

**Feasibility Study**  
***Interview and Survey***  
***Questions and Comments***  
**for The Town of Manchester-by-the-Sea**

September 15, 2025

**• Kinetic**

PO Box 410046 | Kansas City MO 64141  
866.630.8500 | [info@kineticfundraising.com](mailto:info@kineticfundraising.com)

[kineticfundraising.com](http://kineticfundraising.com)

# Interview and Survey Questions and Comments

- 1. Are you familiar with the Manchester-by-the-Sea Council on Aging department and its mission to support elders through services, resources, and activities, to improve their well-being and enjoyment of life? Is the Manchester-by-the-Sea Council on Aging well known? What is its reputation?**

## Summary:

While the familiarity with the Manchester COA varied, most participants had at least heard of the department. Many recognized the Manchester COA's helpful services, particularly transportation and Medicare support, but felt that awareness was generally limited to seniors or those directly engaged with aging parents. Some noted the Manchester COA's impressive reputation among users, praising staff members like Nancy Hammond and the helpfulness of volunteers, while others described the organization as quiet, constrained by space or lacking visibility in the broader community. A common sentiment was that although the Manchester COA was valued by those who use it, it remained underrecognized, and additional outreach and a physical home base could help strengthen its presence and impact.

*I'm familiar with the fact that they support people in the aging process. I don't know if I can speak too much about the reputation of the Manchester COA. I don't think it's negative, just unknown.*

*Yes, I am aware of the department.*

*I do not believe they are that well known.*

*People feel what they do is fine, but they don't do that much.*

*I'm very familiar. I used to deliver meals for Meals on Wheels and have worked closely with Nancy Hammond and Susan on long-range planning. They offer incredible services.*

*Yes, I believe the Manchester COA is well known.*

*They have an exceptionally good reputation.*

*I would think so. I saw the van before I used their services.*

*Cricket is a local newsletter, and they are mentioned there fairly often.*

*It has a pretty good reputation.*

*I am familiar but not involved with the Manchester COA.*

*I feel like it is well known within the community.*

*The bus transportation is helpful.*

*The Manchester COA has a good reputation. The volunteers are nice and good helpers.*

*A lack of space may be the reason it is a little small currently.*

*Yes, I have information on the department.*

*I can only answer for myself, and I would say yes, but more outreach would be helpful.*

*The Manchester COA is well respected. I haven't heard anything negative.*

*I'm familiar, but I wouldn't say it's well known in the community. Seniors are more familiar than the average resident. The reputation is quieter than it should be as it compares to similar towns around us.*

*Yes, I do think so.*

*They have a good reputation in town.*

*I'm not familiar at all.*

*Most people don't know what they do, unless you use their services. I don't really know much about the reputation.*

*No, unfortunately, they are not well known in the city.*

*People think it is a place for old people.*

*I am familiar with their services but haven't used them yet.*

*Yes, I know they organize outings and provide other services, and the reputation is good.*

*People might not know details of what specifically they do.*

*I'm vaguely familiar with the Manchester COA. I don't know how well known it is. Some people have been disappointed.*

*Yes, I am familiar with the Manchester COA. I have attended meetings and encouraged people to take advantage of the services they offer.*

*The Manchester COA is well known, to a certain extent.*

*It is hard for me to say.*

*It generally has a positive reputation. They are a small organization that does a lot.*

*I'm not involved in the Manchester COA. I don't know the reputation, but they are well known.*

*They are well known.*

*They are extremely helpful.*

*I've volunteered at the Manchester COA through Girl Scouts by helping serve meals.*

*More volunteers would help raise awareness.*

*An online sign-up sheet for volunteer opportunities would be helpful.*

*This is my sixth year serving on the board and third year as chair.*

*Senior care is an unmet need.*

*The Manchester COA is well known because of their newsletter.*

*The Manchester COA is a great spot for a senior center.*

*Yes, the word is out.*

*They are viewed favorably.*

*People here don't want the town to change.*

*The Manchester COA is not well known in the community, and they do not have a high profile. The senior center will give it an anchor in the community. Nancy Hammond was a resource for SHINE but not as active. SHINE is an entry way to the Manchester COA.*

*Medicare is a reality for everyone at 65. The Manchester COA's vans are a great resource.*

*They have an opportunity to do more for seniors. A lot of their recognition comes from the fact they have vans and provide transportation.*

*The Manchester COA is not well known unless you've been helped or know about their services.*

*I have not been involved with the Manchester COA.*

*I know people with disabilities that benefit from the transportation.*

*I am not involved with the Manchester COA.*

*In the past, I have been the chair and board member with the Friends of Manchester COA.*

*I have been a board member since 2022.*

*I know the council exists and have an educated guess as to their mission, but I do not understand what they do on a month-to-month basis.*

*I'm familiar with it but have not participated in any of the activities.*

*I am not really.*

*Yes, I am familiar with the Manchester COA, but it leaves much to be desired. The vans go over well with people. Activities for the month are listed on a non-mailed sheet of paper which participants have to physically pick up at the Manchester COA office; these are not listed in the mailed monthly newsletter. The Manchester COA director is unapproachable to participants. The assistant director could be an advocate to the Manchester COA director as to providing a welcoming personnel office with idea generation.*

*Please do not lump all seniors together.*

*Yes, I know about it. Their mailing goes to every person in Manchester-by-the-Sea over the age of 60. The Manchester COA is well regarded by the people who use it, but it lacks a meeting place.*

*The Manchester COA is falling short. They offer limited services and activities and no SHINE services.*

*Yes, I am familiar with the Manchester COA, but I am not sure if they are well known. Reputation is of an organization that is well-meaning but dependent on others for funds, priority, space, etc.*

*It is not a well-known department of the city, but it is extremely helpful to seniors who reach out to them.*

*My parents are aging and in need of assistance. The van service is great, but Manchester has limited services and offerings. All other towns far exceed Manchester's senior services. It's too bad, but the transportation program is great!*

*I am not familiar with it, because I'm a new resident.*

*The Manchester COA has an excellent reputation. Nancy Hammond and staff do a great job with programs and transportation to various places.*

*I don't know its reputation. I do know that they do more than anyone can imagine with a tiny staff.*

*I have not heard anything pro or con about the Manchester COA.*

*Yes, I think highly of the Manchester COA and think others do too.*

*Yes, I am familiar. In my opinion, they have been working hard to publicize the need for a senior center in Manchester-by-the-Sea and have solid support.*

*Yes, I am familiar with the department. It is well known to seniors and very well regarded.*

*Yes, it has a good reputation and helped me with Medicare signup.*

*Yes, I am familiar. I believe the Manchester COA is well known, and I have not heard any negative comments about it. That said, I haven't heard much of its reputation.*

*I know a little about the Manchester COA.*

*Yes, I am familiar with the Manchester COA and have partnered with them a couple of times through my work as a teacher. There are a lot of opportunities for Manchester Essex Regional School District to work with the Manchester COA for the benefit of all stakeholders in the two organizations. I believe the Manchester COA is well known among long-term residents (I have been in Manchester for 25 years.)*

*I know it exists, but I know little about it. It has a good reputation.*

*I didn't know it existed.*

*I knew it existed but knew nothing about it until I looked it up.*

*Yes, but I have tried to partner with the Manchester COA and have found them to be unresponsive. The Friends of Manchester COA has always been a pleasure to work with.*

*While I am familiar with the Manchester COA, I feel as though there has been a lack of motivation in terms of programs and listening to what the senior community wants and needs.*

*They are kind of quiet.*

*The Manchester COA is well respected.*

*The Manchester COA office has very limited space. They need to do more for the senior community.*

*I am very familiar with the Manchester COA since my arrival here almost 25 years ago at the age of 67. I have benefited over the years from all their various services and entertainment. It certainly is well known and greatly appreciated for all that it provides.*

*The Manchester COA is known but not well known.*

*I know of it but not a lot of details about what it does and who is using its services.*

*I don't think it is well known by most. It serves a very small percentage of people over 60. There is a great need, and the Manchester COA needs to find ways to embrace a new way of doing things.*

*I know of it but not much about it.*

*I'm not very familiar with it. My feeling is that it serves primarily the very elderly.*

*Yes, I'm familiar. It is well known; however, there's room for improvement to educate new folks moving into town about it. The reputation is positive.*

*Yes, I am familiar with the Manchester COA and some of the programs offered.*

*I'm only a little familiar.*

*I know it and the activities are advertised in the local paper each week. I don't know anyone who is involved with the Manchester COA or its activities.*

*Yes, I am familiar, and it is well known. The Manchester COA's reputation is good.*

*It is an excellent organization.*

*It is well known and administered by very capable people. The newsletter is outstanding.*

*Yes, but it seems they have been limited due to lack of space. But it does activities for the middle-aged seniors.*

*It is well known in town and provides a vital service.*

*I am familiar with it but am unsure of the reputation.*

*It's not very well known, but it is important to many town residents.*

*It is great in concept, but small-town gossip impedes comfortable participation for all.*

*Yes, the Manchester COA is well known but not well utilized.*

*The Manchester COA is poor in all aspects.*

*Nancy Hammond is a remarkable resource, and I am familiar with the Manchester COA through visiting her office.*

*I would say that it appears to be disjointed because there is no home base.*

*Yes, the organization helps seniors.*

*No, I don't know about this service or department.*

*It is known as a useful resource. I've used it myself. The staff are helpful and professional.*

*Yes, the Manchester COA is known. The services offered have expanded over the past few years. There are now several vehicles dedicated to supporting seniors in town.*

*The Manchester COA is not well known.*

*I am aware of the organization, but I'm not sure what support it offers to seniors.*

*Yes, it is known, but it is limited and not engaging.*

*Yes, the Manchester COA is a great help to the Manchester-by-the-Sea seniors who use this department.*

*I don't know much about it other than having heard its name.*

*I am somewhat familiar via the newsletter and comments of one or two friends who frequent the services/activities there. Its reputation is that it could do more according to some who compare it to the COA in Essex, for example. And my own sense is that the use of the vans is under-utilized.*

*Yes, I am aware of the Manchester COA and believe it to be an under-recognized community resource.*

*The Manchester COA is active and helpful on senior advice, especially in the area of health insurance.*

*Yes, the Manchester COA has a very good reputation for serving seniors.*

*Yes, the reputation is good as far as I have heard.*

*I am not familiar with the Manchester COA.*

*It is not well known but supports those that need help. There is not a true program; it needs more programming.*

*Yes, I know the Manchester COA mostly from living with my aging parents and their interactions and participation. They were satisfied with the services and personnel.*

*Yes, it has a good reputation.*

*I am familiar, but I don't know about its reputation.*

*The Manchester COA provides a valuable service to residents who are part of the elder population and ensures that many essential services are provided to those in need. The Manchester COA provides a sense of community within the elder population and helps make sure it is maintained and nurtured. It also works to make sure that the Town, as a whole, retains a connection to elder residents and understands the tremendous asset to the community that they are.*

*No, I am not familiar with it.*

*I am somewhat familiar with it.*

*Yes, it is well known among seniors, perhaps less so among younger people, especially young families.*

*I am aware of it but know little about it.*

*I am not familiar with it.*

*\* I am familiar with the Manchester COA. (seven additional individuals had the same response)*

*\* Yes. (20 additional individuals had the same response)*

**2. Do you believe the Manchester COA department is distinctive within, and important to, the community? Why, or why not?**

**Summary:**

The Manchester COA was seen as an important resource in the community, even by those who didn't personally use its services. Many emphasized the town's aging population and the growing need for offerings like transportation, social activities and help navigating medical or financial issues. Several noted that the lack of a permanent space and limited public visibility made it harder for the Manchester COA to reach its full potential. There was broad agreement that its role will only become more essential, particularly with stronger outreach and a dedicated senior center.

*Yes, it provides social interaction and transportation services.*

*It serves the needs of a small part of the population.*

*Senior citizens benefit greatly from the Manchester COA's many services.*

*In concept, yes. See my previous comments.*

*It's very important to the community.*

*It is not distinctive or important right now because it doesn't have a permanent home.*

*It's vital. We must take care of our seniors and provide a comfortable place where they can gather and age together in Manchester-by-the-Sea.*

*Absolutely! Keeping people connected is so important.*

*Yes. No other town department is solely focused on the unique needs of seniors.*

*I don't think it's distinctive. Most, if not all, communities have a COA. But yes, it's very important.*

*Yes, it's especially important to help seniors who are unable to help themselves.*

*Rides and meals are important services.*

*I don't think it's more distinctive than other community organizations, but it's very important.*

*Yes. It's very important.*

*Very much so, because of the large senior population in town.*

*Yes. The SHINE program has helped many. The Manchester COA also arranges trips, doctor visits and coffee hours. I believe it will do even more once we have a dedicated senior center, as every community within 20 miles already has one.*

*I believe it's important to have the Manchester COA in any healthy community.*

*I believe it will become important. Having a facility would allow them to have a greater impact on the community.*

*The population of seniors is growing.*

*Yes, I believe Manchester COA is important for some seniors.*

*I believe they meet the needs of most seniors.*

*They met my needs when I needed help. It is a great service for people.*

*Yes, I believe it's important to the community. There should be more interaction between generations, and a center would help.*

*I believe so, yes.*

*We have an aging population, and I see the importance of having a senior center.*

*Because we don't have a center, I believe we have a lot of room to grow and improve.*

*It's definitely important.*

*Their work is specifically for seniors and is different from other agencies in town.*

*I'm not sure, because I didn't know they existed. I tried to find information online, but I was left wanting more.*

*Yes, I believe it's important and needed.*

*It is important to those who use their services.*

*People who are engaged are invested and pay attention. Others are not aware of all the services available.*

*Yes, especially to its community.*

*I'm not very familiar, but this adds a lot of value.*

*It's not as well-known as it could be.*

*We are one of the few cities that does not have a senior center. A center would provide greater visibility and enhance their ability to meet more of our senior population's needs.*

*Food delivery, luncheons and programs are all popular offerings.*

*The concept of having the Manchester COA is great.*

*As demographics shift, I believe they will become even more important.*

*Providing opportunities for seniors to gather and connect with others is essential.*

*The services provided by the Manchester COA are comparable to other towns.*

*Yes, I believe in-person visits are distinctive.*

*They provide great services, but those services could be better publicized.*

*The women's club gathers and includes people over 60.*

*The Legion offers a place where people drink and socialize.*

*The Manchester COA is doing more than anyone else in town. They serve the townie crowd.*

*People who have lived here longest tend to use the services more.*

*The board needs to be more proactive and open to new ideas.*

*The van service only runs from 9 a.m. to 3 p.m. and only offers certain services. I believe there should be an expansion of the van services.*

*The vans may be overbooked with medical appointments. We need more hours and more drivers. Manchester joined the Cape Ann transit service for three days a week, but many seniors are unhappy with the limitations. This is especially hard for those unable to drive.*

*No one else is providing services for seniors. It's becoming more important as people continue to age in their homes. People are shut in during the winter and getting help to come to your home is costly and hard to find.*

*I believe the Manchester COA is distinctive in some regards.*

*The Manchester COA's transportation services are distinctive.*

*The ability to bring people to museums and libraries is important.*

*There is overlap in gatherings and meeting spaces.*

*I don't see anyone else doing similar things.*

*I believe it's important to the community.*

*The van service is underutilized.*

*The van service offers reliable transportation for those people who are unable to drive.*

*Yes, I believe they are distinctive. They do the basics.*

*If a new center existed, I believe fitness would be a top priority, along with trauma and death support, skill-building, podiatry and a financial assistance program.*

*The SHINE program is no longer available.*

*They are distinctive and have a separate role from other departments. Are they important? Yes, but only if they make an impact beyond scheduling bus rides to shopping malls.*

*It's an asset to our town.*

*It is very important. The director helped me with insurance questions. I use the van service for*

*Market Basket trips, and I try to stay involved with the Manchester COA as much as possible.*

*No, I don't believe it's important, considering that more than one-third of town residents are over age 60 and the other two-thirds are not aware of or interested in this demographic. The weekly in-town newspaper has no mention or celebration of elders. They are invisible.*

*I believe it's important due to the increasing number of aging residents like me.*

*Yes, the Manchester COA is important. Their van is heavily used for shopping, lunch and general interest trips, and as a way to get to medical appointments. The Monday morning coffees are well attended.*

*I believe it's important to the community, but it doesn't provide enough services or transportation. The lack of a designated space is a major issue.*

*The Manchester COA is underfunded. Although the percentage of seniors is higher than other segments, their political power is not. If school budgets and other priorities continue to outweigh seniors' needs, one solution might be for seniors to vote against town warrants until their needs are addressed. The Manchester COA also needs higher visibility and more power, especially compared with other towns like Ipswich, Beverly and Essex.*

*I believe it's very important to seniors, though it's not well known by the rest of the town.*

*It's terrible compared to the offerings in surrounding towns.*

*I have no idea.*

*Yes.*

*Facilitating SHINE and creating the newsletter has been helpful to me. I can't speak for the community.*

*Yes, I believe senior needs should be addressed in all communities.*

*Yes, as someone with multiple family members over the age of 80 living in town, I believe it is vital.*

*By distinctive, I assume you mean filling a need not covered by other services. Yes, I believe they are needed, and there appears to be a growing need for rides and a gathering place beyond the informal coffee hour club at Dunkin'.*

*Absolutely, the Manchester COA is important.*

*It probably is important to those who use its services.*

*Yes, I believe it is important and should be distinctive, given the aging population and the different needs and interests of seniors.*

*No.*

*No.*

*I believe it's important.*

*It is important to the community.*

*Yes, we need to support our seniors the same way we support our students.*

*Yes, it is important because of the number of seniors who live here and how critical it is to support their well-being.*

*I don't know if it's distinctive, but I do believe it is important.*

*I have no idea. I imagine it is helpful for getting seniors to the grocery store, but I also know the Open-Door shelter brings food directly to residents.*

*We have a moral obligation to serve our seniors, and the Manchester COA is one way of doing that. When we protect and care for a disenfranchised group, such as by improving ADA accessibility, we often end up protecting and caring for others, too.*

*The Manchester COA is absolutely important to the community, especially with our growing senior population.*

*Yes, it is very important. Many people over 55 are looking for engagement, activity and ways to contribute.*

*We live in a community with a large senior population, and we need a place where seniors can go and socialize with each other.*

*The Manchester COA is very helpful to some members of the community.*

*The Manchester COA is amazing and provides many services and activities to the senior community.*

*Yes, it's important because community support for aging residents matters. The Manchester COA is at the center of this effort and possibly the only group addressing this need.*

*I'm not sure. I'm aware of it mostly for transportation services like rides for seniors. I'm 58 and haven't thought of myself as part of the audience.*

*I think it should be very important to the community, but I'm not sure it's seen that way. We are getting older and need spaces where community can be built.*

*Yes, though it played a stronger role when our senior housing was designated for Manchester-by-the-Sea residents. Now that it's open to the whole state, we've lost that sense of community caring for its elders.*

*Yes, because the older population is so large.*

*Definitely, the Manchester COA is important. This is a specific group with unique needs, and trained staff is essential to meeting those needs.*

*A Manchester COA that is singularly focused is valuable in any community, but especially in small towns with limited resources and a growing senior population.*

*Not really, because I know older people who are not involved.*

*Yes, because of the population it serves.*

*This is a growing part of our population, and its needs and interests should be addressed.*

*Of course it is. Your introduction shows that 40% of Manchester's population is over 60. Who would dispute that? What we need is a level 3 independent living facility in town, like Brooksby.*

*Yes, it's important. There are three groups of seniors, young, middle and older. We need to provide something for each group and create a space where everyone feels comfortable getting involved.*

*Yes, Manchester COA provides support to those who may not have other ways to get information or help.*

*Yes, Manchester COA is very much important to the community. We all benefit from a well-cared-for community. I hope to grow old here, so I want to see us build a strong network of support for our oldest residents, for their sake and for our own futures.*

*I'm not sure, but events hosted by the Manchester COA staff need to be included in the bulletin or calendar. For example, recent free classic movies for seniors at the Cabot weren't listed, but other towns brought vanloads of people. And there are senior events at the library and museum. Why not list them?*

*It's a valuable resource for seniors and helps connect them with others and with other groups in town.*

*It could be, but right now it isn't. We have no senior center, which makes no sense in a town with a high percentage of older adults and plenty of resources for boating.*

*Yes, the Manchester COA's programs are an important part of life for many seniors.*

*Yes, they seem to advocate for and get what they need.*

*It's important, especially for those who are aging alone and need social interaction.*

*The Manchester COA is very important, as we have an aging population that needs accessible activities and places to gather.*

*Yes, it would enhance Manchester's appeal and help support our older residents.*

*Yes, it is definitely important.*

*Yes, it's important for older residents to have someone looking out for their needs, building community and bringing them together.*

*No, it's focused only on marketing to seniors. There should be a cross-generational element. Otherwise, support will remain weak. We need to plan for our future selves; the future you will thank you. Loneliness is a cross-generational epidemic. Market that. Tell mid-lifers how they can benefit, too.*

*I believe it's important to help our seniors.*

*The Manchester COA is very distinctive and important to the community. Demographic trends in Manchester-by-the-Sea and across the North Shore show a growing need to serve older adults now and for decades to come.*

*Yes, the Manchester COA is important. As a daughter caring for an elderly parent, I see the*

*value in keeping our seniors connected, cared for and engaged.*

*Yes, it serves an important part of the community.*

*Yes! Many studies show that social connection is vital for seniors' health and well-being.*

*Yes, it is important. All senior services are.*

*Absolutely, the Manchester COA is important. Every community needs to serve people of all ages.*

*I don't know.*

*I don't believe we can sustain a senior center. We have too many financial commitments.*

*This is an inflated want.*

*\* Yes. (12 additional individuals had the same response)*

**3. Do you take advantage of the services, resources, programs or activities provided by the Council on Aging? If yes, what are they? If not, why?**

**Summary:**

Most respondents reported they did not currently use the services or programs offered by the Manchester COA, often because they still felt independent, active or too young to engage. Several noted they were either still working full-time, busy with family or did not yet identify as seniors, though many said they anticipated using the services in the future. A smaller group shared that they had participated in select offerings like luncheons, coffee hours, fitness classes, van rides or Medicare guidance, and those who did generally had positive experiences. Some suggested that better communication, more varied programming and a permanent center could help increase participation and broaden appeal across age groups.

*I don't know anyone who uses the programs or offerings but that doesn't mean people aren't using them.*

*I'm very fortunate to be healthy, mobile, active and engaged.*

*No, but I know people who do.*

*No, I do not use their services.*

*I am independent because I drive. I don't need bus rides, and I'm not inclined to attend lunches.*

*I only used the services once for an elderly parent.*

*I am not in need of the services currently offered.*

*No, I haven't looked into them yet.*

*I haven't used any services.*

*I'm old enough to use them, but I just haven't gotten engaged yet.*

*No, I'm still working.*

*I do not use any services, yet.*

*Not quite there yet, but I'm sure I'll take advantage of their services when I am.*

*No, I'm not of age.*

*No, I don't use the service.*

*Yes, I do.*

*I participate in Meal of the Month, mystery rides, bowling and some of the museum trips.*

*I don't feel like I'm aging yet. I'm mobile and haven't needed their services.*

*No, I don't participate in their programs. If there were a senior center, that would change everything.*

*Since I can still drive, I have fewer needs than some seniors.*

*I've stayed involved with young people. I serve on many boards and projects, so I haven't had a need to use the COA's services.*

*I've been there once to borrow a walker.*

*I don't participate in the activities.*

*I've only used the SHINE program.*

*We don't use the trips or other services, because we're involved in many other activities.*

*Health and fitness classes are no longer available at the community center. If these were offered at the new center, we would probably participate.*

*No, I don't need the services, but I do attend concerts at the chapel.*

*My parents haven't used any services provided by the Manchester COA.*

*No, I feel too young.*

*People in the community are not aware of the services.*

*The services should be promoted by those who use them, and bills or flyers with information about the services could bring more awareness to them. The inward focus among aging adults means less use of the activities, services and programs that a senior center provides.*

*I don't attend events, because I have so much going on.*

*No, I'm not aware of the services beyond an occasional announcement about bus rides to shopping malls.*

*No, I don't feel that I'm a senior.*

*No, I'm still a bit too young.*

*I try to do as many activities as possible, Lunch of the Month, shopping trips and more.*

*I'm a senior and use the Manchester COA van when there are trips to venues I haven't visited. In comparison, nursing homes offer better music programming than the limited offerings by the Manchester COA.*

*I don't, as I'm still working and very busy.*

*No, although I'm over 60, I don't consider myself their target audience.*

*I use their services sometimes.*

*Yes, I attend Monday games, mystery rides and Friday lunches. I once tried to get Meals on Wheels and was turned away, which was disappointing. I would love to do more full-day and half-day trips.*

*Yes, I participate in fitness activities like Zumba and the walking club. They were also very helpful in getting me my COVID shot.*

*My dad uses the Manchester COA van.*

*No, I don't need the resources yet. I'm 83, but I'm active and still drive.*

*SHINE was helpful. I wish it was still local. Strong Women was great, but it's now only one day a week due to the loss of the community center. The later start time in the new space doesn't work for me.*

*I don't use the services yet, but I'm close. I'm 64 years old.*

*I haven't used the services myself, but I've helped my mother get medical equipment.*

*No, I'm not a senior.*

*Yes, since I no longer drive, I'm very grateful for the van that takes me to medical appointments. I also enjoy the mystery rides and luncheons.*

*No, other than the Medicare advice, I haven't used the Manchester COA. I'm 69 but prefer to associate with people of all ages instead of just seniors. I wish the senior center were part of a full community center.*

*No, I don't need the services.*

*No, I'm a senior, but I'm still working full-time.*

*No, although I'm 66, I haven't used them yet. Working full time keeps me busy.*

*No, I'm still able to look after myself and meet friends easily.*

*I'm not a senior. I'd love to participate more but feel excluded by the limited offerings.*

*I haven't used them yet because I'm still working. Once I retire or work less, I definitely plan to participate.*

*I take tai chi through the library, but if more activities were available, I'd be very interested.*

*I attend coffee and conversations on Mondays, the monthly senior lunch and go on some trips.*

*I used to attend quilting group (now disbanded), Lunch of the Month and occasional*

*entertainment programs. We still drive, so we don't use the town van for transportation or shopping.*

*Yes, I take advantage of the services, programs and activities provided.*

*No, I'm 59 and don't need the services.*

*No, I haven't. I don't think of myself as a senior yet. I still work full time, commute by train, drive myself, parent a child and care for my elderly mother. So, I haven't considered myself the target audience.*

*No, I've been a senior for nine years, but the only thing I've used was the Medicare information, and that was very helpful.*

*No, as a very physically active and independent 72-year-old, I either don't need the services, or they don't appeal to me.*

*I'm aware of the offerings and encourage others to participate. I've just reached the age of being considered a senior and look forward to getting involved.*

*No, I haven't used the Manchester COA yet. I'm too young, but I will in the future.*

*Not currently, maybe later.*

*Very rarely do I participate. I'm too busy and forget. That's my loss.*

*I'm independent both financially and physically at 74 years old. I subscribe to the newsletter to stay informed about services for other seniors in town.*

*I haven't used them yet. They seem geared toward people in middle age, and I'm not there yet.*

*No, I'm too busy and don't need transportation yet.*

*No, I don't need them.*

*No, I'm busy playing golf and bridge.*

*Yes., I have used the services.*

*I went to Nancy Hammond when I turned 65 for excellent advice about Medicare and supplemental coverage.*

*I used to happily participate until I had issues.*

*I'm not a senior, but if there were a space that felt comfortable and inspiring, I'd be interested, as a local fitness business owner, in offering educational classes for seniors.*

*No, I don't find the offerings interesting or useful.*

*I've only worked with Nancy Hammond so far, but as I get older (I'm 68), I anticipate enjoying time with other Manchester-by-the-Sea seniors.*

*I attend Monday morning coffee and the occasional lunch.*

*No, I have not been involved. The town website doesn't say how old someone must be to use the services. I'm in my sixties and assume I'm too young. I'm also in good health and stay*

*socially connected through volunteering and family.*

*No, I can't get around.*

*No, I've never felt the need.*

*Yes, I received help with insurance and the SHINE Senior Care program.*

*No, I'm not in need of the Manchester COA services.*

*No, I don't need them yet.*

*No, I don't currently need them, and no one I know does either.*

*I don't find the services very interesting.*

*Occasionally, I participate, but I'm still very independent, thankfully.*

*I've enjoyed the coffee hour and a few trips. I care for my grandchild, so I haven't been able to take full advantage of the Manchester COA's offerings. Once we have a senior center, I'm sure I'll participate more.*

*The Manchester COA just sounds sad. There needs to be a better name; it is stigmatizing. Who wants to get involved with something that has to do with aging? Our society is opposed to aging. It's got to be about moving forward not about aging. Focus on self-improvement and positive energy.*

*Yes, I received excellent support when applying for Medicare. Nancy Hammond was extremely helpful.*

*No, my family and other activities take up my time. The programs offered also seem a bit repetitive.*

*No, I'm not part of the senior demographic.*

*I have only used it minimally. Most services aren't relevant to me. SHINE isn't even available locally anymore.*

*I don't usually participate. I have many family obligations.*

*No, I'm not old enough. I'd love to see more multigenerational activities to connect seniors and younger age groups.*

*No, I'm a very independent 78-year-old man and haven't needed what's offered.*

*I don't, as I'm not old enough yet.*

*I'm new to Manchester-by-the-Sea, so I'm interested in learning about the programs and activities.*

*No, I usually keep myself busy, but I'd love to see more arts programs that aren't expensive.*

*No, I'm only 57 and have no idea what the age cutoff is. They seem to keep that a secret.*

*No, I'm not a senior.*

*No, I'm not a senior.*

*I have indirectly used the services. My family benefited from the Manchester COA services when my father was aging and before he passed.*

*No, but the people who do use the services should be supported.*

*No, I'm under 60.*

*No, it's not age appropriate for me yet.*

*Not at this point, but I certainly will in the future.*

*No, I don't need any services right now.*

*\* No. (19 additional individuals had the same response)*

**4. Do you know people who take advantage of the offerings? If yes, what do they use? If not, why?**

**Summary:**

The Manchester COA's offerings, like transportation services, luncheons, coffee gatherings and social events, were familiar to many in the community through friends and neighbors who used them. Others were unsure who participated, often because their peers were younger, more independent or not vocal about their involvement. Some pointed to barriers such as low visibility, limited variety or outdated perceptions that may discourage wider engagement. A few suggested that a dedicated space and broader programming could make the offerings more appealing and inclusive for a wider range of residents.

**Participants' Comments:**

*I'm hyper-aware of how people can feel isolated later in life. It would be valuable to ask them what they want and think about the programs and offerings.*

*Those I know attend various gatherings, including the tea held at Christmas.*

*I know people who use the services at the Legion Hall.*

*Yes, I know people who participate in the services.*

*Those I know mostly attend the luncheons.*

*My neighbor did before they moved. Other friends have too. I don't remember specifically which services, maybe a free wheelchair.*

*I don't.*

*My parents don't live in the area.*

*I don't know offhand. I expect some people do, but I haven't talked with others about it much.*

*I know people who participate in the offerings and they enjoy them.*

*Absolutely, I know people who participate.*

*They use transportation services, get help with Medicare and other resources, and attend social gatherings.*

*I'm sure I do, but I don't know what services they use. I probably know more who don't use them, likely because they have other social outlets.*

*Yes, many of my friends participate.*

*Events at restaurants help people stay social and engaged.*

*The grocery trips are very helpful for those who have trouble getting out.*

*No, I don't really know anyone who participates.*

*I'm connected with a younger group that, to my knowledge, doesn't use the services.*

*I probably do, but no one has ever mentioned it.*

*Several of my friends go to Monday morning coffee, but it would be much more popular with a dedicated center.*

*I did know people who participated, but they've since passed away.*

*The ride service to appointments was great.*

*Some of the social gatherings and outings helped people feel connected.*

*I don't really know anyone who uses the offerings. I'd guess it's because I'm more active than most people my age.*

*Some people have used the programs for health care guidance.*

*They've had sessions on five wishes and health care proxies that were very helpful.*

*Those I know have mostly attended lunches and dinners.*

*A few friends attend things such as coffee and games once a week. Every couple of weeks, someone new joins. John attends coffee gatherings when he can.*

*Plains and Newport Park residents are most represented at meetings. Most have lived in town for a long time.*

*I don't know many people who take advantage of their services.*

*My friend would probably go if there were a space. She goes to her church a lot. We need a senior community center here.*

*My friends don't use the services.*

*I do not.*

*None of my friends attend.*

*Some friends are willing to go; others are not.*

*People don't want to admit they need help.*

*No, because they don't need the services.*

*The population is mostly normal working-class people.*

*It's hard to get wealthy seniors to join programs without a dedicated space.*

*Some have called to inquire about programs and not received a response.*

*I know that people use some or many of the offerings, but I don't know anyone personally.*

*I know quite a few who use the services for insurance needs, medical appointments, shopping trips and as a reference point for all senior services.*

*Yes, I am a senior and plan to participate once, then re-evaluate if it's worth my time.*

*Yes, I attend coffee gatherings and out-of-town trips.*

*Yes, single older people enjoy the sociability. Those who can't drive depend on the van, especially since we don't have cabs anymore.*

*I know people who mostly participate in the lunches and shopping at Market Basket. The Manchester COA offers very useful services.*

*The office has better numbers than we do on participation. Ipswich's program is a great example. Their facilities, staff, volunteers, classes and trips are all things we should consider. We need to look beyond Manchester to set goals.*

*I have friends who don't drive and rely on the Manchester COA bus for shopping and hospital rides.*

*My dad uses the services.*

*I don't know anyone who takes advantage of the offerings.*

*I know lots of people who do the Strong Women program. Exercises for strength, balance and cardio specifically for older people would be great.*

*I don't know anyone using the services.*

*I see people using the van and attending weekly events.*

*No, the seniors in my neighborhood are very independent.*

*Yes, they take advantage of the same offerings as I do.*

*I do not.*

*Yes, many people use the vans and participate in coffee hours, special lunches and other activities.*

*Many probably do, but I'm not sure exactly who or what offerings they use.*

*I do. Most use the offerings as a chance to stay active and socialize.*

*My friends attend the Strong Women program.*

*Yes, people attend the lunches and trips.*

*Many go on van trips, some because they don't drive, and others because they enjoy the*

*socialization. There's a group that goes bowling once a month. The Friends of Manchester COA host a weekly Coffee and Conversation. People play cribbage, scrabble and the card game King's Crown. This coffee group is not supported by the Manchester COA director.*

*I know many seniors who take advantage of the offerings, especially van rides, grocery shopping and monthly lunches.*

*I have distant knowledge. I'm aware of the busing and field trip options.*

*I may know people using the services because I and many of my friends are seniors. But if they are, I'm not aware of it.*

*The users tend to be an older crowd who have been here a long time. It does not seem like the offerings have wide appeal.*

*Yes, I use the services such as van rides, Monday gatherings at the Congregational Chapel Community Hall, SHINE, Meals on Wheels and more.*

*I do not use the services personally, but that is partly because I don't know many older seniors in town.*

*Yes, many use all types of programs.*

*No, I do not because I am not old enough yet.*

*Yes, people find companionship there.*

*People utilize the Manchester COA van and attend group outings.*

*Not everyone in town is wealthy. The Plains and Newport residents and some elderly taxpayers need assistance. Meals on Wheels is critical for some. During COVID, at-home vaccine visits were essential. This is obvious.*

*The Manchester COA bus has helped my friends at times. This is a great service.*

*Yes, the service people rely on mainly is the transportation.*

*I'm not aware of anyone who uses the offerings.*

*I did know one friend who participated but is now deceased.*

*Many of the seniors I train in my studio describe the senior center as dusty and making them feel old.*

*Yes, some people participate in outings.*

*Yes, several people use the van system, and others use other services offered by the Manchester COA.*

*Yes, people utilize Meals on Wheels, drivers, Monday coffee and lunches.*

*No, my friends and acquaintances are either too young or involved in the community through private clubs, like Essex Country Club.*

*Yes, people attend trips and lunches.*

*Yes, I know people who utilize the Manchester COA that is similar to my use. Also, for simple tax returns and exercise programs.*

*Yes, many utilize the rides and meals.*

*To my knowledge, I don't know others who use the offerings.*

*Many attend activities as scheduled and use transportation for pleasure and appointments.*

*Yes, they get support with Medicare and Social Security applications.*

*I don't know what they offer or know any users.*

*No, those who I know in the target age group don't use the services.*

*I do not really know anyone who utilizes the Manchester COA. The shuttle buses are all I see. The offerings are pretty limited.*

*Yes, and it is great for seniors' social life.*

*No, I just don't know that many seniors.*

*I don't know anyone specific, but I see the Manchester COA bus picking up and dropping off.*

*Yes, some people use the transportation, and others take advantage of library activities.*

*Yes, most people go to luncheons.*

*Not at this time.*

*No, I don't personally know any seniors (I'm fairly new to town).*

*They use transportation services, group activities and find a place to call home and build community.*

*I am not involved, but I imagine a social gathering place and help with daily living challenges and mobility (rides) would be important.*

*Yes, many utilize the van rides and attend events.*

*Yes, I know people who depend on the meals and participate in activities.*

*No, I do not.*

*Maybe in a few more years I'll get involved.*

*I don't see myself needing it as long as I can drive.*

*An inability to drive, loneliness or a need for social interaction would be reasons I would begin to use their services.*

*When I have a need, I will certainly use them.*

*\* Yes. (six additional individuals had the same response)*

*\* No. (23 additional individuals had the same response)*

## 5. What would it take for you or friends to use the offerings from the Council on Aging?

### Summary:

A dedicated, welcoming space stood out as a key factor that would motivate more community members to engage with the Manchester COA offerings. Many described the need for more diverse, interesting and well-publicized programs, particularly those that feel inclusive of younger seniors and invite intergenerational connection. For some, participation would come with life changes, such as retirement, the loss of mobility or a desire for more social interaction. Others expressed interest in offerings like wellness classes, arts and enrichment or educational seminars, but emphasized that how these are presented and the target audience matters just as much as the content.

### Participants' Comments:

*We are far from the age, but I like the idea of intergenerational activities that involve families as well.*

*I would like to have programs like yoga, tai chi, lifetime exercise and other activities of an athletic nature.*

*Programs that keep us better informed, such as history, current events, experts and executive seminars, would be valuable.*

*A new space, all in one location, will likely draw people.*

*I believe volunteering to help our seniors is important.*

*Educational opportunities on Medicare, Medicaid and Social Security would be valuable.*

*I think speakers might be interesting.*

*If I had a particular need that I couldn't address without help, I would check with them.*

*Companionship, social interaction and joint programs with other agencies like the library would be appealing.*

*When the time comes for me, I'd enjoy fishing charters and things like that.*

*I suspect we all will use these offerings once we are over 60 years old.*

*I'm not yet of age, but I would have loved a place like this for my parents.*

*When I lost my spouse, I had to push myself to prevent social isolation. A center like this would help people engage, visit and learn more about services they could use.*

*I'm familiar with Coffee and Conversation as an affiliated group.*

*I haven't thought of it in the past. I haven't considered going there for resources, but IT support is very helpful. Helping with wills and insurance would also be useful.*

*They need a center where seniors can go to access resources.*

*I'm not really sure. Educational programs about services that help people prepare for the later*

*stages of life would be helpful.*

*I don't know who they are trying to serve. Those in critical need using transportation and similar services are visible, but other services are not well publicized.*

*I don't know at this point. I'm very active.*

*We are mobile, so trips and transportation aren't necessary. Losing mobility would create a need they could meet.*

*I can't imagine a reason right now.*

*If I became unable to drive, I would take advantage of the van service.*

*Not having a dedicated space is a big barrier right now.*

*SHINE is no longer offered.*

*There should be more programming.*

*The van service is not user friendly, and there's no transportation on weekends.*

*I don't have a lot of time due to my volunteer commitments.*

*Expanded programming and more social events would help. The Manchester COA is growing gradually.*

*A wellness phone call program would be super helpful.*

*I would like to see more physical activities.*

*Gardening and landscaping opportunities at the new space would be nice.*

*A dedicated space would be a great improvement.*

*We tend to frame the Manchester COA as a place for older people.*

*Interesting lectures and town history programs would interest me.*

*More event-oriented programming would be enticing.*

*I'm excited about the new facility and hope it includes fitness offerings and new programs.*

*Wellness checks will be important.*

*People don't understand all the opportunities available.*

*The van drivers are excellent.*

*Programming improvements, interesting talks, knitting and book clubs would be welcome.*

*The services would need to be valuable for me to participate.*

*Maybe in another 10 years, I'll have a reason to participate.*

*We need to get a bit older first.*

*My friends would be more involved if there was a building where activities could take place.*

*I am a senior, and if there is positive energy and friendliness from the two-person staff, I'd go to*

*the offerings.*

*I'd enjoy access to a weight room, walking groups and kayaking.*

*I would use the offerings if I were unable to drive.*

*A regular meeting space to hold groups and activities, along with a variety of offerings, would make a difference.*

*What's needed is marketing and a strategic product plan that builds a flexible program to meet the needs of all seniors. Let the data lead the way, as Dorian Shainin said. Then market the offerings.*

*I already do, but I'd love to see more publicity and a place to gather and socialize.*

*If there were more offerings, it would be easier to take advantage of them. Check out Beverly and Hamilton-Wenham.*

*Local exercise classes like yoga and Pilates would interest me if they were offered in the evenings. I'm still working full time at 69.*

*I'd love to see classes for strength, balance and cardio offered throughout the week, and I'd like to see SHINE brought back locally.*

*A program specifically designed for new members would be helpful.*

*I don't believe I'm the right age yet, but I'm more than willing to help or volunteer. I'd also participate in multi-generational offerings.*

*I'm not old enough to have a need for their services.*

*We already use the offerings.*

*Make it a community center, not just a senior center.*

*Events that focus on younger seniors would help. Although I fall within the senior category, I don't consider myself a senior citizen.*

*Nothing. I have enough friends, and I go to the YMCA.*

*I'm not elderly, so the services aren't needed at present.*

*More diverse programs would be appealing.*

*I'll use the services once I become a senior, which is not too far off.*

*Greater publicity and my impending retirement, about a year away, might draw me in.*

*I don't know what would make me use the services.*

*Most of my friends aren't yet seniors, and those who are seem to be set in their ways and have social circles.*

*Increased, varied and timely programs, trips and events would help. Speakers who provide useful information and support for the senior population, and keeping seniors current with town information, would be appreciated.*

*A better way to communicate with the Manchester COA, perhaps a newsletter with a schedule of events and services, would help.*

*I am an active participant in their programs.*

*Currently, there are not enough offerings.*

*There is a monthly newsletter provided by mail and online. A sheet listing all activities for any given month is also available at the monthly luncheon and at the Manchester COA office.*

*I assume we're not old enough yet.*

*It would need to be marketed to a more diverse group. I used to attend some events at the community center. If something is billed as "brought to you by the Manchester COA," I'll think it's a good thing, but that it's not aimed at me, at least not yet. I think of it as being for less active or mobile seniors than I am. Maybe that's just my perception. If programs were labeled as 55+, I might consider looking into them.*

*A new way of looking at aging, and a different name, would help. Many seniors don't like being called "seniors."*

*At the moment, educational and enrichment programs would be most appealing. Other services may become important to me as I get older.*

*Engaging intellectual lectures and bringing activities from outside into town would be attractive.*

*As I age in this community, I could definitely see myself taking advantage of the offerings. Publicizing them in the Cricket and on flyers in high-traffic places in town, like Crosby's or Allen's, would catch my attention.*

*I will definitely participate once I reach the appropriate age. What is the age, though?*

*I'm only 58 years old.*

*I don't know.*

*I'm not sure.*

*Better publicity would help.*

*If you design the center and programs like the Beverly and Gloucester senior centers, they will be used. Please meet and coordinate with those administrators.*

*I'd enjoy classes or workshops in art, crafts and music. Gathering on that proposed front porch sounds like a good thing. Programs and guest speakers would also be great, although I know the library already does a good job with some of those things.*

*I don't know.*

*I'm not interested, and I don't feel the services are needed.*

*Sanctioned duplicate bridge would draw my interest.*

*I need to know what the offerings are. I haven't been paying attention.*

*A less insular and more broad-minded mission would help.*

*A more open and airier environment, more multigenerational programs and offerings that make people feel young and connected would encourage participation.*

*Something more interesting or useful would help.*

*A few more years!*

*A place to call our own and an opportunity to connect with others would help. If I knew more people involved, I'd probably use more services.*

*Multigenerational offerings are much more interesting to me. I'm unlikely to participate in senior-only activities unless I became physically isolated from family and friends.*

*I'm not sure, but events and services are not just for seniors, so there's a mix of age groups.*

*Better space and more diverse programs would help.*

*I view the Manchester COA as a safety net to help seniors in need.*

*A change in circumstances would likely lead me to participate.*

*I would need the offering for myself or to know more about what is available for people I know who might benefit.*

*A space that is warm and friendly with diversified programs for learning and support would encourage me to attend.*

*A dedicated senior center, similar to what every other community within 20 miles offers, would make a difference. Game nights, exercise classes, speakers, craft lessons and more social activities would be available to us.*

*I found out about services by word of mouth. Broader communication of the range of services offered would be helpful.*

*I think we will when we are older. Robust program offerings, high-quality facilities, ease of use and a convenient schedule will matter.*

*If I were living alone, it would make a huge difference.*

*Opening programs to younger groups, integrating with school-age programs, offering access to the broader public and considering the timing of offerings would all help.*

*Relevant programs and interesting speakers in collaboration with the library and schools would be appealing.*

*I still have young grandchildren that we care for. When they are able to be on their own, I would have more time for the senior trips.*

*I am not sure.*

*I can't think of anything they do that is useful to me and my wife personally.*

*I feel the programs should be worthwhile, and I believe there should be more interaction*

*between our children and our elderly.*

*A place where people can socialize and have a meal together at noon would be helpful, so people can have at least one good meal a day.*

*I have to be older!*

*Be more intentional.*

*Focus on a younger population. Folks between 60 and 75 aren't too interested in mystery bus tours or lunches at marginally bad restaurants.*

*Get rid of the word "senior;" it's stigmatizing. Art, cooking, yoga, spiritual programs, gardening, music, painting and photography classes would be great. No bus trips for now at my age.*

*It would be nice if the services provided to elderly residents were also extended to people with disabilities living in town.*

*When I reach the age, if there are interesting programs, I would participate.*

*Schedule is a factor.*

*Time and schedule prevent me from participating.*

*I'm not in that age bracket yet.*

*Right now, I don't need them, but there will be time.*

*If I were older, I would get more involved.*

*It is not age appropriate for me, yet.*

*It wouldn't take much.*

*Relevant and interesting programs for all ages, paired with effective publicity and notification, would help.*

*I'd have to be elderly, like around 80 years old.*

**6. Do you think the campaign to support the construction of a new Senior Center is important? What priorities are most important to care for? Why?**

**Summary:**

Support for the campaign to build a new Senior Center was strong, with many seeing it as long overdue and vital to reducing isolation and strengthening the community. Priorities most often mentioned included creating a central, welcoming space for social interaction, providing accessible transportation and offering a wide range of engaging programs. While some questioned the cost of the town's planning process, others saw the project as a natural next step, on par with investments in schools or infrastructure, that would show care for Manchester's aging population. Several emphasized the importance of thoughtful design, consistent communication and a name and purpose that felt inclusive and forward-looking.

**Participants' Comments:**

*Meeting different social needs like clubs, art, book groups, fitness, wellness, educational lectures and volunteer opportunities seems very important. Transportation needs are important as well.*

*Yes, I believe it is.*

*Constant outreach and regular progress updates are important.*

*Having a central location is essential.*

*Dedicated space, programming, a clear schedule, activities and social areas are all important.*

*We need this. We've built schools and other things, so I don't understand why we need to fundraise for something the budget should cover. I'd wonder why I'm being asked to give more on top of my property taxes. That could make it hard to raise the money.*

*Having a central place for seniors to seek assistance is important. A gathering place will also help prevent the isolation that's so difficult for many seniors.*

*The goals need to be clearly communicated to the audience. We need more data and impact statements. Show how existing programs will grow in the new facility, and people will see the value.*

*People will see how important it is.*

*The social needs of older adults would be best met in a dedicated space. Isolation is a major problem, and a center will give people a place to connect and share their lives.*

*Connecting older adults to helpful programs is important.*

*It is important, I'm sure.*

*I hope people will use the facility. Having a place for socializing is very important.*

*I haven't been convinced of the need yet. I need to know more about what's offered. I know isolation is a huge issue that can shorten life expectancy.*

*Providing a place to gather is vital.*

*Social interaction helps with many areas of life.*

*Addressing depression and well-being would be easier if seniors had a place to belong.*

*A place to gather and build social connections seems most important.*

*It would be great if it weren't called a senior center. That sounds like a death knell.*

*I don't think there's any question that having a new space would be valuable and important for the community. There is a real need.*

*It is not a high priority for me right now.*

*In this political climate, it will be hard to raise the money.*

*Having a place to gather for social interaction seems like the top priority.*

*A place to meet regularly would be helpful. Community meeting space will be important. It could become the largest meeting room for town purposes.*

*I have children in pre-kindergarten through fifth grade, so I'd like to see programs for that age group too.*

*Three million dollars seems like a lot for a renovation.*

*More details are needed.*

*Socialization for seniors is the most important aspect. Loneliness is deadly.*

*People who show up know others in the community who don't leave their houses.*

*A senior center would be a new opportunity to bring people together and get them out of their homes.*

*Vibrant older adults are the fabric of a strong community.*

*Growing up with older people in your life has many benefits for character development.*

*It's important to find ways for seniors to age with dignity. People have time to give and often don't realize how good it feels to give back to their community.*

*How do we engage people who aren't seniors?*

*People with money don't tend to use services; they hire their own help.*

*The center's usefulness and location are both very good.*

*In a small town, versatile space is especially important.*

*We've had a lack of community space since losing the community center.*

*Given how large the senior population is, this seems like the natural next project.*

*It's going to provide a place for people to gather and reduce social isolation.*

*More people attend events when the weather is good. In the winter, it can be hard for older adults to get essentials like food.*

*A new facility will allow for larger gatherings that help people learn about senior services.*

*People often form friendships based on shared interests and needs.*

*Yes, this is a town that could support a senior center.*

*It would make a strong statement that we have a civic responsibility to care for our older adults.*

*I'm invested in healthy aging in our community.*

*Yes, the senior center is needed. Consider making it a community center that focuses on aging. Don't brand it with things like blue hair and walkers.*

*Yes, it's important to make sure that everyone who wants to participate can. If that means providing rides from home, great.*

*Yes, most older adults are on fixed incomes and cannot raise money themselves.*

*It is very important. Seniors need socialization, community and quality of life. Without a welcoming space, they remain invisible and disconnected from the community. The most important priorities would be socialization, learning new skills, sharing talents, playing games, laughing, entertainment and boosting morale. Maslow's hierarchy of needs applies here.*

*Yes, it's important. Transportation to the center should be available for those who can't drive.*

*Yes, having a senior center is important. A daily meeting place is especially helpful for those who don't socialize often. It should also offer exercise classes and organized activities.*

*Absolutely, a center is important. It's long overdue. We need a permanent space with groups focused on medication and health management.*

*Yes, the senior center is just as important to more than 30% of the Manchester-by-the-Sea population as new school buildings, turf fields, preschool programs, parking lots and sports activities. As older adults, we have less time left and more limitations, which need to be considered.*

*Every town on the North Shore has a senior center. We need one too. Socialization and communication are vital.*

*Any commitment to the older adult population in Manchester-by-the-Sea is worthwhile.*

*Yes, it's important to ensure vitality and help people with limited resources, both mental and physical, understand their options.*

*Yes, it could revitalize your community efforts.*

*Yes, it's important to have more community space in town. Older adults make up a large part of the population and deserve dedicated space, though I also believe it should be multi-use given the town's lack of indoor space.*

*Yes, a gathering space and access to services are always important. The town should seize this opportunity before possible development takes over every site.*

*It is definitely important. Many older adults live alone, and a new senior center would help them immensely.*

*I wish it were a community center with services for seniors included.*

*It is very important. It should be clean, accessible and include Wi-Fi, plenty of chargers, big screens for movies and other amenities, either in addition to or as a substitute for what the library offers.*

*This project is not important at all.*

*No, it is not important.*

*It's important to address unmet needs that help older adults stay healthy and well in the community.*

*The proposed project is very important. Keeping seniors socially and physically active is*

*essential.*

*Yes, using the Masonic Lodge is an ideal way to address the need for a senior center.*

*Yes, I do. Having a central facility for gatherings and programs would make them more accessible and popular.*

*Yes, it's important.*

*Yes, a space and programs that bring isolated older adults together is important, especially if they are caregiving for a spouse.*

*We need an accessible community meeting space. Loneliness is a worse health indicator than any disease, and older adults are among the most affected.*

*I do believe it is important. Supporting the construction of a new senior center is vital. Manchester has always supported its school system, now it's time to support older adults with a welcoming space.*

*Yes, it's important. We have an aging population who want to stay in their homes. Many are isolated and avoid driving on the highway. A gathering space would help connect our community.*

*We need a space where a large number of older adults can gather and enjoy different activities.*

*Yes, the campaign is important. Seniors need a place for meals, crafts, informative lectures, games, movies, health programs like blood pressure checks or simply socializing.*

*Since moving here, I've been a member of the Manchester COA. I've seen years of disappointment as the town failed to secure a suitable site for a senior center. We are the only town without one.*

*Yes, but I'm not sure what the top priorities should be.*

*Yes, creating a space where people can connect in person and feel less isolated is important.*

*I'd like it to be an aspirational space with daylight, views and outdoor seating. It should feel civic and welcoming to all, not like a shed or a cheap, utilitarian afterthought. It must be ADA accessible and pedestrian-friendly for those who don't drive.*

*It is clear to me that the demographic is changing, and the center is going to be more and more needed by the population that will use it. The center would help make the community better; a rising tide lifts all boats.*

*Yes, I would very much like to see this happen.*

*We just lost the community center due to poor management, so this project could help overcome some of that loss.*

*A place to gather for various groups would bring townspeople together.*

*People may wonder why their taxes aren't covering this. Some may also care about how nice the center will look.*

*It is somewhat important. I'm not sure exactly how many seniors will use it.*

*Social interaction and transportation are the most important priorities.*

*Yes, it is important.*

*A single facility that includes more than just senior activities would be valuable. We had a community center but lost it.*

*The mother's group was critical in helping me meet others. The same concept applies to seniors.*

*Don't just call it a senior center; broaden the scope to include other groups.*

*Yes, it is very important.*

*Yes, it should be the beginning of a new, innovative, multigenerational approach to community services.*

*No, the location and purchase were unfortunate. Connecting a senior center to local schools, as many towns do, better serves everyone and lowers costs. If the town can't afford it now, it should not move forward.*

*Yes, the money must be raised, but I'm not sure what the specific priorities are.*

*Absolutely, Manchester-by-the-Sea needs a clean, modern and welcoming center with classic designs to last many years. It is important to have comfortable chairs, ergonomic kitchen and bathroom features and quality materials.*

*I believe community support is vital. Buy-in by many breeds support. Commercial support from local businesses benefiting from a healthy, engaged senior population should also be sought. One question I have is about flooding safeguards for the proposed site. I heard the area behind Town Hall is prone to flooding. If that's correct, the public should be educated on how the building will be protected.*

*We currently don't have a senior center. Having one is vital for our aging community.*

*Yes, a place to socialize and support each other.*

*No, it is not important.*

*Yes, we need to complete the center.*

*Yes, meeting space, social space and office space are important.*

*We entered the condo building knowing \$1 million would not be enough. It was irresponsible to rely on private funding. If the space is for municipal offices, the effort should be fully funded by the town. Our town voted millions for other repairs but lacks a strategic plan for municipal services or housing. We need senior living spaces with amenities. If DPW and Police move out of Town Hall, that space should become the Senior Center. This band-aid approach is poor management.*

*Yes, for sure. It can be a place for someone lonely to find a friendly ear and enjoy fun group activities for all skill levels.*

*It offers opportunities for more informal gatherings, not just trips.*

*Yes, many in our community need it for socialization and services.*

*Yes, Manchester needs senior housing downtown ASAP. Our town is walkable and offers nearly all services seniors need. Adding senior housing above the first floor would help pay for the senior center and support local businesses. It would allow long-time residents to stay instead of moving away.*

*I am not sure.*

*Yes, the look, feel and clear communication of program offerings are important.*

*This project is extremely important. Priorities include providing a place for seniors to gather, participate in activities or simply find company.*

*Finances of the new Masonic building/Manchester COA should be transparent. The Harbor Pointe group should be solicited as major donors. Mismanagement and greed seem to have caused the need for a new center. More transparency is necessary.*

*This campaign is 20 years overdue!*

*Yes, it is important. Priorities should include helping seniors avoid isolation and access government services they deserve.*

*Yes, parking facilities and easy access for casual coffee visits are important.*

*Yes. I'm not sure about other priorities.*

*The community center was the best, most cost-effective home for the senior center. The town owns the building, but a condo association owns the land. Perhaps the town could arrange to convert the building into a senior center. When I was a teenager, that building was a teen center.*

*Yes, community space is needed.*

*Yes, this is needed. Important priorities include space for social and educational gatherings, health care services and commitment to that portion of the Manchester community.*

*Yes, this project is very important. A comfortable place to socialize that is easy to access is a top priority.*

*Yes! It is time for Manchester-by-the-Sea to give the largest age group a place to call their own. We once had classes in the town community center, but that no longer exists.*

*Yes, the center should include comfortable space for elders to interact and areas with information resources.*

*Yes, high-end facilities people will actually want to use are important.*

*The campaign supports community goals to meet the needs of all residents.*

*I doubt it will succeed because the housing approach is so limited. Use school buildings or other public buildings for now. Then raise money once programs gain interest.*

*Yes, a senior center would be great with more opportunities for social events.*

*I wish the community center and senior center could share space to bring all residents together.*

*It is somewhat important. There is a need for drop-in socialization due to loneliness.*

*Yes, seniors need activities and a place to gather.*

*Yes, this is a great use of the building for a modern senior center.*

*We must care for the elderly in town. If we do not, it becomes a burden for everyone and lifestyle worsens.*

*Yes, it sounds like a great project. Socializing is vital for mental health and longevity.*

*No, the money would be better spent on solving our drastic housing shortage.*

*No, in a wealthy town like this, people expect a donor to come forward. Many taxpayers don't like the burden this place puts on them.*

*Yes, our seniors should have a space and interesting programming.*

*This is critical to the town's health and the continued relevance of public services. It fulfills the purpose of town government as an entity.*

*Yes, it is important for seniors to have a dedicated space. Transportation should be a huge priority. The senior center is of no value if seniors can't easily get there. This includes easy parking close to the door and easy-to-schedule van transport for seniors with mobility challenges or who no longer drive.*

*Yes, not everyone in Manchester-by-the-Sea is wealthy, and the elderly population has unique needs and sometimes no one to care for them locally.*

*Yes, it is important. I'm not clear on all priorities yet.*

*It is very important. We already have the land and building to move forward.*

*Yes, the project is very important. Having the center in one location matters.*

*This is important as the town budget cannot cover this by itself.*

*\* Yes. (Nine additional individuals had the same response.)*

**7. Of all the reasons people might financially support the Manchester-by-the-Sea Senior Center's campaign, what is the most compelling one?**

**Summary:**

Many viewed financial support for the senior center campaign as a reflection of Manchester-by-the-Sea's values, caring for one another, building community and recognizing the needs of an aging population. The most compelling reasons included reducing isolation, honoring the contributions of older residents and ensuring everyone has access to a welcoming, central space for connection, wellness and support. Several emphasized the importance of equity, legacy and mutual benefit, noting that most people either use the services now or will need

them in the future. Others believed the campaign could gain traction if the center offered shared community space, clear communication of impact and a spirit of multigenerational engagement.

### **Participants' Comments:**

*Loyalty to a town we all love is a strong motivation.*

*To share wealth with a center that benefits those who have less is important.*

*A community meeting space is needed.*

*We have a moral obligation to encourage, support and welcome seniors in our community.*

*The campaign will help create a community that supports all people.*

*We live in one of the three towns in Massachusetts that doesn't have a senior center, and we've been trying to get one since 1986.*

*Manchester-by-the-Sea is one of the few Massachusetts towns without a senior center.*

*Reasons to support the campaign include having a place for our growing senior population to call their own, to socialize, exercise, learn, address health issues like blood pressure checks and shots and relax in their own environment.*

*Supporting seniors and having increased meeting space for the town is important. Having it be partially a community center (not just seniors) will attract more people because it uses town resources.*

*Our community does a lot for schools. We are one of the few that do not have a senior center.*

*Creating this center will help address the social needs of our elderly population.*

*Social space, connectivity and activities are all compelling. Since the Manchester Community Center is gone, if this helps fill that gap, that is wonderful.*

*I don't see people I know who need this for a space to hang out.*

*A center where people can gather and access resources is vitally important as our population continues to age.*

*It would be respectful to our seniors to provide a gathering place in the middle of town where they can see and engage with the community.*

*We are the only area on the shore that doesn't have a senior center. People will like having the services under one roof.*

*A place to gather, with a coffee shop-type atmosphere, where people can connect, is critical.*

*It could also help replace activities lost from the community center, including health and fitness offerings.*

*General philanthropy motivates some donors.*

*The community now realizes there are so many people in this age group. This is the only community without a senior center.*

*It's long overdue. I've been taking care of seniors, and I've lived here for a long time.*

*Space will enable added programming for seniors. A senior center provides infrastructure.*

*Providing an asset or resource for the growing senior population is essential.*

*The town does a great job with youth development. We need a fund for senior programming.*

*Manchester-by-the-Sea doesn't have its own senior center.*

*Collaboration is key. A center could allow seniors and students to engage, provide family engagement and incorporate seniors and non-seniors together.*

*The town should show that it cares about senior living.*

*There is a sense of community.*

*People make decisions about staying in town or moving somewhere to retire.*

*People feel alone.*

*People will stay in Manchester-by-the-Sea longer.*

*The project is important because it will affect so many, and we don't currently have the programs that could be offered when the facility is built.*

*I believe there will be a lot of community support for the project.*

*Having a facility for this demographic is important. We spend a lot on schools, which is great, but we don't prioritize seniors in this community. Meal opportunities are very big for the senior population.*

*We are beyond the state average for aging population; people need these services. It's proactive thinking about caring for seniors and well within the capacity of the community.*

*Leaving a legacy is a good reason to support the campaign. This would be a local and meaningful place to leave money.*

*The need for a senior center that creates community, engagement and advocacy is clear.*

*It will be a central and easily accessible location. I hope other groups can use the meeting space too. What about inviting seniors from Essex?*

*We all get old someday if we are lucky.*

*We have a large senior population, and a center would be helpful now and a great investment for the future.*

*Honoring elders who have invested in this town and want to keep it vibrant matters.*

*A place for seniors to meet and be aware of services available locally and at the state level is important.*

*The advantage of the senior center is the possibility of moving several offices out of Town Hall, so the police, harbormaster and the Manchester COA offices on the lowest floor can be relocated, reducing the impact of flooding on Town Hall functions.*

*A permanent home is needed. With grateful thanks, the First Parish Church has generously given the Manchester COA space for weekly Coffee and Conversation. How great to have this every day!*

*If I were pitching financial support for Manchester-by-the-Sea seniors, I would say this town cares enough to offer a program as good or better than Ipswich, Essex and Beverly. We can't say that now.*

*Seniors are productive workers for the good of the town. Given a place to gather, they are a group to be harnessed for many activities.*

*How can we not take care of our aging community members? Relying on family alone is often far too overwhelming.*

*I like the idea of reducing isolation, particularly during winter when days are shorter and it may be more difficult to get outdoors.*

*Understanding the expressed needs of those who would use the center is important. What problems do Manchester-by-the-Sea's older population have which the Manchester COA could solve, requiring an enlarged space?*

*We'll all use it one day.*

*Building community space is essential.*

*Supporting our neighbors is a key reason.*

*Support will come to help seniors socialize.*

*I care about a healthy community. We should all take care of each other. Thinking of neighbors down the street who need this, I'm sure the need is great. Can we communicate how much better their life will be with the center? We have no community center, so I'd think this is more needed. If there were hours when this could be a community center (in the evenings, for example), it may be compelling to more donors.*

*People in this stage of life have limited resources. Making a vibrant place for seniors to gather and engage would be compelling.*

*We need it. There could be great programs that could benefit the entire community.*

*They themselves will use it, or people in their family need these services.*

*I see a lack of a center to support seniors.*

*Socialization that includes multiple generations is important.*

*It's a vital part of the community. There is so much focus on schools, which is good, but our seniors need to be cared for as well.*

*Some say the town should pay for the whole thing, but a joint effort between the community and town seems more appropriate.*

*People in town are generous, and if they see the need, they will contribute.*

*Some may give because of self-interest. They may be current or potential clients.*

*Giving to this campaign could provide an important legacy.*

*Our community is aging and these offerings, under one roof, are needed. It's time. We are the only community on the shore that doesn't have a center.*

*People think they might need those services at some point.*

*The most important thing is people valuing mental health and community for seniors. Isolation is terrible. The people who have the money don't likely struggle with this because they are well connected and privileged.*

*I'm healthy enough that I don't need the services, but it will be important for these services to be available.*

*Recognition of the need for the center matters.*

*We have more important issues to support.*

*Caring for each other is part of who we are.*

*We hope to all use it someday and give our seniors a comfortable place to be.*

*Our seniors deserve the support of the community and deserve a place to gather. They have supported the budgetary needs of the school district and other town needs, and now it is their turn to benefit.*

*The idea of a centrally dedicated location with robust facilities is important.*

*Seniors deserve services, and those services will be centered around the senior center.*

*There's something here for you, whether today or in the future. All are welcome.*

*Giving back to the town and building community are important reasons.*

*We are a small town and need to set priorities. With all that is needed and the tax impacts, I'm not sure if this would bubble to the top.*

*It will be a gathering place that can offer programs that engage people with each other and with the town.*

*We have more important issues and plenty of space for seniors to gather. This seems wasteful.*

*We are a community who cares for each other and wants the best services.*

*Agreement with the mission and acknowledgment of need matter.*

*Having a senior center matters. Other towns have wonderful resources through their senior centers. We need one.*

*We support kids' schooling and should support seniors. It's life's full cycle.*

*It's better than being funded by tax dollars; it's good for those who have the funds to contribute.*

*It is an asset to the community and serves an important population.*

*Community spirit is a strong motivator.*

*Taxpayers should not be asked to fund this effort. It's a town asset used for municipal staff and totally inappropriate.*

*To respect your elders matters. We are a large part of the town's population. There is always a push for athletic fields but nothing for the older folks.*

*More community space is needed. It must be available for other town functions, not just activities for seniors. For instance, the HAC 40B public hearing had to be held at the Legion because of lack of space.*

*I don't know.*

*There is a need. Most towns have a senior center.*

*It is something that helps the largest population in Manchester-by-the-Sea.*

*The center will be a welcoming place for all Manchester-by-the-Sea residents with excellent programming.*

*This is a tough question. People are just trying to financially survive. Help with that.*

*Multi-generational use is important. Bringing the young and old together through programs, performances and opportunities for mutual learning is valuable.*

*There is such a large number of seniors in town, and I believe it is their right to have a center like all the other towns in Massachusetts.*

*Taking care of our senior citizens matters.*

*Socializing is important.*

*Helping seniors avoid isolation is vital.*

*Helping retain community flavor and aid seniors to stay in town and not move elsewhere to retirement homes also keeps votes local.*

*Having a functioning, efficient and interesting program with easily accessible resources to help seniors is necessary.*

*Supporting seniors in town is a worthy cause.*

*Community gathering space matters.*

*We are a community that supports all members of Manchester-by-the-Sea.*

*A growing population of seniors wants to be involved and engaged in meaningful activities.*

*Manchester seniors are a vital part of this town's history and activities.*

*It is time to support the seniors of Manchester-by-the-Sea.*

*People need help.*

*Our world is falling apart, and we need to focus on our local community where we can make a difference. We will all benefit from enhanced support and community for our elders, now and in*

*the future.*

*Yes and no. I feel the need for library expansion is equally important. I hope that if the Manchester COA continues with the new center behind the library, its small group meeting rooms will be available for library activities and book clubs. This will benefit the Manchester COA with wider appeal.*

*Civic responsibility matters.*

*We're all different. There is no single answer.*

*Our aging population needs to stay active and involved.*

*Some seniors seem more financially well off than other generations and should want to give back.*

*Supporting the aging population matters.*

*We will all be seniors one day too. They supported our school budget at the town meeting.*

*Opening more communication and using downtown businesses more is important.*

*Everyone ages at some point in their lives. If people contribute to the center, they will likely want to join their elderly friends for social activities there in their older years.*

*People might be grateful to elders for their long years of work and community service.*

*We are the only community in the area that does not have a senior center.*

*Think of the future you and get involved now. Those are the reasons because if you just put it on the rich senior citizens, it sounds like a luxury tax the rest of us don't want to pay yet.*

*We all will advance in age and eventually use the services.*

*Our seniors deserve a space, and our population is heavy on that age group.*

*Socializing matters.*

*A sense of community for the elderly and a source of community respect, personal dignity and individual identity for the elder community is vital.*

*We will all be seniors someday, God willing.*

*Caring for others is important.*

*Community support for the 25% of the town's population who are 65 and older matters. We all hope to get there one day.*

*This is an important element of our town.*

*Community support is vital.*

*Strengthening the appeal of the community is important.*

*To help those in need matters.*

*Seniors don't currently have an easy place to meet.*

**8. How well does the case statement communicate the proposed campaign? If you believe the case statement can be improved, please share examples of how.**

**Summary:**

Many felt the case statement was well written, clear and visually appealing, with several noting it boosted their confidence in the project. Others suggested that while the tone was positive, it lacked specifics, such as concrete programming details, cost breakdowns and a clear ask, needed to compel broader financial support. A recurring theme was the opportunity to highlight shared community use, generational inclusion and real stories or testimonials to make the message more relatable and grounded. Suggestions also included shortening the length, simplifying the tone, clarifying funding sources and making the case less polished and more heartfelt to match the spirit of the effort.

**Participants' Comments:**

*I did not notice any areas that needed improvement.*

*I felt like it was too theoretical and not specific enough about the programs and what will be available when this new facility is built.*

*It doesn't say anything about community use of the facility, and I believe that was approved in 2024. People don't like to see money wasted, so you shouldn't make the brochure any fancier. I would like to see more specifics on the number of square feet to be added and how much for the Masons, etc. I don't like the sailing metaphors. I don't think the Manchester COA Board should receive the gifts; they should go to the city.*

*The case is very well done.*

*It tells what, why and asks for support.*

*I read it a couple of times, and nothing seemed to be missing for me.*

*It does a good job with the vision of the building.*

*Make the activities presentation much stronger.*

*I wasn't sure what they were asking of me. Did they want me to give, to help? It just wasn't clear what they wanted.*

*No, I haven't seen it.*

*It is good and well written. The location is great being close to other organizations that serve the community.*

*I think it's good.*

*It wasn't clear what the center was going to offer. Some specifics would be helpful.*

*Pull in some research to make it look more research based.*

*It's missing that it's the only town on the shore without a senior center. It also needs a more detailed rough budget including the source of funds. Is the City putting in any money for purchase and/or renovations/additions? I have no suggestions to make it more compelling other than to further articulate the need.*

*It is pretty well done. I thought it would be great as I read through it.*

*A coffee shop might also be nice. A place to gather is needed.*

*Expand it to describe classes that might be offered. More detail would be more compelling, in my opinion.*

*Write the document as if it was written by a senior.*

*As a senior, I feel like I'm being preached to or talked about.*

*It could be shorter and tone down the maritime metaphors.*

*Ten thousand people don't use services; only about 100 people do.*

*The case is excellent.*

*There is a lot of information. It's nice to be able to read about the campaign. Expand on programming explanation.*

*What does the \$3 million get you?*

*It might be more warm and fuzzy if we throw in a quote from a community member who is well known and respected.*

*Seek feedback from the right person for this purpose.*

*Something in the document should let people know fundraising is underway.*

*Is it necessary to let people know that people are welcome regardless of income, since senior programming has traditionally been?*

*SHINE is mentioned but not universally understood.*

*List affiliated members in the campaign document including the Manchester COA.*

*The bullets should be clearer.*

*People in the community 40 and over are most likely to contribute. The Singing Beach picture is great. Include a picture of the new place next to the gathering place for seniors.*

*You should add who to contact for more information and include the Manchester website link.*

*The pictures of a woman and gentleman look like stock photos. We need identifiable people in the community featured in pictures.*

*It does a good job. Well done.*

*It is worth talking about programs, more specifically fitness and lectures.*

*Knowing more about what kind of help the Manchester COA offers would be nice to include.*

*Shorter is always better.*

*The number of 1,000 to 1,200 in the case is not at all accurate; two hundred is probably more accurate.*

*It is okay. It's not very memorable. It's long and very "motherhood and apple pie." It does not focus on the value the center brings to non-seniors and walkers.*

*Maybe add quotes from seniors and mention the fundraising aspect early on, not just at the end.*

*It is very good.*

*It covers everything.*

*It is well done.*

*The case is generally good. I can't think of any improvements.*

*The case statement is written as if seniors were "other." In fact, most likely donors to the senior center are over 60, as are about 35% of the town's population. The rest of the population is getting there. Use more "we" and less "they" when referring to seniors.*

*It communicates well.*

*The case statement needs more numbers. Also, some good quotes and photos from seniors talking about how important senior programs and facilities are would be helpful. We also need statements of support from the select board and other influential town officials. It is not well done.*

*The case statement is very well done. I said so as I read it, but it's just the beginning of what's to come.*

*Lead with what you're solving for folks. Specifics grab the heart. Otherwise, it all just looks like a brochure for generic hopes. "Thriving" and "brimming in vitality," etc. aren't grounded in data or needs. The brochure is so "happy clappy" that the imagined center feels more like a cruise ship instead of a hub of help and a place of companionship and sweet pleasures.*

*I did not read it.*

*It is a good case statement, but again the multiuse angle needs to be considered.*

*I see no changes.*

*It communicates very well.*

*It is okay.*

*Perhaps contain a provision for younger seniors if that's possible.*

*Is there data on how many people use the services and data on unmet needs?*

*It looks great!*

*It is well done, clearly written and presented.*

*It is well done.*

*I want to see more numbers on why the cost is that high.*

*The case looks great.*

*The case statement is well done.*

*It communicates the message very well.*

*I believe the case statement as it stands says it all.*

*A full summary of the current state of senior services in town would be helpful.*

*The architectural rendering isn't very exciting nor is the description of program spaces. What kinds of activities can happen here, and who are they for? Photos of seniors and clasped hands are generic. What sets this location apart? Views of the harbor? Walking access to downtown? Plenty of ADA parking? Access to harbor tours or excursion boats? Or is it just there because that's the only site we could come up with? What are some more programming uses of the space, inside and out?*

*Make it shorter.*

*Good job on the case statement.*

*I worry about the chosen location's risk of flooding. Educate us on why the location isn't flood prone. I also wonder about joint ownership and shared liability of the building and how that will work (the legal safeguards to protect investment).*

*The case statement is fine. Let's go!*

*It is well done.*

*It's excellent. Maybe consider the idea that the space should be available to host events for all community groups, not just seniors.*

*Give specific examples of programs that benefit the community. The case statement seems generic.*

*It is okay.*

*It describes the project well.*

*The statement is a very good marketing strategy. It will not change my position that this is a town asset housing town staff and services.*

*It's good.*

*I think it is good, but you should add that it will be available to all residents for large public evening meetings.*

*It seems okay.*

*It's excellent. In the drawing, please show what we would see if we were sitting on the welcoming front porch. Would it be the parking lot? Would there be landscaping? Is there a*

*view of the harbor (not the sewage treatment plant)?*

*The case statement is well done.*

*It's fine.*

*It is a very good case statement; sharing a building in a public/private partnership is a very ticklish challenge and needs to be handled with care and attention over time.*

*The narrative is wonderful. It does well in explaining why it's necessary. It's less effective in describing why it will be so expensive and why all elements of the renovation are required. Perhaps share the numbers of people served by each service.*

*I think there needs to be more transparency around the additional administration offices. The current town administrator appears to be eyeing these offices to support his vision to expand town government.*

*It is fine.*

*It's good.*

*It's too wordy. Answer why we should care. Appeal to younger generations and pull their heartstrings.*

*Maybe expand collaborative agencies to include the library and museum.*

*It is well done.*

*It communicates the project pretty well, but I think more would be inclined to support it if the facility was not one dimensional.*

*The case statement is pretty extensive, and I think it will work well.*

*It is too heavy on collecting funds. If the program had more benefits and programs, it would be easier to convince the public that the funding is worthwhile. A push on what may come in the future needs to be made.*

*What is not very clear is the role of the capital campaign in the larger financing of the project. Whether the town budget or federal or state grants will also be used is not clear.*

*It looks great!*

*It's all geared toward the people who are continuous citizens now, and that is disenfranchising for the rest of us. This should be a community-based campaign that includes everyone. We don't even know what age the senior center is for. Why should we get behind it? You have to include something for multigenerational loneliness and engagement, even if it's just painting classes and includes younger generations. It works. It's studied. There are huge benefits. Think of the wisdom that seniors can impart on younger generations. How can you create a structured environment to do that? Make seniors feel valuable to the rest of the community. It just sounds like a private country club for a select few.*

*I read the document a few times, and an actual, single-sentence case statement was not clearly evident. If it is in the document, it needs to be called out more. If it is not, then there should be a*

*single sentence that defines the purpose and goal of the senior center, either a mission statement or a sentence that transcends all the words and pages in the campaign proposal. Right now, it's too many words and pages.*

*The case statement is good. I'd like to see some info and quotes with specifics on how current offerings and facilities for seniors are lacking.*

*It's fine. I may have missed it, but it could be helpful if the case statement highlighted the current breakdown of the over-60 population to compare to the forecast proportion. I saw no "now vs. soon" comparison of the over-60 population in Manchester. This would elevate or highlight the need for more focus on this demographic.*

*I would use a different name than "case statement" in the campaign. It sounds too theoretical and like legalese. Something with more emotional connection would be my preference.*

*I thought it was great. It was so professionally done that it made me have more confidence in the project.*

*It did a very good job.*

*It needs to reference expanded use of space for the whole town such as the Garden Club, exercise, birthday parties, etc.*

*Making it more comprehensive might help.*

*Calling it a senior center may have negative connotations. I don't see a ramp on the drawing; it may be there, but I don't see it. You could also gray out the Masons' part of the building so people see which part is the senior center.*

*I don't recognize the case statement by that name.*

*It sounded good.*

*I'm more interested in a center that would engage more than just seniors.*

*I have not seen it.*

*I think so.*

*Clarify what the funds are specifically for. Are the funds only for the building? It wasn't clear how the operating costs would be divided.*

*Clarify what this would mean for me.*

*Making the case for why people should give private dollars for this will be the trickiest part of the messaging.*

*It looks great.*

*You don't have to sell me on a case statement. I'm for any money funding this project.*

*It communicates the proposed campaign well.*

*What specifically will the programs offered be, and what are the expected benefits of these programs?*

*It looks good.*

- 9. Do you believe the Manchester COA executive staff and board members are well known in the community? Why, or why not? With which members of the executive staff and board are you familiar?**

**Summary:**

Most participants did not recognize the executive staff or board members of the Manchester COA, aside from a few widely known individuals such as Nancy Hammond. Those who were familiar typically had direct involvement with senior services or connections within the senior community, while others, especially younger or less-engaged residents, were unaware of who serves or the board's responsibilities. Several commented that visibility and communication could be improved, noting a lack of outreach, public presence and clarity around roles and responsibilities. Suggestions included stronger promotion, more community engagement and clearer accountability to increase recognition and support for the Council's leadership.

**Participants' Comments:**

*I am not aware of who they are.*

*I'm not familiar with the Manchester COA Board, but I do know Nancy Hammond.*

*Yes, they are.*

*Nancy Hammond is wonderful.*

*John Round is in leadership.*

*I cannot recall all the members currently.*

*Nancy Hammond is in the paper a lot, so I know her.*

*I would have to look them up.*

*They may be known within the senior population, but I can't say who they are.*

*Nancy Hammond was involved years ago. I am not sure if she is still there.*

*I haven't worked much with the Manchester COA Board but am familiar with the staff.*

*Nancy Hammond helped me with insurance, and she was very helpful.*

*I believe Nancy Hammond is the director.*

*I know the treasurer for the Manchester COA.*

*Nancy Hammond has done a wonderful job.*

*Dr. Steven Gillespie, who serves the elderly, is highly thought of.*

*Other than knowing Nancy Hammond and Eva Palmer, I don't know any others.*

*I expect, within the senior community, these individuals are better known.*

*Yes, I'm familiar.*

*There was some criticism of the staff many years ago, but I suspect the staffing has been turned over since then.*

*Nancy Hammond has led this organization for a long time, and many people know about her.*

*The director is well known, but no one else seems to be very visible in the community.*

*I don't think they are known outside the senior community.*

*I know Susan Beckmann, although I am not sure what role she plays.*

*Karen Clark might be involved.*

*I've heard that the leadership isn't great and needs to be changed.*

*No, they aren't known. I know Dr. Gillespie but there are three vacancies.*

*I don't see much activity from them at all.*

*I only know the town employee that runs it, but I don't know if she's employed by the Council or the town.*

*Nancy Hammond is well known.*

*I know Nancy Hammond is known for being a fierce advocate for the Manchester COA.*

*Aside from taking my father on a ride once I'm not involved.*

*No, Beverly's sister just resigned to go to the Manchester COA to try and initiate a change.*

*I can't say other than Nancy Hammond; she grew up in town.*

*The board should be higher profile. John knows all of them but thinks they need to be more active.*

*Steve Gillespie (chair) does not attend many meetings. He is a busy guy.*

*The Manchester COA should be at the coffees.*

*Nancy Hammond has been the driver, but several board meetings are canceled because of Nancy's health. They did not meet from May to September. That's too long of a break.*

*The director has been in the role too long.*

*People are not recognized in the community.*

*The promotion of team and services could be better.*

*Nancy Hammond is well known in the community.*

*The board members are well known in the community (old townies).*

*They are well known in their own community/sphere but not in the overall community.*

*The Manchester COA board is passive and inactive. They have no purpose; it's an advisory board.*

*They only have 35-minute board meetings.*

*They are not known.*

*I have not had any interaction with any staff or board members, nor do I know who they are.*

*They are well known in my circle, but they are limited because of space and could service many more if they had a center established for senior needs.*

*No, there is little role for the board of the Manchester COA. It appears to exist to suffice the Commonwealth's mandate. The Manchester COA executive staff may be well known for the provision of services on an individual basis.*

*Honestly, I don't follow closely except I believe Beverly Melvin is one and very capable.*

*The staff and board members are well known to part of the population. I'd guess that the ~25% under 18 don't know them at all. I know Nancy Hammond.*

*I know some members well. They often cancel their meetings.*

*They are not well known. It is important to hear and see support from the Select Board, etc. Also, some quotes from big donors would help. We don't have this now.*

*I think I know a few, but it would only be a guess, truthfully!*

*I think only those who need the Manchester COA discover the Manchester COA. Nancy Hammond is the staff member I know and am in awe of. I don't know who in our community is on the board or what the Manchester COA is. It should be funded by the town and steered by an advisory board.*

*Yes, Nancy Hammond is a gem.*

*They are well known to the seniors and their relatives. I am familiar with Nancy Hammond and Eva Palmer. They are both very nice and very helpful.*

*I do not believe they are well known. I am familiar with the members, because I am on the board.*

*No, I didn't know there was an executive staff with board members. I looked it up, and I do know Dr. Gillespie and a couple of other board members. I thought Nancy Hammond was no longer running it; I thought she had retired.*

*Perhaps they are known, but I know few seniors.*

*It is my opinion that the executive staff could be doing more to provide programming and support to seniors. The board struggles to maintain full membership resulting in frustration when setting meetings. I am familiar with the director and some members of the board.*

*I do not know her name. I asked about programs available. She was unfriendly.*

*I only know them by name.*

*The current head of the Manchester COA is probably doing a great job for some people, but she is not interested in adding activities. She has been approached about doing more but is not*

*receptive to change. I feel the board members do not do anything. Many are elderly. They never question the director about anything.*

*I do believe the Manchester COA board members are well known, but I personally have not interacted with many. I do know the Manchester COA director well, and her assistant who works diligently every day to provide services and fun projects for the senior population.*

*I didn't know who they were until I looked them up just now. It turns out I know three of them. They are likely only known by those who use the services.*

*I am not sure about how many in the community know staff.*

*They are not well known. I don't know any of the staff or board.*

*They need better publicity. I know only a few by name.*

*The Manchester COA staff is excellent and hardworking. They are known.*

*The staff is well known and great. Nancy and Eva Palmer are wonderful. I am not familiar with the board.*

*No, I only know Nancy Hammond.*

*I know Susan Beckmann.*

*Yes, they are known.*

*Yes, I believe they are known.*

*I know Susan Beckmann. I do not feel community members are well acquainted with the staff and board.*

*No, the staff and board members are not well known in the community and do little to make themselves known.*

*Nancy Hammond walks on water. They need more visibility among the other members of staff and board, and there needs to be explained accountability for the relocation of the Manchester COA center.*

*I know Nancy Hammond.*

*I only know Nancy Hammond.*

*I know Nancy Hammond.*

*No, they are not well known as far as I can tell.*

*Yes and no. Family members and their friends most certainly know them. Seniors who have used the services know them. I doubt non seniors know who they are.*

*I haven't had a need to reach out to the Manchester COA staff, but I'm sure I can find contact information on the town's website.*

*Yes, but we need new additional board members.*

*No, I have no idea who any of them are. How do they make themselves known and what do*

*they do?*

*I cannot name any board members.*

*I believe I know all of the board members and am very familiar with the office staff because I used to work at Town Hall.*

*I don't know anyone on the executive board.*

*I'm familiar with Nancy Hammond but not any others. I've lived here for over 50 years.*

*No, I do not know who they are or how to find out.*

*No, they are not overly known. Nancy Hammond and Pat Ambrose are the only people that I know.*

*I have known Eva Palmer since high school. She's great. I believe the other woman, Marcie, must have retired by now. They are well known in certain circles, but I doubt they are known more widely.*

*No, I have no familiarity with any of them.*

*More awareness could be built through social media and articles in Cricket including more about the operation and people behind the Manchester COA.*

*I have no idea who they are, but I am thankful for their work.*

*I think older people are familiar, but I'm not.*

*They are. Nancy Hammond works very hard and wants to see this project through.*

*Yes, they are known.*

*\* I am not familiar, nor do I know any staff or board member (46 additional individuals had the same response.)*

*\* I know Nancy Hammond. (five additional individuals had the same response)*

- 10. Can the Manchester-by-the-Sea Senior Center campaign, with the right volunteer and professional leadership, raise \$3 million in a two-year period? Why, or why not? If you do not believe \$3 million can be raised in two years, how much do you feel can be raised and how long will it take?**

### **Summary:**

Many expressed that raising \$3 million in two years for the senior center was achievable citing the town's significant wealth, history of successful fundraising efforts and a strong sense of community pride. Optimism was highest when people envisioned a well-led, clearly communicated campaign with strategic asks, naming opportunities and early commitments from major donors. Others flagged potential hurdles, including competing town projects, donor fatigue and skepticism about the senior center's value to those outside the senior population. A smaller group voiced doubts about the timeline or total goal, suggesting a phased approach or

additional public funding might be needed to build broad-based support.

### **Participants' Comments:**

*The goal is very realistic. There's a lot of wealth in this community. You need to ask the right people.*

*I have found people in this town to be very generous. We have a wealthy population that would be supportive.*

*Federal drawbacks could impact the ability to raise the funds. It looks like we will lose \$1 million in federal funds to raise the rotunda by five feet.*

*Timing may make it difficult.*

*I would think it's possible.*

*We shouldn't beg for money that town budget should plan for.*

*That will be tough. I'm not sure.*

*The town came up with \$1.8 million quickly for affordable housing, so it can be done.*

*I don't know how many people feel strongly enough about it to make it happen. I heard there are a few major donors waiting in the wings.*

*Naming rights might help.*

*I'm not a good numbers person. I cannot speak to that.*

*I do think so. Our community will rise to the occasion. Susan Beckmann has a good plan.*

*That goal is definitely attainable.*

*Town residents helped a nonprofit create affordable housing downtown, and I expect they will support this effort as well.*

*It seems a bit daunting. I can't really say. It's a hurdle to get past the messaging of why taxes aren't covering this.*

*I suspect yes.*

*We raised and endowed a historical firehouse, and this seems much more compelling than preserving a building.*

*I would imagine it is. The time is irrelevant, but if a few people care, it can happen.*

*I don't know if that's realistic. I think it would be more realistic if it served the entire community.*

*I sure hope so. I think so. I am not a fundraiser or administrator, so I don't know how that works.*

*It is probably possible, but I don't have a lot of experience in fundraising.*

*If there was something like a coffee shop or small revenue-generating business that might provide some ongoing income, that might be good.*

*It's a very wealthy community. I'm sure a few people could make it happen.*

*It is very possible to raise the money. There are so many who have been here for many years who will see the need for this project.*

*I would think so. I am not a fundraiser, so I don't know much about how these campaigns work.*

*The pushback will come from people thinking the city should cover the cost of this building. People already feel like their taxes are outrageous. People will wonder if the city is putting up money for the capital component.*

*It is realistic. The community came together a few years ago to buy housing (nonprofit development team who owned it) to create more affordable housing in the community. They were able to raise \$2.3 million privately.*

*I have no idea. Political times have presented challenges.*

*It seems ambitious.*

*I am aware of active campaigns at the museum, the YMCA and the Sawyer Free Library.*

*Many more campaigns have happened recently compared to typical.*

*You need to reach the affluent retirees.*

*It's reasonable, but it's a big goal.*

*Yes, I think they can.*

*Yes, it is possible.*

*Yes, you need to get to the right people.*

*People got together and bought a property for \$1 million in a week. The biggest challenge will be tapping into community wealth who don't think the center will benefit them.*

*People care about their legacy.*

*We can get there in a year.*

*It is a reachable goal.*

*There is a lot of money in the town.*

*People come out of the woodwork to help with initiatives.*

*Capital planning over the next 20-25 years is big on people's minds.*

*School and town infrastructure are big costs coming.*

*The rotunda is a \$6-million project, theoretically beginning this fall.*

*The bridge by Seaside One is a \$6-million project.*

*There are a lot of deep pockets in this town.*

*If it's presented right, it can be done.*

*I don't know. There's money in this town, but will they part with it for a senior center? Is that the right solution?*

*It depends on who does the fundraising and their experience/expertise. If this is just an ask and hope, then no. You will not get more than what we get for town fireworks. If you hold events, raffles, galas, auctions (think what Landmark School does), then yes. The Spaulding Fund could be an interesting comparison. They have one-to-two events and seem to have some brand recognition in the area. How much do they pull in a year? Without proper expertise and dedicated focus, \$3 million could take five to 10 years.*

*That amount can be easily raised, if there aren't other capital campaigns going on simultaneously.*

*Sure, that goal is reasonable. Why not?*

*With the right leadership, \$3 million is a realistic goal.*

*I don't know. The first year will begin with solicitation of wealthy individuals. The second year will perhaps target lower and mid-income individuals who are known to be the most philanthropic when it comes to capital campaigns. This campaign could be different.*

*With the current administration and cuts, it's a tough call to predict. Your best bet is those with deep pockets, including large companies having some connection to our town.*

*I have no idea.*

*Absolutely, that goal is reasonable! Manchester-by-the-Sea is a wealthy community that is willing to step up for our growing senior population. This project is long overdue. The seniors deserve a place to congregate, belong and celebrate. We can't keep pushing this aside. It's a priority.*

*The money is out there. Average annual compensation is now over \$200,000, and we know the range of possible endowment offerings is quite high. If the town can spend \$1 million on turf replacement, we know the money is there. I am not sure if the town has identified a donor list, which would be the first step.*

*There's no reason \$3 million can't be raised in this day and age! Publicity is key.*

*Yes, that amount can be raised.*

*I think \$3 million seems very expensive. With all the other million-dollar projects, I believe it will be difficult unless a wealthy donor or two kick in big time.*

*I have no idea. You must convince the wealthy in our town who would likely never use the center (since they have country clubs and concierge doctors) that there are acute needs and real people in our community who need it. How many need it? They would wonder. How often would they need it? They would wonder.*

*That is a piece of cake.*

*Corporate sponsorship will be necessary. Naming rights should be considered for a significant donation.*

*Yes, absolutely, that amount can be raised.*

*I'm not sure.*

*Wow, that's a lot in a community with lots of needs.*

*I have no idea about the ability to fundraise \$3 million. It sounds plausible to me, but I have no experience or knowledge in this area.*

*We have more important projects than the senior center. We have plenty of places to use. We are too small a town to dedicate this amount of money toward this.*

*No, this is wasteful. This would be a great campaign if we didn't just build a new school in Manchester and are on the hook for a new school in Essex, who doesn't have the funds, and we bail them out every year. We have dirty water and the Department of Public Works jumping up and down to cover their trucks.*

*This is realistic.*

*Yes!*

*Yes, but you'll need to get creative. Get corporate sponsors. Get families to sponsor specific seniors in the community with some brick or something to raise funds, etc.*

*Yes, it is an eminently achievable goal.*

*Truly, I have no idea.*

*Yes, there are a lot of rich people in town. If they can be convinced, the money will be easily raised.*

*Yes!*

*I do believe with the right campaign and leadership, \$3 million is attainable. My one concern is that there are always competing projects and programs that the community is asked to donate to. Setting the tone of this campaign from the beginning, and its importance to the community at large, is paramount.*

*If the town can spend \$1 million on a turf field, which we now have two of, they can raise \$3 million.*

*Yes, we have the right type of population that should be able to support that.*

*There are many wealthy residents of the town. Almost all homes sold are well over \$1 million, and those that sell under are almost always gutted and updated. There is money in this town, and with the right leadership, we should be able to raise \$3 million in two years.*

*Yes, I do believe that with the right leadership, the \$3 million goal can be reached. It is a top priority for the senior population to have a place to call their own.*

*I think it's possible because it would be a new effort in town, and there are a lot of people over 60 years old with money in town who would be willing to donate.*

*I am not sure. People need to be excited about the project. What about planning for climate resilience on a flood-prone site? Will the planning and design address that? I would like to know if my donation is going toward a project that won't have to be relocated in the near-to-midterm*

*due to flood risk. I would want to hear about low-impact development that contributes to human and ecological health. This is an important site for the town. Let's use it right! Can office space be shared with other nonprofit groups who might need some co-working conference and meeting space? Different groups in and out could make the place more vibrant.*

*Yes, if it is planned and executed well.*

*I have no idea.*

*I don't know.*

*The plan is doable.*

*I have no idea if \$3 million is a realistic goal.*

*I hope they can raise it. I'm not familiar with fundraising. Can the town apply for any grants?*

*Yes, that amount can be raised. I might need to host some fundraising events socially at Town Hall, golf at Essex Country Club, tennis, fishing derby or a social at Singing Beach House.*

*Anything is possible. It might depend on whether those with extra money feel this is a good cause.*

*Sure, it is doable.*

*I would like to hope there will be no problem and that the money will be raised quickly.*

*They will not be able to raise \$3 million for a municipal purpose. The Town Administrator should look at moving town money or put the rotunda and Department of Public Works on hold to pay for this one. Stop asking taxpayers for money. Our priorities are messed up on this. The senior center is important, and as you stated, 40% of the population will be seniors soon. This is more important than liberal spending on many other wish list items.*

*I hope so, but I don't really know. Hopefully big donors and big businesses will donate large sums.*

*In a matter of months, \$1.5 was raised for the Powder House Apartments, so one would think you could raise \$3 million for a senior center. However, it could be difficult if the library decides to undertake a fundraising effort during the same period.*

*I have no idea.*

*I have no idea.*

*Yes, that goal is reasonable.*

*Yes, especially if senior housing is added above the center.*

*I am not sure.*

*I do believe it can be raised. Transparency is key. Offering a multiuse space that connects young and old will help some of the younger families see this as an investment.*

*I am confident the amount required will be raised, with a lot of patience, goodwill and hard work.*

*With public disclosure of the reasons why a new center is needed and ironclad guardrails in place for a public/private partnership in town, the \$3 million may be possible. Most towns, I suspect, fund their Manchester COA out of general revenue. What can we cut to pick up some of the cost?*

*This will be a tough challenge without some very wealthy sponsors. Focus on the center's mission. Is every element of the renovation truly required? Could some elements be scaled back or phased? What could be achieved for \$1.5 million? Could you focus on ADA and other focused requirements to get the center up and running, demonstrate success and then fundraise for enhancements?*

*It should be possible. We raised \$1.5 million for Surf Park 20, so, if a few significant philanthropic town residents can be persuaded, it should be achievable.*

*It depends on if residents with money give substantial donations. However, there are seniors like me who live on a small, fixed income and cannot donate much money or anything at all.*

*There are people in town who could make substantial donations to this building.*

*I do not know whether it's possible.*

*Yes, it can be.*

*Hopefully so.*

*I feel positive we will be able to do so.*

*I think so.*

*I hope you can.*

*I'm not sure.*

*I don't know. I have not been involved with a fundraiser of this scale.*

*It can probably be raised, if you ask the right people.*

*It is realistic only if several large (\$250,000-\$500,000) donations are received. Otherwise, it may take 10 years with all other priorities before the town. It would be easier to ask town meeting for a bond up front and try to raise funds over the next five years to pay down.*

*I hope so.*

*I think it can meet its goal in two years.*

*I don't know.*

*I don't know these things, but there are plenty of people in this town with money to spare, so it is very possible. Aim high and hard and you may even exceed your expectations.*

*I hope that some of the wealthy people of the town will financially support this worthy project.*

*Sure, there's lots of wealthy people. I think you need a few of them to come together and put their names on buildings, but I don't think that the taxpayers want to pay for this.*

*In the current climate, it will be tough, but I think it's doable.*

*In three years, yes.*

*If \$3 million is needed, then the goal for the campaign should be higher.*

*Only with some big-ticket donors, perhaps offering naming opportunities for large sponsors will this much be raised.*

*If just soliciting small donations, this will be a large task. Matching grants, seeking some town budget, finding a foundation to help or large donors to anchor the effort will really help.*

*Yes, there is a lot of wealth in town. There are several people who could make six-figure donations if approached correctly. Why the two-year deadline? That timeline needs to be emphasized to make it happen.*

*I hope that they can. I'll be helping.*

*I am not sure, hopefully it can, but it will certainly need some large donations.*

*You must have a few lead donors.*

*You can probably not reach that goal. I am not familiar with fundraising, so I can't advise.*

**11. How attractive would donors find the ability to support the Manchester-by-the-Sea Senior Center campaign through gifts of stocks, bonds and real property, as well as through wills and trusts?**

**Summary:**

Several respondents believed offering a range of giving options, including stocks, bonds, real estate and planned gifts, would be appealing to certain donors, especially those with significant assets or financial expertise. Many pointed to Manchester-by-the-Sea's wealth and familiarity with charitable tools as reasons to expect some interest in these types of contributions. However, others felt these vehicles might be too niche or inaccessible to be a central focus, especially when cash gifts were viewed as more immediately useful. While certainly varied, most agreed that providing multiple, flexible ways to give would help meet donors where they are and strengthen the overall campaign.

**Participants' Comments:**

*The community is wealthy and smart with their money, so those options are probably important to offer.*

*People who have substantial money would appreciate those methods.*

*I think people are comfortable with this.*

*I am not sure, and estate planning is my business.*

*We are an old town, and a group of wealthy seniors could be out there. I just don't know.*

*That would be important for 1% of the people living in Manchester-by-the-Sea.*

*Donor-advised funds would be popular.*

*I think everything should be on the table. This is a very diverse community with wealthy and working-class people.*

*For sure, people are familiar with and may like these options.*

*I'd suggest you start with the public phase and get a lot of people giving small amounts. That will demonstrate to the wealthy that the broader community is supportive. Then they'll be more compelled.*

*People seem familiar with these ways to give.*

*I think these options would be helpful except probably not through property.*

*I see that as kind of interchangeable. It doesn't matter which is given.*

*I would imagine that people are familiar.*

*Providing the opportunity to give through these avenues would be helpful.*

*I don't have any experience with that. Matching gift funds is a good source.*

*I would think people in the community would be familiar with and like the options.*

*That might be a better way to approach it.*

*I think those would be good options.*

*I think people would find that attractive.*

*I think so.*

*I don't know. If people want to donate, they will find a way to donate what they have. I am not sure this is the right focus area.*

*I am sure some will do this.*

*I've known many who have done that in the past for churches and other causes. It's realistic.*

*Those options are attractive.*

*Donors who use these options are probably limited, but it's worth a try.*

*These options will not at all be used if you continue to refer to that demographic (over 60, self-sufficient, affluent) as "other."*

*It could work for some. As president of the Friends of Manchester COA, I am available to help in any way.*

*Estate lawyers and financial planners will answer this for the campaign volunteers. There are tax benefits for donors.*

*Many of our seniors are looking for a place to donate tax-deductible funds. If you don't have family, then remembering this group in your will is a consideration.*

*These are very appealing options. It's a perfect vehicle for donating highly appreciated, low-cost basis stocks.*

*All of the above are great.*

*These options are very attractive to many donors.*

*I think they are very attractive.*

*That's a nice idea.*

*The wealthy have other plans for their money.*

*The seniors that have this money are at Essex Country Club or in Florida.*

*I have no idea. These options are not for me but probably those with deep pockets would give in that way.*

*I think it would be attractive to some people particularly wealthy potential donors but not to the general public.*

*Yes, I think that would help.*

*They won't care too much, I don't think.*

*I believe there are individuals in town who have the means to donate in many ways. Those donors will need a personal, tailored ask.*

*It's possible.*

*The population that has been campaigning for this for the last several years might use those options.*

*I'm sure donors would be happy to have choices in how they support this vital project.*

*I think cash is king.*

*No thank you.*

*I am not sure, but naming opportunities might be important.*

*All options should be available.*

*Having as many options as possible to fit donors' abilities is important.*

*There are likely some donors who are familiar with those options and would find them beneficial. I see no reason not to offer these tools.*

*It is not likely people will use those options.*

*Those possibly could be helpful.*

*The very wealthy in town may decide to kick in. The average person finds this question offensive.*

*This is not my wheelhouse. I don't think the middle-class person would have this option but never say never.*

*You need to raise cash for the renovations, not future money through wills or real estate, which would need to be sold. I do not want the town to issue a long-term bond and rely on the Manchester COA to pay it back. We have too many capital projects. We have already invested \$1 million to purchase the building.*

*These are very good options.*

*No, those are not necessary.*

*They are very attractive if presented well.*

*I hope donors find it attractive. That depends on how the project is presented.*

*Yes, but you need to create a 501(c)(3) and make contributions tax-deductible. That said, I assume the money is needed now, not when people die.*

*The more options provided for donors, the better.*

*That works if there is someone to manage the investments.*

*I have no idea. I suspect only direct cash donations will be given.*

*I think donations could take many forms, including those stated above.*

*These are very important options.*

*It depends on the donor's ability to do so.*

*I think they will.*

*There is probably some interest if donations are tax-deductible.*

*That is not in my wheelhouse.*

*Why not?*

*Long term, maybe, they would be good, but I wouldn't expect large sums in the next few years.*

*I am not sure given the uncertainty of these times.*

*If it saves them taxes, it might help. Gifts through wills and trusts might grow over time but likely not in two years.*

*I don't know. I'm not in that position right now.*

*There might be marginal interest.*

*Maybe, some donors might give in those ways.*

*The campaign should take contributions in any form it can get them.*

*I wouldn't have the knowledge of how others think.*

*\* I don't know. (29 additional individuals had the same response)*

**12. Who do you believe would be effective volunteer leaders of the Senior Center's campaign? Would you be interested in a role in this campaign? If so, what might that look like?**

**Summary:**

A wide range of potential volunteer leaders for the senior center's campaign, including current and former town leaders, local business owners, longtime residents and individuals known for their deep networks and commitment to civic life, were mentioned. While many were not personally interested in a leadership role, several expressed willingness to support behind the scenes or on a committee, particularly with fundraising logistics or outreach. There was broad agreement that a successful campaign team should reflect the town's diversity in age, background, and influence, and should include those with strong ties across social and economic groups.

**Participants' Comments:**

*I would approach specific donors personally.*

*I have no interest.*

*The person who referred me to you should be invited to be involved.*

*I don't think I would be very valuable to you.*

*People who are involved in the community need to lead the campaign.*

*Yes, I think I am going to help with fundraising.*

*There are a lot of people that would be good, but I cannot come up with a name right now.*

*I would be open to a volunteer position, not as the leader, but I would be willing to help out.*

*After finding out what would be involved, I might participate on the committee.*

*Someone with a vision to see all this can be both now and into the future.*

*I am perfectly happy to help.*

*I would be happy to work with Susan. I am happy to be on the committee, but I wouldn't be the chair.*

*I am not a person who feels comfortable asking for the close.*

*There are so many great people. This group will evolve naturally when you start finding the top donors.*

*Engage high school kids. Bringing generations together is great. That would help them with their resumes.*

*Post retirement extroverts would be great. Maybe pairing old and young together would help.*

*List the Friends of Manchester COA to help draw community members in.*

*Past town leaders could be interested in participating.*

*Someone who's raised \$3-\$5 million in two years within a Northshore community would be great. If they have not done it before, plan for a new person in two years, and a total window of seven years.*

*No thank you. Anyone who would like to participate in the fundraising, either as a donor or as a solicitor of funds, should be given the opportunity to.*

*I can't volunteer at this time.*

*Considering there is a central campaign office location, I will be good with the step mechanics as my strength. I have done capital campaign work though I have no interest in the desk work.*

*A large event, perhaps at Essex County Club, might be good including food, music and dancing. Price it around \$100 per person. I am willing to help.*

*I must think on this question. You will need a good-sized board with an early adopter and visible supporter, maybe a doctor, who can speak to the aging process and benefits of senior programs.*

*The group should be a mix of ages and educational levels. People who love the Town and value the input of seniors are important to engage.*

*People who are part of the wealthy set and people who are part of the need set need to be involved. Most especially, you need people who understand gathering an economically diverse community to rally around a real need. Identify and place us into the lives of those who really need and would use this center.*

*I can help but behind the scenes.*

*I'm possibly interested; I'm always willing to help.*

*I'm not up to it.*

*I would be willing to play a role. Community business leaders who are willing to voice support and give time would be effective.*

*If the town can't pay for this, why are we supporting it? Nothing in this town is maintained. That is why our facilities are in such disrepair. To quote Brain Sollosy, "The Town should not be buying any more real estate! Rent a building." Putting money in this location is a money pit. Will it be insurable?*

*This is so wasteful. We have needs, but this is not one of them.*

*I think a combination of senior citizens, 40 to 60 somethings and high schoolers would be great. I might be interested in helping with fundraising ideas.*

*We need local and well-known senior leadership. I would not have time to participate as I have a busy full-time career.*

*You should connect this project with the library. Hold meetings there. They can share information with them on behalf of the Manchester COA.*

*I don't feel I am smart enough to approach people about donating money. I would be happy to*

*help with mailings, etc.*

*Reach out to some of the volunteer members of the Manchester COA who have worked so long and hard over the years to fulfill their dream of a senior center here. If I were younger, I'd love to have a role in this campaign but not now.*

*It would need to be an outside consulting firm.*

*Personally, I'm uninterested, but I suspect there are residents who would happily step up.*

*Someone not yet 60 years old would be a great leader.*

*Reach out to well-known and connected seniors.*

*No, I won't be involved. I would be embarrassed to ask taxpayers for money. Sit down with the new Town Administrator Tony Barletta and school board and ask them where we can come up with \$3 million by cutting wish list items, deferring capital expenses or moving money from reserves. I am uncertain how much we are paying for consulting services to send out this survey. Thus far, I haven't seen any question asking for alternatives to asking taxpayers for more money. The current administration is under the impression that private funding for municipal purposes is the way to go. I think this approach is not appropriate.*

*I do not want to play a role.*

*I tried and would have been involved a few years ago but became disillusioned.*

*I am not interested at this time as I am very busy with my own business. I think people who are newly retired would be great.*

*There will of course be the need for volunteers, and I hope that a large number of town residents will feel the desire to make themselves available.*

*Disclosure first and buy-in will follow.*

*I'm not aware of any Manchester-by-the-Sea residents with this skill set.*

*I'd be willing to help, if needed, but not in a leadership role.*

*Not me! Get wealthy well connected Essex County Club people involved.*

*I don't have any suggestions for who to lead the campaign.*

*Seniors who are not Town officials should lead it.*

*I'm not sure. I am not interested in volunteering at this time.*

*People from all walks of life here in town need representation on the committee.*

*I am currently on the Friends of Manchester COA board.*

*The Select Board and former Select Board members might be interested, but I'm not personally interested.*

*I am not sure. Someone well rooted in the community needs to lead it.*

*It seems like you should seek representatives of a broad array of town groups to maximize*

*outreach. It is not a role for me.*

*I don't know, but I have seen other towns like Dracut, for example, where a nurse and her husband came forward and they were really involved with establishing the senior center. Why don't you look at that model? It was incredibly successful.*

*Have Essex County Community Foundation involved as a partner if they are not already. They have considerable experience fundraising in the area and with many of the same people the senior center will be targeting for philanthropic giving.*

*I am not well versed in the process and am not a good networker, so I don't think I would be a good fit.*

*I will not personally be involved.*

*\* I don't know. (11 additional individuals had the same response)*

*\* Not at this time or no. (16 additional individuals had the same response)*

**13. Are there people, businesses or foundations you think would be interested in this project? Who are they?**

**Summary:**

Several participants felt local businesses, community groups and a handful of wealthy individuals or families could be interested in supporting the senior center project, especially if visible recognition or naming opportunities were offered. Although not everyone felt equipped to name names, there was consistent energy around the idea that with a clear, compelling case and the right outreach, local support, both big and small, was well within reach.

**14. If the Manchester-by-the-Sea moves forward with this campaign, do you think you/your family would consider a gift if asked? If so, can you share a gift range? This is not an ask or a commitment.**

**Summary:**

Many interviewees and survey respondents expressed their interest in playing a role in the campaign. While interviewees offered some gift amounts, specific amounts are not included in this report, as we know that with proper implementation of tested major gift strategies, philanthropy often expands beyond the range originally expressed. The amounts shared were used to develop a Chart of Giving, which is provided in the campaign recommendations. Although names will be kept confidential, specific prospect gift potential will be shared with campaign leaders in an appropriate manner as the campaign unfolds.

# Unleashing *Your* Power of Philanthropy

Kinetic

P.O. BOX 410046 • Kansas City, MO 64141

[KineticFundraising.com](http://KineticFundraising.com)

