020. For the protection of the drivers and passengers, we only allowed one passenger and a PCA if needed on the van at the same time.

The WRTA continues to strive to make the transportation system the most affordable option for those who rely on public transportation to stay independent and create a system that will work for everyone. During Covid-19, all van fares were suspended to all riders per guidance of the WRTA. The future of resuming van fare collection is undetermined at this time.

In April, the Council on Aging renewed our contract with the Shrewsbury Housing Authority. The Shrewsbury Housing Authority assists in funding a portion of the operation and maintenance costs of our town owned vehicles, as well as subsidizing fares for the Shrewsbury Housing Authority residents.

We applied for a Taxicab, livery, and Hackney Transportation Partnership Grant, which would assist funding the growth of our transportation services. Announcements for grant awards are expected in January 2021.

Memory Lane Café:

Like many programs during 2020, due to the pandemic, The Memory Lane Cafe has struggled with meeting its 2020 goal of increasing attendance and keeping the program alive and vibrant. As of mid-March when the group could no longer meet at the Senior Center, it became increasingly difficult to meet the needs of the folks who attend the Cafe. After three months of having the program virtually, it became evident that not enough participants showed interest in this format to support the cost of the performers that were hired. More importantly, the virtual platform did not hold the interest of the members suffering from dementia. From August through December, three of the volunteers of the Cafe have safely visited with members once or twice a month often bringing them a small token gift. These visits were very much appreciated and enjoyed. Some form of contact will continue with our 22 participants until we can again meet at the Senior Center. Maintaining contact with members is vitally important in order to provide support at this time when care partners get little, if any, respite from caregiving. Our

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goal for 2021 is to resume the twice-monthly gatherings that include time for socialization, lunch and an interactive activity to assist in alleviating isolation and provide support to those with dementia and their care partners.

State Funding:

As in prior year in addition to funding from the Town of Shrewsbury, the Council on Aging receives population-based grant funds from the Massachusetts Executive Office of Elder Affairs (EOEA) via its “Formula Grant” to support programming, activities, salaries, and services for seniors. The figure is \$12 per senior household.

Conclusion:

The Council on Aging department underwent many changes this year, both challenging and important. As we look ahead to 2021, our goals have shifted. While continuing to work on the Strategic Plan, our number one goal is to improve the quality of life for all Shrewsbury Seniors during the COVID-19 pandemic. We will renew our focus on isolated and homebound seniors as well as incorporating intergenerational opportunities that will enrich the aging population. We will continue to bring new and varying programs and opportunities to reach and engage the senior community.

Core Planning Committee

COA Staff

Hollie Lucht, Director
Patricia Babin, Office Support Coordinator
Donna Messier, Office Support Coordinator
Christine Moriarty, Office Assistant/Volunteer Coordinator
Cynthia M Willis, Transportation Coordinator
Renee D’Argento, Outreach Coordinator

COA Board Members

Shashi Menon, Chair
Virginia Leonard
Betsy Zuegg
Jean Campaniello
Judy Goodstein
Louise Russell

Past COA Staff and Board Members who Contributed to Plan:

Stacey Lavelly, Volunteer Coordinator (until January 2019)
Charles Fenno, COA Vice Chair (until December 2017)
Susan Shaw, COA Board Secretary (until June 2018)
Miranda Watson, Office Support Coordinator (until December 2018)
Sharon Yager, Director (until 2019)

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Kenneth Colon, Office Assistant/Volunteer Coordinator (until February 2020)

Walter Rice, Outreach Coordinator (until March 2020)

Elisabeth Peterleitner, Outreach Coordinator (until May 2021)

Zoya Mehta, COA Vice Chair (until June 2021)

Barbara Depalo, COA Board Secretary (until June 2021)

Norma Giumentaro, COA Board Member (until June 2021)

Clifford C. Gerber, COA Board Member (until March 2020)

Other Contributors

Kathleen (Kathy) Meyers, Consultant

Kristen Las, Shrewsbury Assistant Town Manager

Key Stakeholders

In addition to the board and staff, stakeholders include volunteers, Board of Selectmen (BOS), Shrewsbury Youth and Family Services (SYFS), Elder Services of Worcester (ESWA), Shrewsbury Housing Authority (SHA), St. Anne's Food Pantry, and Massachusetts Council on Aging (MCOA)

Mission

Since the COA's Strategic Plan of 2008-2013, the department's mission had been as follows:

The Town of Shrewsbury's Council on Aging mission is to develop and support community activities which enhance the wellbeing of residents of the town who are age 60 or older.

During the workshops with Kathy Myers, the COA Board developed a new Mission to fit the theme of the 2019-2024 Strategic Plan:

"To advocate for and develop programs and services that enhance the wellbeing and quality of life, and create a welcoming, secure and inclusive community for seniors"

Vision

The COA's vision has always been in alignment with that of the state and federal agencies that serve the aging population. This is seen in the state Executive Office of Elder Affairs (EOEA). EOEA's vision for the work that COAs do in the municipal sector, which is:

"Older adults and individuals with disabilities will have access to the resources they need to live well and thrive in every community of the Commonwealth".

The Shrewsbury COA's vision has always been to serve as the local component of the state and national vision for seniors to best "age in place" in the communities in which they live.

The Shrewsbury Council on Aging, in cooperation with other agencies, provides many services to our elders. Among these are:

- a. A safe and welcoming environment,
- b. Activities that provide both physical activity and mental stimulation,
- c. An outreach program for those house-bound elders in need of short term help in managing their daily lives,
- d. A transportation program for residents age 60 and older as well as those with disabilities,
- e. A volunteer program,

- f. An inexpensive daily hot meal,
- g. A “meals-on-wheels” program for those elders who live alone or are otherwise unable to meet their nutritional needs,
- h. A program to meet the technological needs of the department

Guiding Principles

The guiding principles the COA has followed the Mission, Vision and Values as found on the state and federal levels through the organizations of EOEA, as well as the Massachusetts Council on Aging organization (MCOA) and the National Council on Aging (NCOA), which oversees NISC.

In EOEA’s FY16 Annual Report, these were stated as follows:

“Our mission at EOEA is to promote the independence, empowerment, and well-being of older adults, individuals with disabilities, and their caregivers. Our vision is that older adults and individuals with disabilities will have access to the resources they need to live well and thrive in every community of the Commonwealth. Our values include: the value of growing older; the value of choice, including the choice to live in the community; the value of the contributions that older adults and individuals with disabilities make to society; the value of a person-centered approach that promotes dignity and takes into account cultural identities; and the value of collaboration with our partners, advocates, and other stakeholders.”

Our mission is based upon values that we believe are an integral part of our culture. Among these are the beliefs

- That the ageing population deserves to be treated with the same dignity and respect as the younger and more active members of the community,
- That an inclusive society where people of all ethnic, religious and social backgrounds, education levels, income levels, those with disabilities as well as members of the Lesbian/Gay/Bisexual/Transgendered (LGBT) community are welcome,
- That the elders we service are an integral part of our community and should not be marginalized even though they might be incapacitated in some way,
- That the elders of our community have wisdom and life experience that we should draw upon.

Goals and Objectives for Next Five Years

The goals established through this process include:

1. Increase knowledge and awareness of retirement planning for young seniors, aging and caregiving issues targeted to SHINE, Outreach, Support Groups and Central Mass Agency on Aging
2. Attract, develop, retain and provide support for highly qualified employees and volunteers who are committed to the continuous improvement of programs and services through the Shrewsbury Council on Aging
3. Expand awareness and build opportunities for seniors in the community by forging meaningful partnerships with other service providers, and by engaging the community on issues affecting seniors.

See attached chart to refer to the Goals, Objectives and Action Plan.

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GOALS/OBJECTIVES/ACTION ITEMS	LEAD	EVALUATION MEASURE	TIMING	STATUS
GOAL 1: Expand the variety of programs, activities and services that address the needs and interests of Shrewsbury seniors and care partners				
Objective 1-1 Ensure transportation needs are addressed by affordable and convenient resources				
a. Pursue other transportation options for seniors	Director Transportation Coordinator	Study report on other options	2019-2024	Ongoing
b. Explore feasibility of transportation technologies	Transportation Coordinator IT Department	Reports are submitted to the COA Board for review	Ongoing	Ongoing
Objective 1-2 Improve connections with targeted populations				
a. Increase outreach availability for seniors and care partners in other methods	Director	Refer to Marketing Plan	Ongoing	Ongoing
Objective 1-3 Ensure transparency with current and potential program and service collaborators				
a. Update related materials internally	Staff	Materials are identified for updating	Ongoing	Ongoing
b. Update related materials for agency and organization partners	Staff	Materials are identified for updating including MOUs and Agreements	Ongoing	Ongoing
c. Create a schedule of materials to be reviewed and updated on a regular basis	Staff COA Board	Refer to NISC Standards and create a comparison document	Ongoing	Ongoing
d. Prepare feasibility study for expanding the Senior Center building hours and van operating hours	Town Manager Director COA Board	Completed feasibility study approved by the Director and presented to the COA Board	2019-2020	Ongoing
Objective 1-4 Add and/or expand programs, services and activities that are in demand				
a. Obtain and track feedback from group leaders	Volunteer Coordinator	Quarterly meetings with leaders held	Ongoing	Ongoing
b. Use MySeniorCenter to track program attendance	Director Volunteer Coordinator	Monthly/Yearly statistics on program attendance	Begin 7/1/19	Ongoing
c. Budget for new and expanded programming when determined necessary	Director Volunteer Coordinator	Increased percentage of budget related to programming	Ongoing	Ongoing

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d. Collaborate with external organizations that could provide services	COA Board Director	Increased number of outside collaboration partners	Ongoing	Ongoing
e. Provide education to businesses and organizations about how to treat those with dementia and other cognitive functioning levels and their care partners using the dementia friendly model	Outreach Coordinator	Number of Dementia Friendly America (DFA) trainings completed by businesses and organizations	Ongoing	Ongoing
f. Apply for and obtain Dementia Friendly status	COA Board Director	Kevin needs to sign off – This is pending review with Kristen	By end of 2022	Ongoing
GOAL 2: Increase community support for COA and other resources for seniors				
Objective 2-1 Create awareness of programs and services of the Council on Aging				
a. Prepare and post materials at various locations and media outlets	Office Assistant	Refer to Marketing Plan	Ongoing	Ongoing
Objective 2-2 Expand the use of the building and transportation services				
a. Develop a plan for added programs and services with collaborators	Director	Creation of collaborative program/service plan	Ongoing	Ongoing
Objective 2-3 Increase the departmental funding in relation to the senior population				
a. Create a presence at Town functions and activities	COA Board Staff	Creation of a calendar of events	Ongoing Annually	Ongoing
b. Hold an annual briefing for Selectmen, Town Manager and Staff	COA Board Director	Creation of briefing dates	Ongoing Annually	Ongoing
c. Work with legislators to explore state funding options	COA Board Director	Creation of events during year such as a meeting or Legislative Breakfast	Ongoing Annually	Ongoing
Objective 2-4 Increase collaboration with for-profit and local businesses				
a. Invite local businesses to participate in programs sponsored by the COA	COA Board Director	Increased number of collaborative partners	Ongoing	Ongoing
b. Partner with the Friends to enlist their assistance in obtaining sponsorship of COA programs and events	COA Board Director	Increased number of programs and events co-sponsored by Friends	Ongoing	
c. Create a presence in the community at events and meetings	COA Board Director Outreach		Ongoing	
GOAL 3: Develop Marketing Plan				
Objective 3-1 Advertising Methods				

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a. Utilize current modern advertising methods	Staff		Ongoing	
b. Collaborate with other community services to promote out programs through their communications portals and to cross-market their programs where applicable	Staff		Ongoing	
c. Rebrand existing brochures and publish pertinent information on website in multiple languages to effectively reach target populations	Staff		Ongoing	
d. Work with legislators on community events to highlight offerings	COA Board Staff		Ongoing	
Objective 3-2 Utilize centralized themes to welcome new participants				
a. Collaborate on seasonal/monthly/annual themes to generate interest and welcome diverse cohorts of the senior population	COA Board Director Staff	Refer to Marketing Plan	2019-2020	Ongoing
b. Solicit ideas from user groups	COA Board	Quarterly meetings with leaders held	Ongoing	Ongoing
c. Evaluate what other COA's are going to make their participants feel welcome	Director	Refer to Marketing Plan	2019	Ongoing
GOAL 4: Create three new Strategic Plan goals annually for following year (2021)				
Objective 3-1 Increase knowledge and awareness of retirement planning for young seniors, aging and caregiving issues targeted to SHINE, Outreach, Support Groups and Central Mass Agency on Aging				
a. Conduct evaluation of existing programs and establish areas for expansion or improvement	MySeniorCenter software/ Director			
b. Utilize community assessment to establish need for new programs	COA Staff			
c. Create opportunities for lifelong learning	COA Board/ Director/ Staff			
Objective 3-2 Attract, develop, retain and provide support for highly qualified employees and volunteers who are committed to the continuous development of programs and services through the Shrewsbury Council on Aging				
a. Ensure leadership have the resources needed to excel				
b. Provide qualified support staff and volunteers to the Director				
c. Recruit volunteers to fill identified gaps in staff capacity				
d. Recruit and retain a diverse COA Board that lend expertise to the needs of the Senior Center				
Objective 3-3 Expand awareness and build opportunities for seniors in the community by forging meaningful partnerships with other service providers, and by engaging the community on issues affecting seniors				

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a. Identify mechanisms to advocate on behalf of senior housing and medical needs; utilize internships				
b. Advocate on behalf of senior medical needs with particular focus on issues of dementia and isolation				

Related Acronyms:

- DFA** Dementia Friendly America
- MOU** Memorandum of Understanding
- MCOA** Massachusetts Councils on Aging
- NCOA** National Councils on Aging
- NISC** National Institute of Senior Centers

Monitoring Strategic Plan

Monitoring the Strategic Plan each strategic goal area will have an associated work plan to guide implementation and keep the Shrewsbury COA on track to achieve its objectives within the identified timeframes. A Strategic Plan Committee, under the leadership of the Director, the Board and staff, will be responsible for monitoring the progress made towards goals, objectives and strategies outlined in the Strategic Plan. Every 6 months, the committee will review work plans and assess progress made towards goals and objectives.

This strategic plan is a living document. Modifications that are needed will be discussed during bi-annual progress debriefs. Changes that are required or recommended will be made in the master document and updated with a new version date. The Strategic Plan Committee will be responsible for updating staff and other key stakeholders of progress towards goals and objectives and any changes made to the plan. On an annual basis, the Director will be responsible for creating a separate Strategic Plan Annual Report.

The next strategic planning process is anticipated to take place in 2024. As new issues and challenges emerge, the strategic planning process will be used to identify the resources and activities needed for the COA to effectively and efficiently respond.

Agency Identification, Terms and Acronyms:

501(c) 3: These government recognized charitable organizations typically do fundraising for a cause. Most of the various “Friends of” groups have obtained this tax status in order to raise funds for a government department that cannot do so.

ADA: Americans with Disability Act: In addition to providing regulations for physical accessibility in buildings, this federal law applies to the transportation program. Riders who live within a $\frac{3}{4}$ mile corridor of the fixed bus route are eligible for a higher level of service to provide equal access to public transportation.

Boomers: The “Baby Boomer” generation often refers to the large cohort of people born between the ages of 1946 to 1964. By the end of the Strategic Plan period, the last of the Boomers will be turning 60.

EOEA: Executive Office of Elder Affairs: This state department is run by a secretary who serves under the state secretary of Health and Human Services. EOEA gives each municipality an annual formula based on the last federal census. Each COA in turn must report various annual statistical reports to EOEA.

ESWA, Inc.: Elder Services of Worcester Area, Inc. is the Aging Service Access Point (ASAP) for Worcester and the neighboring towns. This agency is primarily funded by the state and provides a variety of services to keep seniors living independently in their homes. ESWA, Inc. oversees the Nutrition, Home Care, Protective Services and Elder at Risk programs among others.

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Friends: Similar to the Friends of the Library and other “Friends Of” groups, the Friends of the Shrewsbury Senior Center, Inc., are a 501(c) 3 organization that has been given tax exempt status by the state and permission to raise funds as a charitable organization.

LGBT: This acronym is used to describe the 10% of the population that identify as lesbian, gay, bisexual or transgender. At 10%, over 800 seniors fall in this category. The older a LGBT person is, the more unlikely they are to have the same supports as others their age, particularly in care partner matters, making them a vulnerable population needing additional outreach.

MCOA: the Massachusetts Council on Aging is a membership based statewide organization that offers resources for COAs. In addition to offering trainings and an annual conference, MCOA also offers handbooks, guides, best practices, grant opportunities and more.

NCOA: the National Council on Aging is a membership based national organization that offers resources for COAs and partners with the statewide organizations like MCOA. NCOA also creates national standards for Senior Centers under NISC. (See below)

NISC: National Institute of Senior Centers: created by NCOA, this institute serves to provide standards and best practices for senior centers across the country.

PBSI: Paratransit Brokered Services, Inc.: This brokerage service is operated by the WRTA (see below) to handle ADA van trips that cannot fit on the schedule or are outside van service hours. Riders are given rides on other vans or given cab rides.

SHINE: Serving Health Information Needs of Everyone: This is a state-run, volunteer based health insurance counseling program. Currently, the SHINE headquarters for central MA is located at the Milford Senior Center but monthly meetings for the SHINE counselors are held at the Shrewsbury Senior Center.

TRIAD: This is a term frequently used to describe the collaboration of first responder agencies to serve senior residents. Shrewsbury’s TRIAD has expanded to include Animal Control, the Health Department and Shrewsbury Youth and Family Services. Currently, they meet each Tuesday morning to review the past week’s concerns.

WRTA: Worcester Regional Transit Authority: One of 27 regional transit authorities (RTAs) of Massachusetts, this agency gets its primary funding through the federal and state Department of Transportation (DOT). The WRTA dictates transportation policies for the COA to follow, most of which come from federal regulations.