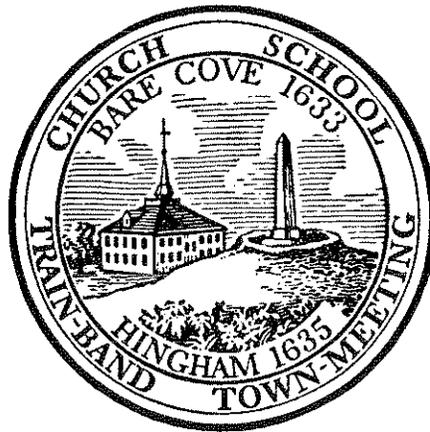


TOWN OF HINGHAM
DEPARTMENT OF ELDER SERVICES
STRATEGIC PLAN
JULY 1, 2015 – JUNE 30, 2020



ADOPTED BY THE HINGHAM COUNCIL ON AGING
JUNE 8, 2015

224 CENTRAL STREET
HINGHAM, MA 02043
781-741-1458

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1. INTRODUCTION

A. Background

B. Strategic Plan Summary

C. SWOT (Strengths, Weaknesses, Opportunities, Threats)

STRATEGIC PLAN

1. INTRODUCTION

A. BACKGROUND

Councils on Aging

A Council on Aging is a municipally appointed, volunteer board authorized under Massachusetts General Laws Chapter 40, section 8b. The Council's major responsibilities include the setting of local policy for the administration of elder programs and services; developing, coordinating and/or conducting such activities; serving as an advocate for elders; and educating the community-at-large about the needs and resources affecting the lives of elders. The Hingham Council on Aging was established in 1970 through a vote at the Annual Town Meeting and serves in an advisory capacity to the Hingham Department of Elder Services for the purpose of carrying out its programs, policies and services in accordance with the mission of the Department.

The basic purpose of the Department of Elder Services is:

1. To identify the needs of Hingham residents 60 and older.
2. To design and implement services to address these needs, plan for future needs and to coordinate existing services.
3. To provide advice and consultation concerning the health and welfare of individuals age 60 and older to other Town departments and agencies in Hingham.
4. To be the primary advocate for services to older adults in the community.

During the Department of Elder Services 40+ year history, many changes have taken place to better meet the needs facing the Town's older adult population.** Currently the Department of Elder Services:

- Operates a full-time Nationally Accredited Senior Center, Monday through Friday, 8:30 am – 4:00 pm. Services and programs are open to any Hingham resident 60 and older. If registration and space permit, older individuals from neighboring communities as well as Hingham residents under the age of 60 are welcome to participate in the programs and activities at the Senior Center.

- Is staffed with three full-time paid professionals (Director of Elder Services, Outreach Coordinator, Administrative Secretary), five part-time positions (Program Coordinator, Dispatcher, Medical Van Driver (s), Kitchen Coordinator) and a large volunteer corps.
- Provides programs and services that include door-to-door transportation, outreach, friendly visitor, home repairs, health and wellness clinics, fitness classes, educational, social and cultural programs. The monthly newsletter, *Central Times*, is mailed/emailed to all individuals 60 and older living in Hingham and describes information about current and planned activities, services and other issues of importance to seniors.
- Works with community agencies to establish partnerships that enable the Department of Elder Services to provide the wide variety of programs and services as outlined above. These partnerships exist with a broad range of organizations that include South Shore Elder Services, Inc., Hingham Interfaith Food Pantry, Visiting Nurse Associations, assisted living residences, other municipal departments, local churches, and civic groups.
- Functions as a part of Hingham Town Government.

The health and welfare of Hingham's senior community is a vital ingredient to the health and economic viability of Hingham. According to the 2010 Federal Census, 5,735 Hingham residents are aged 60 and over, representing 26% of the Hingham population, and a 55% increase since 2000. Another 5,139 residents, aged 45-59, are poised to move into later life within the coming decade. The sheer numbers and diverse lifestyles of this cohort will not only present challenges in how we develop services and programs but will also present opportunities to build programs that truly utilize this age group as a community resource.

** Please note, for the purposes of this document, older adult also is defined as 60 years of age and older.

B. STRATEGIC PLAN SUMMARY

In 2007, the Department of Elder Services was awarded National Senior Center Accreditation by the National Institute of Senior Centers(NISC) for a five year period. In 2011, the process began to retain Accreditation. This process was comprised of a self-assessment based on national standards and criteria as developed by NISC. To accomplish this task, a Self-Assessment Committee comprised of Council on Aging members, staff, other Town officials, representatives from various community agencies and interested citizens was formed. During the self-assessment process, we identified weaknesses in the current planning document and areas that needed to be revised and updated to better meet the social and human service needs of Hingham's growing older adult population as identified in the 2010 Census.

Following the completion of the self-assessment process, the Council on Aging decided that the first step in the development of a strategic plan was to obtain basic demographic information along with a comprehensive profile of Hingham residents 45 and older. In the spring of 2012, the Gerontology Institute at the University of Massachusetts Boston was commissioned to conduct a "Needs Assessment Study" to accomplish this goal. The findings from this Study were released in March of 2013 and identified key issues including:

- Substantial growth (55%) in Hingham's 60 and older population between 2000 and 2010.
- Hingham offers many advantages for aging in place.
- A commitment on the part of those 45 and older to staying in the community.
- Health challenges.
- Gaps in social networks.
- Affordability.
- Expected growth in demand for services due to the growth of the 60 and older population.
- A potential impact on all aspects of community life that goes beyond the scope of Hingham Elder Services and the need for all Town offices to incorporate recognition of the growing senior population in their planning.

Based on the information from the Needs Assessment, the Council on Aging's Strategic Planning Committee determined that a review of the Department of Elder Services mission, vision and values should be conducted along with an analysis of the Department's Strengths, Weaknesses, Opportunities and Threats (SWOT). To accomplish this first task, two groups were convened. One group was comprised of older adults, representatives from community agencies, and other Town departments; the second group was comprised of Council on Aging members, Elder Services staff and a representative from the Board of Selectmen. A facilitator was hired to lead us through this process and issued a report based on the discussions in each group. Following this step, the Council on Aging established subcommittees comprised of Council on Aging members and staff. The subcommittees were assigned with the task of reviewing the current goals and objectives, revising as appropriate and developing action steps/work plans and outcome measures.

The first draft of the Strategic Plan was presented to the general public for review and comment on May 14, 2015. Following this meeting, the Council on Aging reviewed the public comments and there were no suggested changes to the plan brought forth on May 14. The Council on Aging voted the adoption of the Strategic Plan at their regular meeting held on June 8, 2015. meeting.

C. (SWOT) STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

As outlined in Section 1.B. Strategic Plan Summary, a SWOT Analysis was conducted in the fall of 2013. Two different groups of stakeholders were convened for this purpose. The first group was comprised of older adults, community partners and other Town officials; the second group was comprised of staff and Council on Aging members. Both groups were facilitated by a non-biased third party. During these two day-long retreats, both groups reviewed the Department of Elder Services' mission statement, vision and values and identified the strengths, weaknesses, opportunities and threats currently faced by the Department of Elder Services.

Following these two retreats, the facilitator issued a report that compiled the SWOT Analysis as identified by the two groups.

The SWOT Analysis is divided into several different areas and for the purposes of this analysis a + identifies a strength or opportunity, a – identifies a weakness or challenge.

Administration and Staffing

- + Excellent leadership and professionalism – Director and team including volunteers
 - + Welcoming friendly atmosphere
 - + Take time to know clientele
 - + Augmenting staff through tax write-off program and volunteers
 - + Strong volunteer group
 - + Staff cross-trained and empowered to make decisions
 - + Department can operate in the absence of the Director.
 - + Board and staff welcome challenges and new opportunities
 - + Open to new ideas/change/trends/needs
 - + Aware of community needs
 - + Highly accredited agency
 - + Process of continuous improvement/consistently re-evaluate position
 - + Well respected statewide
-
- Front desk staff – lack of consistency of individuals and their knowledge base
 - Lack of appropriate staffing for daily operations
 - Volunteer base shrinking

Space

- + Central location – attached to Town Hall
- + Maximize use of space and resources
- + Satellite offices at shipyard and library
- + Using school facilities for space for luncheons or large Senior Center functions

Space

- Lack of space for parking, offices, storage, programs, meals and more
- 25,000 square feet of needed space vs. 5,000 square feet
- Crowded front entry
- No privacy
- Growing senior population

Services and Programming

- + Offer varied opportunities/programs/classes
 - + Current quality programs offered
 - + Takes care of seniors basic needs (Medicare, fuel assistance, tax help)
 - + Well attended exercise programs – health oriented
 - + Low cost or free classes
 - + Expand programming to collaborate with other towns i.e. shuttle to Company Theatre, ferry to Boston, SSYMCA pool
 - + Take advantage of waterfront – sailing? rowing?
 - + Offer sports lessons – golf and tennis, tournaments with other towns
 - + Expand opportunities to younger seniors who are still working
 - + Evening hours
 - + Cultural/educational programs at other venues
 - + Service opportunities
 - + Services, resources and awareness for caregivers
 - + Partnerships with churches and library
 - + Coordinate other town departments i.e. health and volunteers with senior center programming (CERT and MRC)
 - + Increase intergenerational involvement and opportunities
 - + Receptive to partnerships and collaborations
-
- Challenge to provide programming for wide age range
 - Availability of funding for programs
 - Coordinating with other senior facilities i.e. Linden Ponds

Technology

- + Using technology to increase access to learning opportunities
 - + Utilize technology to expand communication
 - + Utilize technology for programming
-
- Lack of technology for electronic pay, key cards, website
 - Registration system
 - Technology - staying current with email/website/cell phones/online access

Outreach and Marketing

- + Educating others of the potential and needs of seniors
- + Spreading the word regarding programs and resources at the Senior Center and in the community
- + Greater distribution of Central Times i.e. library, town hall, Brewed Awakenings
- + Increase social media presence
- + Community support and involvement

- Communication about programming
- Overcoming negative image - perception of Senior Center

Transportation

- + Transportation services
- + Well trained and competent volunteer drivers
- + Emphasis on safety in transportation
- + Transportation to HH football games and DARE games

- Lack of transportation - taxi service
- Increasing transportation needs

2. MISSION, VISION, VALUES

2. MISSION, VISION, VALUES

A. MISSION

The Hingham Department of Elder Services supports the independence and ongoing personal development of Hingham's population 60 and older, advocates for their needs and works to enhance the quality of their lives.

B. VISION

Our Vision is to meet the evolving needs of Hingham's growing senior population.

C. VALUES

- Enhance an individual's sense of self worth by encouraging contributions of time and talent.
- Deliver quality services and programs that reflect the needs , personal choice and self-determination based on the individual's values, culture and lifestyle.
- Create an environment that encourages social interaction and personal growth.
- Provide the opportunity to participate in a variety of interesting and enjoyable programs.
- Ensure effective planning that supports the Department of Elder Services' Mission.

3. GOALS, OBJECTIVES AND OUTCOMES

A. Staff and Council on Aging Members

B. Volunteerism

C. Transportation

D. Outreach

E. Health and Wellness

F. Facility

G. Fiscal

H. Senior Center Accreditation

I. Advocacy

3. GOALS, OBJECTIVES AND OUTCOMES

A. STAFF AND COUNCIL ON AGING MEMBERS

GOAL: To ensure that there are adequate and well-trained staff members and Town appointed Council on Aging members to carry out the mission and goals of Hingham Elder Services.

OBJECTIVES:

1. Review staffing patterns to determine adequacy of current staff to meet program objectives, continuity of operations and effectiveness of current responsibilities to meet program goals and objectives.
2. Provide orientation and training for all newly hired staff members in accordance with the Town's Personnel Policies and the position's job description/duties.
3. Conduct an annual job performance evaluation for each paid staff member and establish performance goals for the upcoming year.
4. Provide orientation for all newly appointed Council on Aging members and interested seasoned members each August.
5. Ensure that all Council on Aging members and staff comply with all applicable municipal, state and federal laws.
6. Through the placement of student interns, work to ensure that there are well-trained professionals working in the field of gerontology.

OUTCOMES:

Programs and services are varied and meet the interests and needs of individuals 60 and older. The **Outcome Indicators** will be the employment of staff sufficient to meet the operational needs of the Department of Elder Services; the development of performance goals and objectives by individual staff to further the mission of the Department; participation in trainings to further job skills and professional development; and the ability of Council on Aging members to annually revise goals and objectives as needed.

B. VOLUNTEERISM

GOAL: To provide opportunities for volunteers to utilize skills and talents, remain "civically engaged," and provide personnel for the delivery of programs and services to meet the needs of Hingham's population 60 and older. Volunteers shall be an integral part of the operations of the Department of Elder Services.

OBJECTIVES:

1. Develop a recruitment plan to meet ongoing and new program initiatives of the Department of Elder Services.

2. Place volunteers in positions appropriate to skill level and interests.
3. Provide orientation and training to all new volunteers.
4. Ensure that all volunteers comply with all applicable municipal, state and federal laws.
5. Provide on-going training for volunteers.
6. Recognize the contributions made by volunteers.

OUTCOMES:

Senior Center programs are offered because of the skills and ability of volunteers. **The Outcome Indicators** will be the number of Senior Center programs that are planned and staffed by volunteers; the number of individuals who participate in these programs; the number of individuals who volunteer, longevity in the position, and the percent of volunteers who report that they feel they are contributing to the betterment of the community.

C. TRANSPORTATION

GOAL: To assist Hingham's 60 and older population to remain independent and mobile in the community, the Department of Elder Services shall provide safe and reliable transportation to meet the diverse needs and interests of this population.

OBJECTIVES:

1. Provide door-to-door transportation on a fixed schedule basis for grocery shopping, hair appointments, necessary errands, malls, the Senior Center and social outings through the use of Town-owned vans and volunteer drivers.
2. Provide transportation to medical appointments Monday through Friday.
3. Ensure that vehicles are maintained in a safe manner through regular maintenance and completion of other repairs as needed.
4. Plan for replacement vehicles as age and miles warrant.
5. Ensure that vehicles are operated in a safe manner through appropriate driver training, annual license checks, and ride-along evaluations by staff and/or Council on Aging members.

OUTCOMES:

Transportation consumers are able to maintain their independence living in the community. **The Outcome Indicators** will be the number of different individuals who utilize transportation services, the number of one-way trips; and the number of individuals who identify transportation as a key resource to maintaining independence.

D. OUTREACH

GOAL: To provide resources, information, assessment, referral and support to assist seniors and their families with making informed life choices and to promote seniors' independence and safety.

OBJECTIVES:

1. Link elders in the community with needed services.
2. Strive to keep elders safe in the community.
3. Strive to ensure that services are appropriately delivered to "elders at risk" and special needs populations during times of emergency.

OUTCOMES:

The Department of Elder Services serves as a resource for assistance. **The Outcome Indicator** will be the number of individuals who make direct contact with Elder Services vs. the number of individuals who are referred by other organizations.

E. HEALTH AND WELLNESS

GOAL: To utilize a Wellness Model of programming that incorporates the six dimensions of wellness – physical, social, intellectual, emotional, spiritual, and occupational - and gives support and appreciation of the whole person.

OBJECTIVES:

1. To provide a variety of opportunities for individuals 60 and older to enhance their general well-being and to maintain their health at their own optimum level. (physical)
2. To provide a variety of social and recreational activities that enhance personal relationships and encourage friendships. (social)
3. To provide a variety of opportunities that expands knowledge and skills and the ability to pursue personal interests. (intellectual)
4. To provide a variety of programs and groups that enable individuals to cope with changing life situations and receive support from others in like situations. (emotional)
5. To provide programs and opportunities that enable individuals to develop peaceful harmony between internal personal feelings and emotions. (spiritual)
6. Provide opportunities that enable individuals to pursue personal satisfaction and enrichment. (occupational)

OUTCOMES

Senior Center participants are able to stay independent at home due to improved health and well-being. The **Outcome Indicator** will be the number of individuals who report that their participation in the Wellness Model programs helped to improve either their health, expanded their social network, expanded their knowledge, had personal feelings of harmony, or were able to pursue personal satisfaction and enrichment through work or volunteerism.

F. FACILITY

GOAL: To operate a facility that serves the needs of the older population and continues to be an asset to the community.

OBJECTIVES:

1. Maintain an accurate inventory of Senior Center furnishings.
2. Ensure facility is maintained in a manner that is safe and conducive to programs.
3. Plan for space needs of the anticipated population growth of older adults.
4. Ensure that current space is utilized in the most effective way to accommodate the physical space needs of programs.

OUTCOMES:

The physical space allotted for each program should allow for the safety and comfort of the consumer. **The Outcome Indicators** will be the number of programs that can be offered each day, waiting lists for the programs due to space constraints, number of programs that are held off-site such as in the Library, Town Hall, and other such locations.

G. FISCAL

GOAL: To operate the Department of Elder Services including the Senior Center in a fiscally responsible manner ensuring adequate financial resources to meet program responsibilities.

OBJECTIVES:

1. Develop a municipal budget that describes the needs of the Department and prioritizes funding requests on an annual basis.
2. Develop alternative funding sources for programs and services.
3. Monitor and manage spending of the Department to ensure that expenditures are in accordance with funding resources.
4. Expend funds from the discretionary donation account in accordance with the Mission and Values of the Department of Elder Services.

OUTCOMES:

All programs and services are able to continue without interruption through the fiscal year because funding is sufficient to meet planned goals and objectives. **The Outcome Indicators** will be that budgeted line items are sufficient to meet expenses; and that the Reserve Fund was not utilized except for unforeseen and extraordinary expenses.

H. SENIOR CENTER ACCREDITATION

GOAL: To maintain National Senior Center Accreditation as awarded by the National Institute of Senior Centers (NISC).

OBJECTIVES:

1. Establish an Accreditation Committee
2. Conduct a self-assessment utilizing the standards as set forth by NISC.
3. Apply to NISC for Accreditation.

OUTCOMES:

The Senior Center maintains its Accreditation for a continued five year period.

I. ADVOCACY

GOAL: To function as the community focal point for understanding and communicating information about public policy and programs affecting people 60 years of age and older.

OBJECTIVES:

1. Develop an annual Advocacy Agenda specific to local, state and national issues that are relevant to persons 60 years of age and older.
2. Empower constituents, stakeholders and other interested parties to advocate on their own behalf.
3. Educate local officials, State legislators and Federal congressman about issues of importance to older adults and advocate for legislation and policies that address these issues.

OUTCOMES:

Identify key legislative issues and program policies that are of benefit to older adults. **The Outcome Indicators** will be the number of telephone calls and letters to Representatives and Senators, (both on the state and national levels), to advocate for passage and enactment of legislation as a result of these efforts.

4. ACTION PLAN

- A. Staff and Council on Aging Members
- B. Volunteerism
- C. Transportation
- D. Outreach
- E. Health and Wellness
- F. Facility
- G. Fiscal
- H. Senior Center Accreditation
- I. Advocacy

4. ACTION PLAN

A. Staff and Council on Aging Members

GOAL: To ensure that there are adequate and well-trained staff members and Town appointed volunteer Council on Aging members to carry out the mission and goals of the Department of Elder Services.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|--|--|--|--|
| <p>1. Review staffing patterns to determine adequacy of current staff to meet program objectives, continuity of operations and effectiveness of current responsibilities to meet program goals and objectives.</p> | <p>a. Review current job descriptions. b. Meet with individual staff to discuss responsibilities. c. Develop a matrix to compare responsibilities. d. Present findings and recommendations to the Council on Aging.</p> | <p>Ad-Hoc Committee of Council on Aging members working with the Director.</p> | <p>September 2015</p> |
| <p>2. Provide orientation and training for all newly hired staff members in accordance with the Town's Personnel Policies and the position's job description/duties.</p> | <p>a. Review job description and training schedule with new employee on first day of employment. b. Conduct one month follow-up with new with new employee to determine "how is it going" and to address any problems/concerns that have arisen. c. Conduct formal 90-day orientation review with all new employees.</p> | <p>Immediate supervisor</p> | <p>Ongoing</p> |
| <p>3. Conduct an annual job performance evaluation for each paid staff member and establish performance goals for the upcoming year.</p> | <p>a. Complete performance evaluations in accordance with Town Personnel Policies. b. Review performance goals and progress towards meeting those goals six months from evaluation date.</p> | <p>Immediate supervisor</p> | <p>Annually on or before employee's anniversary date Six months following annual evaluation</p> |

A. Staff and Council on Aging Members

GOAL: To ensure that there are adequate and well-trained staff members and Town appointed volunteer Council on Aging members to carry out the mission and goals of the Department of Elder Services.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|--|--|---|--|
| <p>4. Provide orientation for all newly appointed Council on Aging members and interested seasoned Council on Aging members.</p> | <p>a. Update Council on Aging member Training Manual. b. Schedule Council on Aging member orientation. c. Assess follow-up training needs relevant to Departmental operations and initial orientation. d. Schedule follow-up orientation based on information gathered in c.</p> | <p>Director</p> | <p>Annually in July Annually in August Annually in December Annually in January</p> |
| <p>5. Ensure that all Council on Aging members and staff comply with all applicable municipal, state and federal laws.</p> | <p>a. All new employees and Council on Aging members are required to participate in the on-line Conflict of Interest training and certification of completion. Follow-up training in accordance with Massachusetts law may be required for employees and COA members. b. Encourage attendance at municipal sponsored trainings on Open Meeting Law, Records Retention, Procurement and other such applicable trainings. c. As appropriate, provide all employees and Council on Aging members with updated policies and procedures as issued by the Town of Hingham.</p> | <p>Council on Aging Chair Director Council on Aging Chair Director Director</p> | <p>Ongoing Ongoing Ongoing</p> |

A. Staff and Council on Aging Members

GOAL: To ensure that there are adequate and well-trained staff members and Town appointed volunteer Council on Aging members to carry out the mission and goals of the Department of Elder Services.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|---|---|------------------------|------------------------------------|
| <p>6. Through the placement of student interns, work to ensure that there are well-trained professionals working in the field of gerontology.</p> | <p>a. Accept student interns from colleges and universities who are seeking placements in the field of gerontology. b. Design tasks and duties that meet the learning needs of students and assist the Department of Elder Services in meeting its goals and objectives.</p> | <p>Director</p> | <p>Ongoing</p> |

B. Volunteerism

GOAL: To provide opportunities for volunteers to utilize skills and talents, remain “civically engaged,” and provide personnel for the delivery of programs and services to meet the needs of Hingham’s population 60 and older. Volunteers shall be an integral part of the operations of the Department of Elder Services.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|--|---|--|------------------------------------|
| 1. Develop a recruitment plan to meet ongoing and new program initiatives of the Department of Elder Services. | <ol style="list-style-type: none"> a. Assess departmental volunteer needs and recruit to fill those positions on a quarterly basis or more often if needed. b. Recruit volunteers through word-of-mouth, flyers, newspaper articles, cable TV, Hingham website and speaking to civic groups. c. Develop other opportunities for volunteers to utilize their skills in other areas. | Program Coordinator | Ongoing |
| 2. Place volunteers in positions appropriate to skill level and interests. | <ol style="list-style-type: none"> a. All prospective volunteers shall complete a written application, CORI, be interviewed, and provide references prior to placement. | Program Coordinator and Director | Ongoing |
| 3. Provide orientation and training to all new volunteers | <ol style="list-style-type: none"> a. Provide on the job training prior to actual placement. b. Meet with new volunteer three months following initial placement to assess satisfaction/dissatisfaction with position. | Program Coordinator Program Coordinator | Ongoing Ongoing |

B. Volunteerism

GOAL: To provide opportunities for volunteers to utilize skills and talents, remain “civically engaged,” and provide personnel for the delivery of programs and services to meet the needs of Hingham’s population 60 and older. Volunteers shall be an integral part of the operations of the Department of Elder Services.

| | | | |
|--|--|------------------------------|---|
| <p>4. Ensure that all volunteers comply with all applicable municipal, state and federal laws.</p> | <p>a. During orientation and periodically after that, provide training to all volunteers on conflict of interest, Town policies and procedures, and any other applicable rules and regulations.</p> | <p>Program Coordinator</p> | <p>Ongoing</p> |
| <p>5. Provide on-going training for volunteers.</p> | <p>a. Conduct volunteer meetings two times per year to address concerns, solicit feedback, update volunteers, and provide additional training. b. Make available other appropriate and mandatory training as may be required by funding sources.</p> | <p>Volunteer Coordinator</p> | <p>Ongoing</p> |
| <p>6. Recognize the contributions made by volunteers.</p> | <p>a. Formally recognize volunteers either through an event and/or media venues. b. Survey all volunteers regarding their satisfaction in the position.</p> | <p>Volunteer Coordinator</p> | <p>As funding permits Every other year beginning in November 2015</p> |

C. Transportation

GOAL: To assist Hingham's 60 and older population to remain independent and mobile in the community, the Department of Elder Services shall provide safe and reliable transportation to meet the diverse needs and interests of this population.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|--|---|---|---|
| <p>1. Provide door-to-door transportation on a fixed schedule basis for grocery shopping, hair appointments, necessary errands, malls, the Senior Center and social outings through the use of Town-owned vans/vehicles and volunteer drivers.</p> | <p>a. Publicize transportation schedule in the newsletter, local newspaper, mailings to community agencies. b. Review user patterns to various locations and solicit feedback from users regarding transportation needs. c. Revise transportation schedule as appropriate and publicize such changes through the newsletter, local media, and mailings to consumers, agencies d. Ensure that a corps of volunteer drivers is sufficient to meet the demands of the schedule.</p> | <p>Director, Secretary and Outreach Coordinator Director Director and Administrative Secretary Program Coordinator</p> | <p>Ongoing Biannually beginning in 2015 Annually beginning in July 2015 Ongoing</p> |
| <p>2. Provide transportation to medical appointments Monday through Friday.</p> | <p>a. Employ paid drivers. b. Develop daily schedule based on requests for service through advanced reservations.</p> | <p>Director Dispatcher</p> | <p>Ongoing Ongoing</p> |
| <p>3. Ensure that vehicles are maintained in a safe manner through regular maintenance and completion of other repairs as needed.</p> | <p>a. Perform preventative maintenance in accordance with manufacturer's recommendations and track such maintenance. b. Address vehicle repairs as reported.</p> | <p>Medical Transportation Drivers</p> | <p>Ongoing</p> |

C. Transportation

GOAL: To assist Hingham's 60 and older population to remain independent and mobile in the community, the Department of Elder Services shall provide safe and reliable transportation to meet the diverse needs and interests of this population.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|---|---|---|---|
| <p>4. Plan for replacement vehicles as age and miles warrant.</p> | <p>a. Plan for vehicle replacement every 7 years or 120,000 miles, whichever comes first. b. Track daily mileage by vehicle. c. Track repairs by vehicle. d. Seek funding for replacement vehicles either through the State Mobility Assistance Program and/or Town of Hingham Capital Outlay Appropriation.</p> | <p>Director</p> | <p>Ongoing</p> |
| <p>5. Ensure that vehicles are operated in a safe manner through appropriate driver training, annual license checks, and ride-along evaluations by staff and/or Council on Aging members.</p> | <p>a. Assess training needs of drivers. b. Research driver training through the State and other appropriate groups. c. Schedule trainings to meet needs identified in (a) and as required by grantees. d. Submit all licenses for a registry check. e. Evaluate drivers utilizing evaluation tool through ride-along.</p> | <p>Program Coordinator Program Coordinator, Administrative Secretary and Director</p> | <p>Ongoing September 2015 and every year thereafter</p> |

D. Outreach

GOAL: To provide resources, information, assessment, referral and support to assist seniors and their families with making informed life choices and to promote seniors' independence and safety.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|---|---|--|--|
| <p>2. Strive to keep elders safe in the community.</p> | <p>a. Report all incidences of elder abuse and self-neglect as required by Massachusetts General Laws. b. Provide information and/or conduct trainings on elder abuse and self neglect to ensure that Police, Fire, Board of Health and other appropriate agencies serving Hingham residents know how to identify and report such abuse.</p> | <p>Director and Outreach Coordinator Outreach Coordinator</p> | <p>Ongoing Every other year beginning in FY2015</p> |
| <p>3. Strive to ensure that services are appropriately delivered to "elders at risk" and special needs populations during times of emergency.</p> | <p>a. Develop a database of frail elders and integrate this database into the Town's Emergency Management Plan. b. Function as the Special Needs Coordinator on the Town's Emergency Management Team.</p> | <p>Outreach Coordinator Director and Outreach Coordinator</p> | <p>June 2015 and updated annually Ongoing</p> |

E. Health and Wellness

GOAL: To utilize a Wellness Model of programming that incorporates the six dimensions of wellness – physical, social, intellectual, emotional, spiritual, and occupational - and gives support and appreciation of the whole person.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|--|--|--|--|
| <p>PHYSICAL</p> <p>1. To provide a variety of opportunities for individuals 60 and older to enhance their general well-being and to maintain their health at their own optimum level.</p> | <p>a. Continue to provide a variety of health screenings and clinics including blood pressure, dental, eye and hearing on a scheduled basis.</p> <p>b. Provide other appropriate health- related services such as reflexology, chair massage, etc.</p> <p>c. Provide a variety of physical fitness programs that build strength, flexibility, endurance and a sense of well-being.</p> <p>d. Provide educational opportunities that enhance well-being through evidence-based programs such as Matter of Balance, My Life My Health.</p> <p>e. Provide educational opportunities that encourage taking responsibility for one's own well-being.</p> <p>f. Continue to participate in the Title III-C Nutrition Program for both the Congregate Meals and the Meals on Wheels Programs as provided through South Shore Elder Services.</p> <p>g. Study the feasibility of implementing a "Café" Model food service program for inclusion in any re-design, relocation, expansion of the Senior Center</p> | <p>Director and assigned Staff</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> |

E. Health and Wellness

GOAL: To utilize a Wellness Model of programming that incorporates the six dimensions of wellness -- physical, social, intellectual emotional, spiritual, and occupational - and gives support and appreciation of the whole person.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|--|---|--|--|
| <p>SOCIAL</p> <p>2. To provide a variety of social and recreational activities that enhance personal relationships and encourage friendships.</p> | <p>a. Maintain a varied recreational and social program that appeals to a wide range of interests and physical and cognitive capabilities.</p> <p>b. Provide educational opportunities that develop new recreational and social interests.</p> <p>c. Utilize the resources of local churches, restaurants, civic groups to host at least six special occasions every year.</p> <p>d. As appropriate offer gatherings that encourage camaraderie and social interaction.</p> <p>e. Provide travel opportunities that enhance social interaction.</p> | <p>Director and assigned Staff</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> |

E. Health and Wellness

GOAL: To utilize a Wellness Model of programming that incorporates the six dimensions of wellness – physical, social, intellectual emotional, spiritual, occupational - and gives support and appreciation of the whole person.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|--|--|--|---|
| <p>INTELLECTUAL</p> <p>3. To provide a variety of opportunities that expands knowledge and skills and the ability to pursue personal interests.</p> | <p>a. Through Discovery, the Lifelong Learning Program, offer a variety of challenging and thought provoking courses that enrich the intellectual and cultural experiences of older adults.</p> <p>b. Offer other courses/programs such as art classes, journal writing, language, cooking, and cultural programs of interest.</p> <p>c. Provide educational opportunities that enable older adults to keep updated on technology through classes and one-to-one assistance.</p> <p>d. Provide opportunities to enable older adults to attend cultural events such as symphony rehearsals, museums and lectures.</p> | <p>Lifelong Learning Committee</p> <p>Director and assigned staff</p> <p>Program Coordinator and assigned volunteers, instructors</p> <p>Program Coordinator and assigned volunteers</p> | <p>Ongoing – fall and spring Semester</p> <p>At the completion of each course/program</p> <p>Ongoing</p> <p>Ongoing</p> |

E. Health and Wellness

GOAL: To utilize a Wellness Model of programming that incorporates the six dimensions of wellness – physical, social, intellectual emotional, spiritual, and occupational – and I and gives support and appreciation of the whole person.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|---|---|--|--|
| <p>EMOTIONAL</p> <p>4. To provide a variety of Programs and groups that enable individuals to cope effectively with changing life situations and receive support from others in like situations.</p> | <p>a. Continue support groups for victims of stroke, Parkinson disease, and visually impaired.</p> <p>b. Develop other support groups as appropriate.</p> <p>c. Offer educational programs on a variety of topics that help one to manage and express feelings such as Journal Writing, Art, Rest and Relaxation.</p> <p>d. Offer educational programs and/or support groups that assist caregivers in their roles.</p> <p>e. Implement “Aging Mastery Program” a program that aims to help older adults take key steps to improve their well-being and add stability to their lives.</p> | <p>Director/assigned staff</p> <p>Director/assigned staff</p> <p>Director/assigned staff</p> <p>Director/assigned staff</p> <p>Director/assigned staff</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>fall 2015/winter 2016</p> |

E. Health and Wellness

GOAL: To utilize a Wellness Model of programming that incorporates the six dimensions of wellness – physical, social, intellectual emotional, spiritual, and occupational - and gives support and appreciation of the whole person.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|--|---|---|--|
| <p>SPIRITUAL</p> <p>5. To provide programs and opportunities that enable individuals to develop peaceful harmony between internal personal feelings and emotions.</p> | <p>a. Continue to offer a monthly Rest and Relaxation Program.</p> <p>b. Assess the need/interest in mindfulness programs such as meditation, reiki and drumming and develop programs based on these needs/interests.</p> | <p>Director and assigned Staff</p> <p>Director and assigned staff</p> | <p>Ongoing</p> <p>Ongoing</p> |
| <p>OCCUPATIONAL</p> <p>6. Provide opportunities that enable individuals to pursue personal satisfaction and enrichment.</p> | <p>a. Continue to provide support to those seeking employment through the Job Search Skills Training Program.</p> <p>b. Maintain a bulletin board that posts available paid and unpaid work opportunities.</p> <p>c. Through the Volunteer Program continue to offer opportunities for individuals to remain civically engaged in the community. See goal B-Volunteerism.</p> | <p>Director and Job Search Skills Volunteers</p> <p>Program Coordinator</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> |

F. Facility

GOAL: To operate a facility that serves the needs of the older population and continues to be an asset to the community.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|---|--|---|---|
| <p>1. Maintain an accurate inventory of Senior Center furnishings.</p> | <p>a. Update Senior Center inventory on an annual basis.</p> | <p>Director</p> | <p>Ongoing</p> |
| <p>2. Ensure facility is maintained in a manner that is safe and conducive to programs.</p> | <p>a. Evaluate the physical plant at least annually and develop an action plan to correct deficient areas as identified. b. Repair and replace furnishings as needed.</p> | <p>Facilities Committee Director</p> | <p>January of each year beginning 2015 Ongoing</p> |
| <p>3. Plan for space needs of the anticipated population growth of older adults.</p> | <p>a. Educate Town officials, citizens, and constituents about the needs of Hingham's growing older adult population utilizing the results of the 2012 Needs Assessment b. Educate Town officials, citizens and constituents about the space constraints faced by the current Senior Center location utilizing statistical information and program evaluation results.</p> | <p>Director and Facilities Committee Director and Facilities Committee</p> | <p>Ongoing Ongoing</p> |

F. Facility

GOAL: To operate a facility that serves the needs of the older population and continues to be an asset to the community.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|---|--|---|--|
| Objective 3 con't. | <ul style="list-style-type: none"> c. Work with appropriate committees, decision making bodies and constituents to plan and develop a Senior Center that has adequate space to accommodate the current and future programs and services that meets the needs and interests of the 60 and older population. | Director and Council on Aging | 2018 |
| 4. Ensure that current space is utilized in the most effective way to accommodate the physical space needs of programs. | <ul style="list-style-type: none"> a. Adjust program locations to accommodate the program and numbers registered utilizing other optional rooms within Town Hall and the Library. b. Where necessary and appropriate, limit program registrations to ensure the safety and comfort of those attending such programs. c. Where necessary and appropriate limit program attendance to only Hingham residents. | <p>Director</p> <p>Director</p> <p>Director</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> |

G. Fiscal

GOAL: To operate the Department of Elder Services including the Senior Center in a fiscally responsible manner ensuring adequate financial resources to meet program responsibilities.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|--|--|--|--|
| <p>1. Develop a municipal budget that describes the needs of the Department and prioritizes funding requests on an annual basis.</p> | <p>a. Reviews budget sources and goals and objectives to determine funding needs.</p> <p>b. Prepare municipal budget request for approval by the Council on Aging.</p> <p>c. Submit Municipal Budget Request to Town Administrator.</p> | <p>Director and Fiscal Committee</p> <p>Director and Fiscal Committee</p> <p>Director and Council on Aging</p> | <p>Annually as instructed by Town Administrator</p> <p>Annually in October</p> <p>Annually in November</p> |
| <p>2. Develop alternative funding sources for programs and services.</p> | <p>a. Develop "needs" budget for Annual Appeal.</p> <p>b. Develop an Annual Appeal strategy.</p> <p>c. Explore grants, foundations and other available resources..</p> | <p>Director and Fiscal Committee</p> <p>Annual Appeal Committee</p> <p>Director and Fiscal Committee</p> | <p>Annually as planned by the COA</p> <p>Annually as planned by the COA</p> <p>Ongoing</p> |
| <p>3. Monitor and manage the expenditures of the Department to ensure that spending is in accordance with funding resources.</p> | <p>a. Prepare a monthly budget report for review by the Council on Aging.</p> <p>b. Solicit approval of monthly report by the Council on Aging.</p> <p>c. Following the close of the fiscal year, review prior year budget and budget sources including impact on programs and services.</p> | <p>COA Treasurer</p> <p>COA Treasurer</p> <p>COA Treasurer</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Next regular COA meeting following the close of the fiscal year.</p> |

G. Fiscal

GOAL: To operate the Department of Elder Services including the Senior Center in a fiscally responsible manner ensuring adequate financial resources to meet program responsibilities.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|---|--|--|---|
| <p>4. Expend funds from the discretionary donation account in accordance with the Mission and Values of the Department of Elder Services.</p> | <p>a. Prepare an annual budget that outlines program and service expenditures.</p> <p>b. As unbudgeted items arise, determine if the donation account is an appropriate funding source for such items.</p> | <p>COA Fiscal Committee with approval by full COA Director with approval by full COA</p> | <p>Annually each June</p> <p>Ongoing</p> |

H. Senior Center Accreditation

GOAL: To maintain National Senior Center Accreditation as awarded by the National Institute of Senior Centers (NISC)

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|--|---|---|---|
| 1. Establish an Accreditation Committee. | a. Publicize intent to seek Accreditation and solicit community members to work with Council on Aging and staff. b. Assign Self-Assessment Committees based on the NISC Standards. | Director Director | September 2016 October 2016 |
| 2. Conduct self-assessment utilizing the standards as set forth by NISC. | a. Provide self-assessment materials to each committee. b. Conduct self-assessment based on assigned standards and develop Action Plan. | Accreditation Coordinator/Director Self-Assessment Committee | October-November 2016 June 2017 |
| 3. Apply to NISC for Accreditation. | a. Seek funding for Accreditation. b. Prepare Application Manual. c. Submit Application Manual. | Director and Council on Aging Accreditation Coordinator/Director Accreditation Coordinator/Director | October 2016 December 2017 March 2018 |

I. Advocacy

GOAL: To function as the community focal point for understanding and communicating information about public policy and programs affecting people 60 years of age and older.

| OBJECTIVE(S) | Actions Needed | Individual Responsible | Completion Target Date/Actual Date |
|--|---|--|------------------------------------|
| <p>1. Develop an annual Advocacy Agenda specific to local, state and national issues that are relevant to persons 60 years of age and older.</p> | <p>a. Review MCOA, Mass Home Care, MAOA, National Council on Aging and local area legislative agendas. b. Develop legislative list of priorities. c. Advocate for passage of priorities.</p> | <p>Director and Council on Aging Council on Aging</p> | <p>Ongoing</p> |
| <p>2. Empower constituents, stakeholders, and other interested parties to advocate on their own behalf.</p> | <p>a. Through a variety of venues, provide information to the general public on issues of importance to elders.</p> | <p>Council on Aging and assigned staff</p> | <p>Ongoing</p> |
| <p>3. Educate local officials, state legislators and federal congressman about issues of importance to older adults and advocate for legislation and policies that address these issues.</p> | <p>a. Through meetings, telephone conversations and written correspondence, provide information about the impact of government programs on the well-being of older adults. b. Advocate with officials to pass responsible legislation and enact policies that address the needs of older adults.</p> | <p>Council on Aging and assigned staff</p> | <p>Ongoing</p> |

5. MARKETING PLAN

5. MARKETING PLAN

A. INTRODUCTION

The Hingham Department of Elder Services coordinates programs and services to encourage self-reliance, good health, well-being and community involvement for individuals 60 and older living in Hingham.

The Department of Elder Services maintains a comfortable and accessible Senior Center to provide services. When appropriate and necessary, other community buildings and/or space are utilized (i.e. Library, Town Hall). The Department of Elder Services is not in competition with the human service agencies and organizations that provide services to older adults. Instead, we work in cooperation with these agencies and organizations.

B. MARKETING GOALS:

- To promote the Department of Elder Services/Senior Center as the focal point for delivery of services and programs to seniors in Hingham.
- To promote the Department of Elder Services/Senior Center as a vibrant, active agency that actively supports “quality of life” and advocates for the welfare and interests of Hingham seniors.
- To promote the Department of Elder Services/Senior Center as an agency that promotes independence and inclusive participation of older adults in the operation of the Senior Center through well publicized volunteer opportunities.
- To continue to evolve programs and services through ongoing review of feedback and surveys of results from participants in existing programs along with suggestions for programs and services respondents may suggest or request.
- To achieve a goal of continuous contact with at least 90% of Hingham’s senior population and active participation by at least 50% of Hingham’s senior population in one or more programs or services.
- To promote the Department of Elder Services/Senior Center as an organization that partners with others to better serve older adults.

C. MARKETING STRATEGY:

The Department of Elder Services/Senior Center will develop and promote a variety of programs, activities and services designed to be valuable to a broad cross-section of older adults living in Hingham. It is understood that most new clients/customers will be drawn to the Senior Center due to an interest in or a need for a particular service or activity. The Senior Center will utilize this involvement to inform individuals of the many other opportunities that are available. This will be accomplished through inclusion on the newsletter mailing list/email list, personal contact with staff, volunteers and other clients/customers.

The Department of Elder Services/Senior Center will also utilize the talents and skills of older adults to develop programs and services through leadership teams and volunteer opportunities.

Leadership teams will be used for the Lifelong Learning Program, Job Search Skills Training Program, and other programs as appropriate. Volunteers will be comprised of all age groups and placed in all facets of the Center's operations. This inclusive participation will help to insure that the needs and interests of Hingham's older adult population are being met.

The Department of Elder Services will also consider the differentiation of marketing by age subgrouping with increasing emphasis on the emerging "Baby Boom" generation and how their needs and interests will be somewhat different from older seniors.

D. MARKETING VENUES

It is recognized that many different approaches are required to reach a broad cross section of the population. The Hingham Department of Elder Services will utilize print media, local television, and personal contact to disseminate information to educate the public about programs and services available to older adults living in Hingham.

Print Media

- **Brochure:** The Department of Elder Services utilizes a brochure as the centerpiece of literature in providing an overview of the mission and program. The brochure is generic in nature and targets both customer and the community audiences. The brochure is available at the Senior Center, included in the "welcome packet" at elderly housing complexes, and mailed to newly turned 60-year olds. A resource brochure will be maintained and distributed through the Outreach Program to individuals seeking information about other community programs and services. These brochures will be reviewed on an annual basis and updates will occur at that time.
- **Central Times:** This monthly newsletter, published by the Department of Elder Services, will serve as the primary vehicle for the dissemination of timely information about Senior Center programs, services and activities. The newsletter will be mailed or emailed to all households 60 and older living in Hingham. *Central Times* is also accessible through the Department of Elder Services website. The mailing list will be kept current on a monthly basis.
- **Hingham Journal:** This is the weekly newspaper serving Hingham. There will be one submission/month that highlights the upcoming activities at the Senior Center, and one article per month that will either feature a particular program or highlight an item of interest.
- **Social Media:** We will utilize social media as an effective marketing strategy within the guidelines set forth by the Town of Hingham.

- **Other:** Small posters will be utilized to promote specific activities and distributed to area businesses and organizations for posting. Paid ads will be utilized for special events dependent upon funding.

Television

- **Local Cable Access:** Activities, events and the monthly calendar will be posted on the local access cable station.

Internet

- **Website:** The Department of Elder Services maintains a website as a part of the Town of Hingham's municipal site. Information will be kept current and the site will provide a direct link to the monthly newsletter and other events and activities of interest.
- **Events and Activities Calendar:** Will be listed on the Town's website calendar.
- **Email and bulletins:** The monthly newsletter will be electronically sent to those who wish to receive the publication in this manner and there will be a direct link on the website to the newsletter. Through the Police Department's Emass program, alerts of importance will be issued.

Personal Contacts

- **Reception:** The Senior Center will maintain a volunteer receptionist at the front desk to greet customers and answer the telephones. The receptionist will be responsible for providing information about location of events, program sign-in, and directing the customer to the appropriate staff person for information.
- **Email, fax, voice mail replies:** All such correspondence/transmissions will be answered in a timely manner, normally within 24 hours.
- **Speaking engagements to community groups/civic organizations:** Members of the staff, Council on Aging, and volunteers will make presentations to various groups and organizations as requested.
- **Participation in community/organizational events:** Staff, Council on Aging members, and volunteers will attend outside events, meetings, programs to promote the mission and programs of the Senior Center.
- **Newly turned 60:** Every other month, those who have recently turned 60 will receive a personal letter from the Director of Elder Services that acquaints the individual with the programs and services and includes a brochure and newsletter. In addition we will consider "personal contact" by phone periodically to nonparticipating seniors to inform them about programs and services available to them.
- **Co-hosting programs and events:** The senior center will partner with local organizations to provide programs and services that are of benefit to Hingham's older population while at the same time promoting the Senior Center among constituents and other agencies as a vibrant, active program.

E. EVALUATION

The Senior Center will evaluate the success of its marketing program on an on-going basis in conjunction with the on-going evaluation of the Center's programs as follows:

- Program participation statistics
- Number of programs offered in conjunction with other organizations and businesses
- Every other year conduct a Senior Center Satisfaction Survey
- Effective January 1, 2015, incorporate a question on each program evaluation/survey asking how the individual learned about the program.

F. RESPONSIBLE PARTY

The Director of Elder Services will be the responsible party for the oversight of the Marketing Plan and its on-going implementation.

6. EVALUATION PLAN

6. EVALUATION PLAN

A. PURPOSE

The Hingham Senior Center utilizes evaluations to:

- Identify trends and popular activities
- Identify areas that need improvement or inclusion
- Assess customer satisfaction
- Compare performance over time
- Identify if programs are meeting stated objectives

B. STATISTICAL REVIEWS/REPORTS

The Senior Center utilizes a data base system, ServTracker, to track program and service utilization/participation, as well as age and gender.

A Quarterly Report (statistical) is produced and utilized to review attendance/participation trends, and program growth/decrease of programs and services. This data is also used as one tool to assist with planning for expansion/addition of programs and/or services, and where appropriate the discontinuation of programs and/or a service.

An Annual Statistical Report compares trends and growth across fiscal years, as well as the utilization of Senior Center programs and services by gender and age.

Both of these reports are utilized to provide information to the Council on Aging and funding sources, and as a part of the annual written report provided to all the citizens of Hingham.

C. EVERY OTHER YEAR

The Senior Center evaluates the Transportation Program and Volunteer Program on an every other year basis. On the off year, a Senior Center Satisfaction Survey is conducted.

The Transportation Program and Volunteer Program evaluations are utilized to measure whether or not the program is meeting its goals and objectives, consumer satisfaction with the service/program, who is enrolled/utilizing the service/program. Based on the results, the information is used to plan for any needed expansion and/or changes in these programs.

A Senior Center Satisfaction Survey is conducted on an every-other-year basis. This survey is used to measure overall satisfaction with programs and services.

D. ON-GOING EVALUATIONS/FEEDBACK SURVEYS

These surveys/evaluations are conducted upon the conclusion of each Lifelong Learning Program, the Job Search Skills Training Program and computer classes. Other evaluations/surveys are conducted at random for other series/courses.

E. INTEREST ASSESSMENTS

Are periodically conducted to determine if there is an interest/solicit feedback on ideas.

F. VERBAL FEEDBACK

Informal discussions are held with program participants to determine satisfaction with specific programs and services.

G. OTHER

As determined, other evaluations/surveys/studies may be conducted on a more in-depth basis to determine efficient programmatic operations, different approaches to providing services, and for new or expanded development of programs and services.