

TOWN OF HANOVER

COUNCIL ON AGING

STRATEGIC PLAN

July 1, 2017 to June 30, 2022



ADOPTED BY THE HANOVER COUNCIL ON AGING
JUNE 12, 2017

Amended January 8, 2018 and May 28, 2019, September
19, 2019

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1. INTRODUCTION

- A. Background
- B. Strategic Plan Summary
- C. SWOT (Strengths, Weaknesses, Opportunities, Threats)

STRATEGIC PLAN

1. INTRODUCTION

A. BACKGROUND

Council on Aging

The Hanover Council on Aging (COA) started as the Golden Age Club. The Golden Age Club met at the North Hanover Fire Station and then at the old King Street School with the Grange. The COA, was formed in 1966 with a five (5) member Board of Directors, appointed by the selectmen “for the purpose of providing information and services to elder residents of the community”. The COA is currently a seven (7) member board.

They continued to meet at the former King St. School until 2010, when a new building was erected for the Seniors of Hanover at 665 Center St. Currently the Senior Center:

- Services and programs are open to older adults 55 and older, adults with disabilities, their caregivers and families.
- Is staffed with five full-time positions (Director of Elder Services, Client Services Coordinator, Transportation/Programing Coordinator and 2 Van Driver. In addition, we employ 1 Per Diem Driver. Positions that exist but remain unfilled are the Volunteer Coordinator/Client Services and a Part-time Marketing Coordinator. We would like to add a Part-time Cook. The Full-time Veteran Service Officer and Recreation Director are housed in the building.

The basic purposes of the COA are:

1. To identify the needs of older adults 55 and older and adults with disabilities.
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 55 and older to other Town departments and agencies in Hanover.
4. To be the primary advocate for services to older adults in the community.

The COA provides programs that interest individuals and services that include door-to-door transportation, health and financial services, application assistance, outreach, home visits, health and wellness clinics, fitness classes, educational, social and cultural programs. The monthly newsletter, *Hanover Happenings*, is mailed, emailed, and available online at <https://www.ourseniorcenter.com/find/hanover-council-on-aging> , the town website at <https://www.hanover-ma.gov/council-on-aging> as well as our Facebook page <https://www.facebook.com/HanoverCOA/> , at the Center for pick up, and at local stores and doctors' offices, it describes information about current and planned activities, services and other issues of importance to older adults.

The COA works with other community agencies to establish partnerships that enable the COA to provide the wide variety of programs and services outlined above. These partnerships exist with a broad range of organizations that include other Municipal Departments, Massachusetts Office of Elder Affairs, Old Colony Elder Services, Massachusetts Councils on Aging, National Councils on Aging, AARP, Blue Cross Blue Shield of Mass, Tufts Healthcare, South Shore Chamber of Commerce, senior residences, local churches and civic groups. The COA functions as a part of Hanover Town Government, under the umbrella of the Community Services Department

The health and welfare of Hanover's senior community is a vital ingredient to the health and economic viability of Hanover. According to the 2010 Federal Census, 1,854 Hanover residents are aged 60 and over, representing 13% of Hanover's population. The senior population is expected to increase 48% by 2030 if current conditions persist. The sheer numbers and diverse lifestyles of this group 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.

Update: As of the July 2019 the population in Hanover is 14,570 with 16.7% being over the age of 65.

** Please note, for the purposes of this document, older and elder adults are defined as 55 years of age and older, unless data is unavailable such as above.

The Hanover COA functions as a social services agency for the town. Capable management and an experienced, enthusiastic staff, position the COA for operational effectiveness to maintain or improve the quality of life for Hanover's age 55+ residents, older adults as defined by the Massachusetts Executive Office of Elder Affairs, People with disabilities, their families, and their caregivers. This long-range plan articulates a strategic vision with measurable actions to achieve the COA's Keys to Success:

- Trust:** Ensuring prudent management of the COA
- Independence:** Supporting mobility and access for Hanover's older adults
- Connection:** Providing opportunities for positive interactions for older adults
- Functionality:** Supporting emotional, cognitive, and physical well-being of older adults
- Security:** Aiding safety and stability for older adults

This plan was developed by the COA in conjunction with the COA Director and staff along with input gathered from a town survey and a town community forum. The plan is a "living" document to prioritize objectives, measure progress, and achieve the COA mission.

Initially, the Board assessed current internal strengths/weaknesses and external opportunities/threats (SWOT). While the COA has been working on its strategies the Town of Hanover has been working on its 10-year plan called "Hanover 300". The plan focuses on Community Visioning, Plan Development (Housing, Economic Development, Transportation & Circulation, Historic & Cultural Resources, Public Facilities & Services, Open Space, Sustainability, Land Use & Zoning) as identified through surveys and community forums under the auspices of MAPC (Metropolitan Area Planning Council). The key factors identified are:

- Tax relief
- Housing alternatives
- Access to transportation
- Aging in place/livable community

Many of Hanover's age 55+ residents want to remain in Hanover. To that end, COA services and programs must continue to support accessible and safe independent living in one's home. Other components of independent living are access to information, especially on-line, and access to programs and services that support cognitive, emotional and physical well-being. Mobility is also essential, whether within one's home or transportation to support and augment basic needs, such as food shopping and medical appointments.

A livable community is a connected place. Due to the lack of public transportation, Hanover's age 55+ residents can feel isolated and alone. Stimulation through social programs and services provides participants with an improved sense of security and community. Referrals for local, state, and federal financial support services offer eligible adults alternatives for improving financial stability through such options as the Senior Tax Worker Program, SHINE counseling, and food and fuel assistance. Hanover Senior Center is a Department of Transitional Assistance Partner and can process applications for SNAP on site receiving a reimbursement for each application processed.

The Hanover Taxation Aide program has funded an initiative for tax relief programs for older adults.

A key factor in planning for the future priorities is that the COA and Hanover will face a very large population of Baby Boomers (a segment of over 70 million nationally, born between 1946 and 1964). As of 2014, this population ranged between 50 and 68 years of age and comprised 13% of Hanover's population. Based on the 2010 Census this population segment is projected to increase to 48% by 2030. This will cause a steep increase in demand for COA services. Hanover must prepare for this increased demand by addressing the needs of Baby Boomers, while evaluating and maintaining its programs and services to older residents.

Retention of Hanover's age 55+ residents strengthen the town's fiscal foundation. Notably, with roughly 13% of the population born before 1955 and typically not enrolling children in public schools, these residents' taxes play a key role in funding the educational needs of the town, while not incurring additional educational costs. However, many residents find the lack of housing alternatives a limiting factor to remaining in town. Existing housing stock offers relatively few smaller/attached, easily maintained and/or affordable residences, thereby fueling a trend of Hanover seniors needing to leave town to find these more livable residence choices. All townspeople, as well as the COA, will need to advocate for more housing alternatives to retain this necessary group of taxpayers.

The COA will continue to work soon, through marketing and communication efforts, to strengthen its identity in order to attract Baby Boomers to its programs and solicit their input on additional programs to address their needs. The COA will work to integrate Baby Boomers as well as involve them and residents age 50-59 in volunteer efforts to ensure a strong COA that is poised for the future. With a greater understanding of the impact of this emerging population, the COA will assess additional space needs and advocate for additional programs and staff, as required.

The challenges and opportunities for the next five years and beyond are many. While maintaining flexibility to work as circumstances dictate or opportunities arise, the COA expects to progress on many critical fronts over the next three to five years. In summary, each fiscal year shall have focus areas:

- Transportation
- Marketing, Communications, Branding
- Community Outreach
- Programming
- COA Space Requirements and Upgrades
- Senior Advocacy
- Staffing
- Fiscal
- Accreditation

B. STRATEGIC PLAN SUMMARY – 5 YEAR PLAN

As Hanover continues to grow the COA decided it was necessary to develop a formal strategic plan for the following reasons:

- Substantial growth in Hanover's 55 and older population.
- The need to provide the appropriate space and programming for our 55+ population.
- Hanover offers many advantages for aging in place.
- To work with Town of Hanover to develop strategies that are commitments to those 45 years of age and older to help stay in the community.
- To **advocate and assist** older adults to deal with increasing health challenges.
- To fill gaps in social networks.
- **To assist in looking for ways** to make living in Hanover more affordable for older adults.
- Expected growth in demand for services due to the growth of the population served.
- A potential impact on all aspects of community life that goes beyond the scope of the COA and the need for all Town offices to incorporate recognition of the growing senior population in its planning.

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

SWOT Analysis was conducted by a survey in the spring of 2016. In the fall of 2016, the town hired a consultant to assist us with facilitating a meeting with the COA. The consultant also held a public forum of community leaders and the community at large to access needs.

The facilitator issued a report that compiled the SWOT Analysis as identified by the forums.

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.

TRANSPORTATION

- + Transportation services
 - + Well trained and competent drivers
 - + Emphasis on safety in transportation
 - + We employ employee Volunteers to go outside of local medical area
 - + South Shore Medical
 - + South Shore Hospital
 - + Harbor Medical/Stetson Building
 - + Eye Health Services
 - + South Shore Orthopedic
 - + VSO drives Veterans to Boston, Brockton, and beyond
 - + Uber, Lyft, Robin's Taxi are available in Hanover
 - + Boston Hospital Bus/GATRA available to anyone who needs it
-
- Increasing transportation needs.
 - Medical transportation needs.
 - Better use of driver time during the day

MARKETING, COMMUNICATION AND BRANDING

- + We have a presence on the town website
 - + We have a monthly newsletter
 - + We have a brochure
 - + We have a Facebook Page
 - + Volunteers
 - + Strategic Communication, and Marketing Plans
-
- Low community awareness of COA mission, services and programs
 - Need to track web site traffic
 - Evaluate whether we should be emailing newsletters to those members who utilize technology to create a cost savings along with mailing to those who don't use technology.
 - Develop systems to report results relating to activities, programs and issues

surrounding the COA.

PROGRAMS

- + Offer varied opportunities/programs/classes
 - + Current - quality programs are being offered
 - + Well attended exercise programs - health oriented
 - + Low cost or free classes
 - + Cultural/educational programs at other venues
 - + Coordinate with other town departments i.e. health and volunteers with senior center programming (CERT and MRC)
 - + Increase intergenerational involvement and opportunities
 - + Utilize technology to expand communication
 - + We have a computer lab (desktop based)
 - + Center is Wi-Fi enabled
 - + Funding for Programming
 - + Providing Multi-Generational Programming
 - + Evening Hours
- Expand technology support beyond computers (Smartphone)

OUTREACH

- + **Identify and assist in the needs** of older adults (Medicare, fuel assistance, SNAP tax help)
 - + Assisting with Housing Applications and Searches
 - + Emotional Support
 - + Services, resources, and awareness for caregivers
 - + Partnerships with churches, library, Hanover VNA
 - + Coordinating with other senior facilities i.e., Elmwood Farms, Barstow & Legion
- Some services are at risk of reduction or elimination due to funding (state, federal).

FACILITIES

- + Standalone location at 665 Center Street
 - + Maximize use of space and resources
 - + Generator achieved 2018
 - + Glass divider and walls being provided for staff privacy achieve summer 2017
- Lack of space for
- Programs
 - Meal preparation
 - Some first floor storage
- Acoustic Issues in Henry Newcomb Hall
- Folding doors are creating problems
- Kitchen needs a general review (added prep and working area, stove replaced, more freezer space if Center will be providing more on-site cooked meals, plus the need to be used as an alternate Emergency Shelter).

- Growing senior population

SENIOR ADVOCACY

- + COA
- + Hanover has 3 Senior Housing Facilities
- + Active Friends of Hanover Senior Center
- + Active role in advocating for Hanover seniors.
- + Hanover has 3 over 55 condo projects

- Rising property taxes
- High requests for additional affordable housing

ADMINISTRATION AND STAFFING

- + Capable management and an experienced, enthusiastic staff, position the COA for operational effectiveness to maintain or improve the quality of life for Hanover's age 55+ residents
- + 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
- + Volunteer group
- + Board and staff welcome challenges and new opportunities
- + Open to new ideas/change/trends/needs
- + Aware of community needs
- + Process of continuous improvement/consistently re-evaluate position
- + Well respected statewide
- + Highly accredited agency
- + Program Director position established
- + Strong Volunteer Program

- Need for Food Coordinator
- With government funding cuts continuing need to secure SHINE representative.

2. MISSION, VISION, VALUES

MISSION, VISION, VALUES

A. MISSION

The mission of the Hanover Senior Center is to optimize the quality of life by providing services, educational programs and activities which enhance the lives of seniors, people with disabilities, their families and caregivers.

B. VISION

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

C. VALUES

Deliver quality services and programs that reflect individual needs, personal choice and self-determination based on their values, culture and lifestyle.
Enhance an individual's sense of self-worth by encouraging contributions of time and talent.

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 COA Mission.

3. GOALS, OBJECTIVES AND OUTCOMES

- A. Transportation
- B. Marketing, Communications and Branding
- C. Programs
- D. Community Outreach
- E. Facility – Space Requirements
- F. Senior Advocacy
- G. Administration & Staffing
- H. Fiscal
- I. Senior Center Accreditation

3. GOALS, OBJECTIVES AND OUTCOMES

Transportation

Goal 1: The COA will evaluate the feasibility of expansion of the transportation services beyond current time, distance, and provider.

Objective A: Create/update information brochure and post on website

Objective B: All transportation needs of residents over 60 and documented disabled adults.

C: Expand services available to Hanover residents.

Activity 1: Work with Greater Attleboro Taunton Regional Authority GATRA for additional services (routes, connections, and additional transportation options).

Activity 2: Assess and work with GATRA for options on replacing our aging vans.

Activity 3: Continue to increase numbers. “No Ride Denied” initiative

Activity 4: Add more small group trips

Goal 2: Transportation consumers can easily maintain their independent 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.

Marketing, Communications, and Branding

Goal 1: Website - Marketing – Branding - Improve, update, and reorganize COA website. We want to be sure there is an awareness of the COA mission, services, and programs. We want the website to be a reference and educate our seniors and the community.

** Spring 2019 Town revamped website, goal is to separate Departments from Committees and Boards and make user friendly. It is a process and will take time.

The list below contains outreach initiatives, which can be posted to the website but may be more appropriately done in person with the “how to” on the website.

Objective A: Strive to keep elders safe and informed, in the community.

Objective C: Research if able to put a counter on our webpage, to measure usage. We are looking for a 10% increase in usage in six months following redesign.

Activity 1: Put counter on webpage now for comparison data.

Activity 2: Compare data in six months. Adjust design to optimize usage.

Objective E: Create timetable for website development by the fall of 2017.

Activity 1: Should we continue to work within the Town website, or should we have our own website that allows us flexibility of being able to have the seniors navigate easily.

Activity 2: Utilize Virtual Towns & Schools website to develop new webpage and links to resources for seniors in Hanover.

Activity 3: Staff members develop information pages on COA programs to add to website.

Activity 4: Work with Town departments to update current pages with accurate, current information and ensure that information is kept current.

Activity 5: Show more in pictures and updates as to accomplishments at the Center.

Goal 2: Marketing Plan Completion, Brochure - Marketing – Branding - Develop a series of new brochures on COA programs i.e., transportation, SHINE and other activities.

Objective A: 3 new brochures ready for distribution in six months.

Activity 1: Write material for brochures.

Activity 2: Prepare and publish brochures.

Objective B: Print and distribute 500 brochures to 5 local agencies (Old Colony Elder Services, Chamber of Commerce, South Shore Senior News, doctors' offices).

Activity 1: Add COA brochures to town's welcome pack. (welcome pack is on hold per Town Clerk spring 2019)

Goal 3: Volunteers - Develop core of volunteers to work at the senior center and with older adults.

Objective A: Since rebuilding the volunteer organization and creating a position to oversee it we have been able to provide more opportunities for volunteers and to utilize skills and talents, remain "civically engaged," and provide personnel for the delivery of programs and services to meet the needs of Hanover's population 55 and older. Volunteers shall be an integral part of the operations of the COA.

Activity 1: Volunteer opportunities – Breakfast or Lunch information meeting with COA and Staff along with some current volunteers.

Activity 2: Coordinate COA volunteer program with town's senior tax work-off program.

Activity 2: Continue to advertise for volunteers.

Objective B: Investigate volunteer training programs in early FY 2020.

Activity 1: Research similar programs and their training.

Activity 2: Research sources to pay if a trainer is required.

Objective C: Evaluate Volunteer Program

Activity 1: How are we utilizing volunteers?

Activity 2: Are we reaching the correct audience for volunteers?

Goal 4: Annual organizational and information session separate from Board meeting with the Director, staff, and the COA Board Members.

Objective A: Hold annual session shortly after board reorganizes in summer (late July)

Activity 1: Inform board about all services offered by the COA.

Activity 2: Summarize for the board how we used grant money last year and anticipated use during the current fiscal year.

Activity 3: Review and update Strategic Plan.

Outreach

Objective A: Link elders in the community with needed services

Activity 1: Maintain an up-to-date resource file for the purpose of providing accurate and helpful information to those seeking assistance.

Activity 2: Assist individuals with accessing appropriate services to meet their needs.

Activity 3: Assist individuals with completing applications for needed benefits programs.

Activity 4: Keep elderly informed about Senior Center programs through mailing and emailing the monthly newsletter, Hanover Happenings, to all Hanover residents 60 and older.

Activity 5: Maintain Resource Directory for easy reference use by seniors.

Activity 6: Periodically publish a "success story" to better illustrate the services offered in outreach

Activity 7: Develop a "Friendly Visitor Program", working collaboratively with Outreach Coordinator, Hanover Visiting Nurse and local the MRC Coordinator.

Objective B: Strive to ensure that services are appropriately delivered to "elders at risk" and special needs populations during times of emergency.

Objective C: Continue to add services to the current list if services to be sure that we are helping everyone possible and become a true community resource.

Programs

Goal 1: –In 2017 we combined the Program Coordinator with the Transportation Coordinator as stated in their union job description. We will fine tuning tasks and responsibilities and communication

Goal 2: – My Senior Center is being used to its best ability now. We run many reports off of it.

Goal 3: Medicare and Insurance Information - Create SHINE instructional video.

Objective A: Create 2 videos in 2017.

Activity 1: Create script for Initial Sign-up video and film it.

Activity 2: Create and film video on Open Enrollment.

Objective B: Arrange for 3 showings of each video.

Activity 1: Schedule showings at COA.

Activity 2: Schedule showings at housing sites and service organizations.

Activity 3: Arrange for showing on Hanover Cable TV.

Goal 4: Create Social Security portal video.

Objective A: Contact local Social Security Office and schedule taping by fall of 2017.

Activity 1: Schedule program for COA on Social Security portal.

Activity 2: Arrange to tape COA presentation.

Goal 5: Provide education and instructional programs for families of seniors. Employee Assistant Program (EAP) – “Your Aging Parent and You”. Residents with elder relatives have busy lives who find themselves have to take on eldercare responsibilities need education about resources, and information for planning ahead. Whether they are anticipating their elder relative’s need for assistance, or they are facing a sudden change in their elder relative’s independence, there are helpful guidelines and agencies to support these families.

Objective A: Offer 2 EAP educational programs.

Activity 1: Contact local EAP network for speakers and list of topics.

Activity 2: Schedule, advertise and offer programs at COA.

Goal 6: Assure programming that incorporates the six dimensions of wellness - Physical, Social, Intellectual, Emotional, Spiritual, and Occupational - and gives support and appreciation of the whole person, **using a holistic approach.**

Objective A: **(Physical)** - To provide a variety of opportunities for older adults to enhance their general well-being and to maintain their health at their own optimum level.

Objective B: **(Social)** - To provide a variety of social and recreational activities that enhances personal relationships, and encourages friendships. Add more small trips.

Objective C: **(Intellectual)** - To provide a variety of opportunities that expands knowledge and skills and the ability to pursue personal interests.

Objective D: **(Emotional)** - To provide a variety of programs and groups that enables individuals to cope with changing life situations and receive support from others in like situations.

Objective E: **(Spiritual)** - To provide programs and opportunities that enable individuals to develop peaceful harmony between internal personal feelings and emotions.

Objective F: **(Occupational)** - Provide opportunities that enable individuals to pursue

personal satisfaction and enrichment.

Goal 7: Offer evening program(s) beginning in the fall of 2017 or spring of 2018.

Objective A: Create programming for seniors where they are unable to attend daytime programs.

Activity 1: Arrange for staffing center outside regular hours.

Activity 2: Determine which program(s) the evening audience would prefer.

Objective B: Continue to solicit service preferences for programming every six months.

Activity 1: Include articles in the newsletter to ask for ideas.

Goal 8: Explore new sources for food services to provide nutritious meals at the center.

Objective A: Increase lunch participation by the winter of 2018.

Activity 1: Work closely with the School Nutrition Coordinator to sponsor a monthly nutritious meal.

Activity 2: Research local food service resources.

Activity 3: Develop budget for increasing lunch program.

Activity 4: Schedule and provide enlarged, improved lunch program.

Activity 5: Work with local food markets and vegetable markets to sell fruits and vegetables once a week to the Senior Center.

Activity 6: Obtain a Cook

Goal 9: Continue popular social activities at the COA and expand hours of programming to include Saturdays and evenings.

Goal 10: Continue to cultivate collaborative programming and information exchange with other agencies i.e. schools, library, and visiting nurse.

Objective A: Offer one informational program with another agency by the fall of 2017.

Activity 1: Contact other town departments and volunteer agencies on topics of interest to seniors.

Activity 2: Schedule and advertise programs.

Objective B: Collaborate with surrounding area COA to potentially run programs collaboratively to reduce cost of multi-week programs and to support outside speakers.

Goal 11: Add new meal program for seniors who wish to eat at the senior center.

Objective A – To have regular meals cooked on premise.

Activity 1: Start with a once or twice a week meal.

Activity 2: If popular, increase to 3-5 days per week.

Objective B – Collaboration with food vendors.

Activity 1: Work with school nutrition coordinator.

Activity 2: Run educational nutrition programs that include tastings and foods that are easy to prepare to facilitate seniors eating regular meals.

Activity 3: Have a monthly lunch run by the school nutrition program.

Activity 4: Have businesses provide lunches monthly.

Activity 5: – Run regular weekly meal programs at the center, either cooked at the center or created through working with local eating establishments.

Objective C – Technology

Activity 1: Use technology to increase access to learning opportunities.

Activity 2: Utilize technology for programming.

Activity 3: Provide learning opportunities utilizing new communication devices, options, and online services.

- How can seniors utilize mobile phone opportunities that require the ability to access websites to make reservations, place orders for grocery delivery, etc.
- Schedule non-sales information sessions for seniors on how they can use services like UBER when they currently have older technology “flip-phone”.
- Contact local vendors about offering special senior rates for devices (phone, life-line).
- Continue to have local banks and the police department run programs to dispel concerns about scams and sharing their credit card information via phone or internet.

Goal 12: – Community Outreach

Objective A: The COA will promote connections among seniors, mobility-challenged adults, and other residents to lessen isolation.

Activity 1: Promote, schedule, and staff resources for congregate meals.

Activity 2: Staff and manage Friendly Visitor/Friendly Caller Programs to alleviate isolation.

Activity 3: Promote and participate in intergenerational activities.

Activity 4: Encourage seniors to improve safety in their homes and community.

Facility

To ensure the COA serves the 55+ population and continues to be an asset to the community.

Objective A: Evaluate effectiveness of current acoustic folding walls

Objective B: Plan for space needs for the anticipated population growth of older adults.

Objective C: Ensure that the current space is utilized in the most effective way to accommodate the physical needs of the programs.

Objective D: Enlarge and/or reconfigure the kitchen.

Objective E: Glass partition around front desk for staff privacy.

Objective F: Provide tables and chairs that are lighter and easier to move.

Objective G: Improved Lighting – driveway and parking lot.

Objective H: Conduct formal space needs and utilization study.

Objective I: Find funding for space needs specialist. The Board will need to play an integral role in space planning.

Activity 1: Contact other COAs to estimate budget needs for the study.

Activity 2: Determine how Hanover funds space needs and utilization studies.

Objective J: Develop Request for Qualifications for Study Specialist.

Activity 1: Contact other COAs for sample RFQ formats.

Senior Advocacy

Goal 1: To function as the community focal point for understanding and communicating information about public policy and programs affecting people 55 years of age and older.

Objective A: The COA needs to take a pro-active role in advocating for seniors in Hanover.

Activity 1: Working closely with the different town boards to be able to assure the senior population that they are not forgotten.

Activity 2: Work with State legislators and Federal congressman and senators about issues of importance to older adults and advocate for legislation and policies that address these issues and keep community apprised of their efforts.

Objective B: Meeting Senior Needs

Activity 1: Listening to Senior Needs.

Activity 2: Setting times of important meetings (Town Meeting) other than in the evening. Investigating the possibility of meetings during the day (Saturday).

Objective C: Taxation Support for older adults.

Activity 1: Meet with town officials to explore the possibilities.

Activity 2: Meet with State Representative and Senator to explore the possibilities.

Objective D: Housing

Activity 1: Meet with town officials to explore the possibilities.

Activity 2: Be sure that affordable housing is reflected in the master plan – “Hanover 300”.

Goal 2: Provide information on housing through housing information packet, forum and website update.

Objective A: Website update will be posted by spring of 2018.

Activity 1: Contact Town Planner for current information.

Activity 2: Collect information on housing projects in area.

Objective B: Hold housing forum

Activity 1: Work with Planning Department and Planning Board to draft a warrant article relative to affordable housing for seniors.

Activity 2: Contact local housing authority groups for speakers’ panel.

Activity 3: Develop information packet to distribute at forum.

Activity 4: Contact local realtor to talk about prepping house for sale.

Goal 3: Provide Seniors Friendly Opportunities with Savings

Objective A: Transportation

Activity 1: UBER-like Transportation

Objective B: Discount Opportunities

Activity 1: Have a discount booklet for Seniors for restaurants, retail stores, etc.

Goal 4: The COA will promote, advocate, and administer federal/state/grant programs in support of target audience financial stability.

Objective A: Research additional funding sources.

Objective B: Administer fuel assistance to any qualified town resident in need.

Objective C: Promote health insurance/benefits counseling (SHINE) to Hanover seniors.

Objective D: Support Hanover Senior Tax Worker Program and advocate for expansion as needed.

Objective E: Assess opportunities to expand senior tax relief.

Administration and Staffing

Goal 1: To ensure that there is adequate and well-trained staff and an COA carrying out the mission and goals of Hanover's COA.

Goal 2: Review staff responsibilities.

Objective A: Review technical, outreach, volunteer, transportation, Meal on Wheels, Old Colony Elderly Services and nutrition assignments.

Goal 3: 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.

Objective A – Senior Center staff report results on their assigned programs and activities.

Goal 4: Monitor staffing needs and advocate for increased hours as demands grows.

Objective A – Running late afternoon and early evening programs.

Fiscal

GOAL: To operate the COA in a fiscally responsible manner ensuring adequate financial resources to meet programming and operational needs. The Director of Hanover's COA will be the responsible for developing and working with the Director of Community Services with the on-going implementation and oversight of the budget.

Objective 1: Develop a municipal budget that describes the needs of the COA and prioritizes funding requests on an annual basis.

Objective 2: Develop alternative funding sources for programs and services.

Objective 3: Monitor and manage spending of the COA to ensure that expenditures are in accordance with funding resources.

Objective 4: Expend funds from the discretionary donation account in accordance with the Mission and Values of the COA.

Senior Center Accreditation

GOAL: Obtain Senior Center Accreditation through the National Institute of Senior Centers (NISC) as well as Massachusetts Accreditation. Successful completion of this process results in an increased awareness of the contribution our senior center makes in the lives of older adults, their families, and caregivers. It also improves the image of our senior center. The process helps Hanover realize that our senior center provides quality programs based on national standards.

Director is in a Certification Program that will lead the Center ½ way to actual accreditation.

Objective 1: Review standards and criteria for accreditation.

Objective 2: Establish an Accreditation Committee.

Objective 3: Conduct a self-assessment utilizing the standards set forth by NISC.

Objective 4: Apply to NISC for Accreditation.

Objective 5: Apply to the Massachusetts Association of Councils on Aging for accreditation.

4. Marketing Plan

MARKETING PLAN (will be updating with a template provided by MCOA)

A. INTRODUCTION

The Hanover COA coordinates programs and services to encourage self-reliance, good health, well-being and community involvement for individuals 55 and older living in Hanover.

The COA 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 COA 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 COA/Senior Center as the focal point for delivery of services and programs to seniors in Hanover.
- To promote the COA/Senior Center as a vibrant, active agency that actively supports "quality of life" and advocates for the welfare and interests of Hanover seniors.
- To promote the COA/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 Hanover's senior population and active participation by at least 50% of Hanover's senior population in one or more programs or services.
- To promote the COA/Senior Center as an organization that partners with others to better serve older adults.

C. MARKETING STRATEGY:

The COA/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 Hanover. 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 COA/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 ensure that the needs and interests of Hanover's older adult population are being met.

The COA will also consider the differentiation of marketing by age sub-grouping with increasing emphasis on the emerging "Baby Boomer" 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 Hanover COA 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 Hanover.

Print Media

- **Brochure:** The COA 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.
- ***Hanover Happenings:*** This monthly newsletter, published by the COA, 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 Hanover. Hanover Happenings is also accessible through the COA website. The mailing list will be kept current on a monthly basis.
- ***Hanover Mariner:*** This is the weekly newspaper serving Hanover. 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.
- **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 COA maintains a website as a part of the Town of Hanover'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.
- **Social Media:** We will utilize social media as an effective marketing strategy within the guidelines set forth by the Town of Hanover.

Personal Contacts

- The receptionist will be responsible for providing information about location of events, program sign-in, directing the senior to the appropriate staff person, or information to help answer their question or concern.
- 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 of the COA, and volunteers may make presentations to various groups and organizations as ~~requested~~
- Participation in community/organizational events: Staff, COA members and volunteers will attend outside events, meetings and 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 the COA that acquaints the individual with the programs and services and includes a brochure and newsletter. In addition, we will consider periodic "personal contact" by phone 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 Hanover'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 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 in the 2018, incorporate a question on each program evaluation/survey asking how the individual learned about the program.

F. RESPONSIBLE PARTY

The Director of Hanover's COA will be the responsible party for the oversight of the Marketing Plan and its on-going implementation.

5. EVALUATION PLAN

5. EVALUATION PLAN

A. PURPOSE

The Hanover 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 to track program and service utilization/participation, as well as age and gender.

A Monthly Statistical Report 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 services. The quarterly results are shared with the COA.

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. The annual results are shared with the COA.

Both reports are utilized to provide information to the COA and funding sources, and as a part of the annual written report provided to all the citizens of Hanover.

C. EVALUATION OF TRANSPORTATION AND VOLUNTEER PROGRAM

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 and 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.

The Senior Center Satisfaction Survey is conducted on a biannual basis. This survey is used to measure overall satisfaction with programs and services.

D. ON-GOING EVALUATIONS/FEEDBACK SURVEY

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 services/courses.

E. INTEREST ASSESSMENTS

These assessments are periodically conducted to determine if there is an interest or to 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.

APPENDIX

STRATEGIC PLAN FORUM AUGUST 22, 2019

The Strategic Plan forum took place at the Senior Center on Thursday, August 22nd at 4:30 p.m. There was a small group, but an engaging group. Director, Tammy Murray led the group in discussion. Chairman on the COA Board Dick Farwell and Secretary on the COA Board Carol Mattes helped facilitate the program.

AREAS OF CONCERN OR DESIRES

Lobby area is not welcoming. The area is too cluttered with the tables and food when there is food distribution. It doesn't allow guests to utilize the lobby as an area of conversation because Newcomb Hall is booked quite solid and the guests are looking for a place to convene for conversation. Being social is important to the vibrancy of seniors and we take this concern seriously.

The lobby is used on Wednesday, Thursday and/or Friday for food distribution from South Shore Community Action Council, Panera, and Shaws. These each require table space to setup and distribute. We will investigate another area that might work to distribute, but the reason for the tables is for 2 days of food distribution each week.

More lunch meals weekly. Tammy facilitated a discussion regarding what type of food would you like to see served, because we have Friendship Home and other meals at lunch and guests do not attend. Suggestions were: Hot meals in the winter and cool meals in the summer.

Tammy also shared that she is considering having an oatmeal breakfast available each morning.

Tammy also shared that the kitchen needs some enhancements in-order to properly be able to prepare meals, cook and serve effectively.

Tammy also shared that she is serving coffee in the lobby so that people don't have to go through a program to get coffee in the morning.

The Center is also looking for someone interested in cooking at lunch time.

AREAS MEMBERS LIKE or WOULD LIKE TO SEE

They like the new layout of the newsletter.

They like the friendliness of the front desk from volunteers and tax work-off residents.

They suggested Line Dancing

It was suggested changing the name of the Tuesday Morning Out Group to something that is inviting to more than people who knit.

Fire Chief Jeff Blanchard shared coordination of town agencies working with South Shore Hospital to institute a program – “Mobile Integrated Health”.

Along the lines of Medical

- During Medicare Enrollment Period help would be a good time to help Seniors complete their File for Life information
- Seniors need to keep their DNA with the File for Life on the refrigerator
- Know that the Hanover VNA is available to do Well Visits, and assist with insulin or shots that need to be done regularly.
- Multi-generational programs for Parents and their Children. Some of these programs would be for members to attend with their children for their awareness and knowledge.
 - Insurance – Medical, Life, Homeowners, Automobile
 - Medicare – Health & Drug Plans
 - Medical – Introduce Wellness Programs along with Education Programs on Brain Health along with Dementia Awareness and Alzheimer’s.
 - Banking – Being sure you have appropriate Powers of Attorney for both Banking and Legal (Trusts, Wills, etc.)
 - Legal
- “What IF” book to put all of your important information
- Attorney Paula Schlosser is new to the Center
- Women’s Discussion Group
- Men’s Discussion Group

TRANSPORTATION

Several transportation topics were discussed during the forum

- 74% increase in participation
- Questions on what is GATRA – Greater Attleboro Taunton Regional Transit Authority
 - Tammy explained that GATRA pays for gas, repairs and drivers - \$110,000
- Trips – Pops
- Nighttime Transportation to events at Center
- Plymouth & Brockton has just been sold and they are reaching out with trips.

QUESTION AROSE ABOUT THE FRIENDS BOARD

- The friends support many programs. They are funded by members paying their annual \$5 and from gifts given to the Friends from people asking for donations to be made to Friends of the Hanover COA.
- As a non-profit they need to run an annual meeting that includes and annual financial disclosure for their members.

AREA FOR CONSIDERATION

Creating business partnerships – We have already developed a partnership with the Library and South Shore Conservatory. We should continue to develop partnerships with possibly the YMCA and others that

