



## GRAND TRAVERSE COUNTY

### COMMISSION ON AGING

520 W. FRONT STREET, SUITE B  
TRAVERSE CITY, MI 49684-2237  
(231) 922-4688 • (231) 929-1645  
E-MAIL ADDRESS: [gtcoa@grandtraverse.org](mailto:gtcoa@grandtraverse.org)  
HOMEPAGE: [www.gtcoa.org](http://www.gtcoa.org)

## COMMITTEE OF THE WHOLE

### AGENDA

**Tuesday, May 3, 2016 at 9:00 a.m.**

**520 West Front Street**

**Traverse City, MI 49684**

Chair: Rodetta Harrand/Executive, Chair: Bill Rokos/Finance

Chair: Sandra Busch/Program

Conference Call: 922-4859

*Mission Statement: The mission of the Grand Traverse County Commission on Aging is to offer home and community based services to maintain and improve the quality of life for resident senior citizens.*

1. Pledge of Allegiance
2. Commission on Aging Mission Statement
3. Approval of Agenda
4. Approval of Minutes (2-7)
5. Approval of Program Committee Ad-Hoc Minutes (8-10)
6. Introduction of new employee, Traci A., Assessment Tech/Scheduler -  
Laura Green, Deputy Director

### EXECUTIVE/FINANCE

7. AAANM Multi Year Plan (11-18)
8. 2016 Community Foundation Grant (19-20)

### PROGRAM/COMMUNITY RELATIONS

9. March Program Report (21-35)
10. Older Michiganians Day May 11<sup>th</sup> (36-38)
11. Older American's Month Proclamation (39)
12. 2016 Public Relations Plan (41-41)

13. Old Business
14. New Business
15. Public comment

Minutes available by contacting the Grand Traverse County Commission on Aging office by phone at (231) 922-4688 or by mail at the following address: 520 West Front Street Suite B, Traverse City MI. 49684. If you need auxiliary assistance under ADA, contact the Administrator at (231) 922-4780 or TDD (231) 922-4412.



**Committee of the Whole  
Committee Meeting  
~ Minutes ~**

**GRAND TRAVERSE COUNTY  
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Tuesday, April 19, 2016

9:00 AM

GTCOA Meeting Room

**DRAFT: 4/19/16**

**APPROVED:**

**Call to Order**

Chair Harrand called the meeting to order at the Commission on Aging Meeting Room, 520 West Front Street, Traverse City, MI.

Attendee Name	Title	Status	Arrived
Rodetta Harrand	Chair	Present	
Sandra Busch	Vice Chair	Present	
Bill Rokos	Treasurer	Present	
Shirley Zerafa	Secretary	Present	
Christine Maxbauer	County Commissioner	Absent	
Kory Hansen	Member	Present	
Carl Kucera	Member	Present	
Michelle Mercer	Member	Present	
Carol Sullivan	Member	Present	
David Taylor	Member	Present	

**Staff Present:** Laura Green, Deputy Director  
Cyndie F., Office Specialist

**Guests Present:** Tom Menzel, County Administrator  
Jen DeHaan, Deputy County Administrator

**Pledge of Allegiance**

Members recited the Pledge of Allegiance

**Mission Statement**

Hansen read the Commission on Aging's Mission Statement.

**Approval of Agenda**

Additions to the agenda were requested. Board Communication, including receipt of email, protocol, board responsibilities and contacts.

**Motion to approve the agenda as amended.**

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVED:</b>	Kucera
<b>SECONDED:</b>	Sullivan
<b>AYES:</b>	Busch, Hansen, Harrand, Kucera, Mercer, Rokos, Sullivan, Taylor and Zerafa
<b>NAYS:</b>	None

**Approval of Minutes**

There being no changes to the minutes, they were accepted as presented.

**Introduction of new employees**

Green welcomed and introduced Tyson R. and Tim M., new Home Chore employees and Alicia R. and Trisha P. new Universal Aides, and provided background information on each.

**Employee Anniversary**

Green introduced Home Health Care/Respite employee, Dorothy S. and congratulated her on her 20 years of service to the GTCOA,

County Administrator Tom Menzel and Deputy Administrator, Jen DeHaan arrived to the meeting and each member introduced themselves.

**Discussion on Board meeting location change**

Harrand discussed a request to change the Board meetings to the GTCOA office. Staff informed members that the third Tuesday of the month would not work for the videographer or the room. No further action.

**Board Communication**

Harrand noted that members cannot communicate to the whole board via email message, pursuant to the open meetings act.

**Are members receiving emails?**

Harrand noted that while Green was on vacation some members did not receive an email and asked if members are all receiving emails. No member relayed that they were not. Harrand asked members that they let someone know if they notice they are not.

**Protocol on requests impacting Board Operations**

Harrand relayed that members are to contact the Board Chair if a question on an issue is on a County level, and to contact the Deputy Director if a question is a Departmental issue.

### **Information on the Board's responsibilities**

Board Roles and Responsibilities, and Board Members, Mentor and Chair Job Descriptions were handed out to members. Harrand relayed that there are some changes to the information handed out to members. Harrand also relayed that some members have approached her on changing the Bylaws for the chair position from two to three years. Harrand requested that staff prepare an evaluation form for the board, as well as on how the Board feels the director is doing.

### **Traverse Bay United Methodist Church Heating Donation**

Green relayed that GTCOA received a donation from Traverse Bay United Methodist Church in the amount of \$4,345 for the heating program.

## **EXECUTIVE/FINANCE**

### **2015 Year End Finance Reports**

Rokos relayed that the year-end reports were reviewed with Green last week and provided highlights; revenue exceeded expenditures by approximately \$100,000, vs. budgeted spending of \$380,000 fund balance. Bottom line, GTCOA only spent 82% of the budget. Rokos touched on some of the larger areas of variance. He relayed that a closer look at the budget should provide a more accurate outcome. Rokos noted that the unrestricted portion of the fund balance is approx. 1.4 million. Discussion on tax revenue, wait lists, personnel lost over the course of the year, Department Head costs, and funds set aside. Rokos noted that taxes receivable are shown on the balance sheet until year end but are collected the following year.

### **SCN**

No questions or comments.

### **March Finance Reports**

Rokos noted that the majority of taxes have been received for the year. \$88,000 in delinquent taxes will show up in April revenue, and the next report should show GTCOA close on 2016 tax revenue. Rokos stated he received the settlement sheets from the County and he went over with Green how to verify that the rolls are correct. He stated that it appears that revenue will again exceed the budget this year and expenditures are currently in line with the budget. Hansen noted that it appears that GTCOA will have the same issue this year as last with the budget. Rokos relayed that he met with Green last week and now that the 2015 figures are available they will compare them with the 2016 Budget and hopefully adjustments will bring them into good form. Discussion on gifts, memorials and charges for services.

**Motion to accept the 2015 Finance Reports as presented.**

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVED:</b>	Hansen
<b>SECONDED:</b>	Kucera
<b>AYES:</b>	Busch, Hansen, Harrand, Kucera, Mercer, Rokos, Sullivan, Taylor and Zerafa
<b>NAYS:</b>	None

**Motion to accept the March, 2016 Finance Reports as presented.**

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVED:</b>	Kucera
<b>SECONDED:</b>	Busch
<b>AYES:</b>	Busch, Hansen, Harrand, Kucera, Mercer, Rokos, Sullivan, Taylor and Zerafa
<b>NAYS:</b>	None

**PROGRAM/COMMUNITY RELATIONS – Chairman Sandy Busch**

**February Program Report**

LG reviewed the February Program Report, relaying information from those reports. Green updated members on the HMA (Homemaker Aide) wait list, a universal aide continuous posting, HMA overtime and hiring concerns. Zerafa asked for information on a comparison between years with higher client counts and what GTCOA now serves. It was requested that Green review the Home Chore goal as last 11 of the 12 months it was exceeded.

**Medication Management**

Green noted that the RFQ (Request for Quote) has gone out.

**Home Chore Voucher Program**

Green stated that the RFQ ended yesterday, and she only has two vendors who provided bids for the 2016 lawn season. She noted that these are sole proprietorships and can only do a set amount of clients. Green noted that GTCOA has 420 clients in the regular HC lawn program. Green relayed concerns encountered with voucher vendors. Discussion on the use of prisoners. Green asked if a meeting for the purpose of discussion on the voucher program by the program committee would be possible. Members concurred to meet Wednesday 4/27/16 at 9:00 am consisting of Busch, Zerafa, Kucera, Sullivan and Mercer.

**Old Business**

Green stated that GTCOA is redoing the brochure and passed around a copy.

## New Business

Harrand relayed that she is part of the newsletter committee per a request of the Parks department. She noted that a whole page of the GTCOA section was dedicated to the NMC BBQ, which bothered her.

## Public comment

Members were asked to direct questions to the County Administrator on concerns they have had. Discussion on the SCN (Senior Center Network) millage funds, the move to the Parks department, the GTCOA Board's circumstance of advisory board status vs. recommending/determining body. Mr. Menzel relayed information on changes and employee decisions being an administrative function.

Zerafa relayed that selection of people to serve on Boards is not consistent. Mr. Menzel provided insight to his proactive approach to filling board vacancies. Zerafa discussed concerns in not having a report on the GTCOA to the BOC, and Mr. Menzel advised to get the information into the Administrator's Report.

Sullivan asked about co-pay on insurance change. Mr. Menzel relayed information on what the Administration recommendation would be. Sullivan also relayed that she heard that GTCOA could go separate from the County as a 501C3. Mr. Menzel relayed that the Board could certainly explore that, but understood it was a dead issue.

Busch asked who controls the number of members on the GTCOA Board. Discussion on how those changes to the numbers of members came about.

Hansen relayed that the pension obligation has increased the next few years. Discussion on considerations by the BOC in order to alleviate the pension funding concern as well as other means to increase revenue.

Rokos relayed that his concern, is that that the Deputy Director is being overtaxed and is being asked to do things that the Director would be doing. He noted that the funds are available in the budget and asked what the plan is to get her some help. Mr. Menzel relayed that he needs to hire a Human Resources director to make changes in any department with the same concern, and there are several. Zerafa questioned whether millage funds could be used to provide stipends, etc. for additional help. Mr. Menzel relayed that no exceptions could be made. He noted however, that Sagala might be able to help with some of the issues when she returns in May.

Mercer asked if he has given any thought to changing the number of people on the GTCOA board. Mr. Menzel relayed that his opinion is not for him to make that decision and would support what the Board would want.

Several members relayed their thanks to Mr. Menzel for taking on the position and Harrand relayed the Board's appreciation to both Mr. Menzel and Ms. DeHaan for taking the time to attend.

Harrand noted that the flowers were from the Board to the Office Specialist for Administrative Professionals' Week. Cyndie thanked members for the gift.

**Adjournment**

Meeting adjourned at 11:24 am

Minutes available by contacting the Grand Traverse County Commission on Aging office by phone at (231) 922-4688 or by mail at the following address: 520 West Front Street, Suite B, Traverse City, MI. 49684.

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Program  
Committee Meeting  
~ Minutes ~

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Wednesday, April 27, 2015

10:06 AM

GTCOA Meeting Room

**DRAFT: 4/27/15**

**APPROVED:**

**Call to Order**

Chair Busch called the meeting to order at the Commission on Aging Meeting Room, 520 West Front Street, Traverse City, MI.

Attendee Name	Title	Status	Arrived
Sandra Busch	Chair	Present	
Michelle Mercer	Vice-Chair	Excused	
Rodetta Harrand	Member	Present	
Carl Kucera	Member	Present	
Carol Sullivan	Member	Present	
Shirley Zerafa	Member	Present	

**Staff Present:** Laura Green, Deputy Director  
Cyndie F., Office Specialist

**Guests Present:** None

**Approval of agenda**

**Motion to approve the agenda as presented.**

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVED:</b>	Kucera
<b>SECONDED:</b>	Sullivan
<b>AYES:</b>	Busch, Harrand, Kucera, Sullivan, Zerafa
<b>NAYS:</b>	None

**Discussion on Lawn Maintenance/Snowplowing programs**

Green relayed that there are only two vendors accepting vouchers for the lawn season. Combined, they can take on 136 more clients. Lawn Voucher letters were sent to 100 clients on the wait list. She informed members that wait list clients refusing vouchers will not remain on that list, due to the complicated nature of keeping so many lists. Green relayed that there are 416 clients currently in Lawn Maintenance served by GTCOA Staff.

Green relayed information on mile tracker systems.

Discussion on multi-year contracts for vendors, equipment, small vs. large lawns, trimming, how coupons work, program consistency, looking at long term growth in the programs and in staffing plans, concerns with finding personnel.

Green relayed that she is trying to get all the information for the board to make an educated decision on how to move forward.

Lengthy discussion on the number of clients served, and the number of workers employed.

Discussion on the number of Board members.

### **Public Service Announcement**

Members reviewed the PSA. Green noted it would air about 15 times per week on TV 7&4 and 29&8.

### **Prime Time News**

Green passed around an ad from Prime Time noting she authorized a three-month ad.

### **Newsletter**

Passed around.

### **AAANM Quarterly Meeting**

Green relayed that she attended the recent meeting and many in attendance passed around their brochures. She noted concerns with the look of GTCOA's brochure, as others were much nicer materials, and it is her recommendation to go with color and better paper. Discussion on the Bylaws, GTCOA events, advertising in the newsletter, and protocol for contacting other members.

### **Public Relations Plan**

Green reviewed the 2016 Public Relations plan from Gregg Smith, and noted things highlighted in red are already completed. Members discussed a slide presentation done by Durga in the past, Cyndie to forward to Green.

### **Motion to recommend acceptance of the Public Relations plan pursuant to Green's recommendation.**

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVED:</b>	Busch
<b>SECONDED:</b>	Sullivan
<b>AYES:</b>	Busch, Harrand, Kucera, Sullivan, Zerafa
<b>NAYS:</b>	None

### **AAANM Multi Year Plan**

Green provided members with a copy of the Multi Year Plan for AAANM (Area Agency on Aging of Northwest Michigan.) She asked members to review the materials and noted it would be in the next packet. She relayed that AAANM is looking for additions and changes up until May 6<sup>th</sup>.

## **Old Business**

None.

Zerafa asked where Green is with reference to new technology for staff. Green relayed that two companies had provided demos. One company will be here in May. Green relayed that the current system is maxed out, the programmer is retiring in December, and she would like to get the RFP (Request for Proposal) done as soon as possible.

## **New Business**

Discussion on difficulties encountered completing work with the Committee of the Whole (COW), the reasons why a Committee of the Whole was requested, and why this particular meeting was suggested. Discussion on whether a quarterly meeting of the other "Committees" should/should not be discussed. Lengthy discussion on member's comfort levels in speaking at the Board meeting vs. Committee meeting.

## **Public comment**

None

There being no further business,  
**Meeting adjourned at 11:30 am.**

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# Area Agency on Aging of Northwest Michigan

## DRAFT MULTI-YEAR PLAN (MYP)

(October 1, 2016 – September 30, 2019)

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### **Multi-Year Plan (MYP) Draft**

Area agencies on aging (AAAs) are required under the Federal Older Americans Act to develop a 3-year plan or Multi-Year Plan (MYP), which describes the objectives of the AAA with regard to the provision of services to older adults and their caregivers.

Two public hearings are scheduled:

- Thursday, April 21, 2016 at 10:30 am at the Area Agency on Aging of Northwest Michigan (AAANM)
- Tuesday, April 26, 2016 at 11:15 am at the Garfield Township Hall

The purpose is to receive public feedback on the activities planned for FY2017-2019. The plan will commence October 1, 2016. Public feedback in writing is acceptable and must be submitted to AAANM by Friday, May 6, 2016 for consideration in the final version of the FY2017-2019 MYP.

The following is a summary of the draft FY2017-2019 MYP.

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### **Who We Are**

Part of an Aging Network:

- Federal: The Administration on Aging (AoA) awards funds for nutrition and supportive home and community-based services to 56 State Units on Aging based primarily on the number of persons 60 years of age and over in the state.
- State: The State Units on Aging (SUAs) award funds to 629 Area Agencies on Aging.
- Local: The Area Agencies on Aging (AAAs) determine the needs of older persons locally and work to address those needs through the funding of local services and through advocacy. AAAs are required to prioritize funding for those with greatest social and/or economic need with particular attention to low-income minority individuals.

The Area Agency on Aging of Northwest Michigan (AAANM):

- A private, nonprofit agency
- Designated as an Area Agency on Aging in 1974 by the SUA, Michigan Office of Services to the Aging (OSA), now known as the Aging and Adults Services Agency (AASA)
- One of 16 AAAs in Michigan
- Serves ten counties located in Northwest Lower Michigan: Antrim, Benzie, Charlevoix, Emmet, Grand Traverse, Kalkaska, Leelanau, Manistee, Missaukee, and Wexford counties (Region 10).
- Operates under the framework of the Federal Older Americans Act and the State Older Michiganians Act.

***The mission of AAANM is to serve and advocate for older persons, adults with disabilities and caregivers by supporting their independence, dignity and quality of life.***

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# Area Agency on Aging of Northwest Michigan

## DRAFT MULTI-YEAR PLAN (MYP)

(October 1, 2016 – September 30, 2019)

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### What We Do

**Provide Services Directly:** AAANM has a staff of 35, consisting of an Executive and Deputy Director, Information Specialists, Registered Nurses, Social Workers, Transition Specialists, a Housing Coordinator, Office Administration, Accounting, Data Entry, Long-Term Care Ombudsman, and Medicare/Medicaid Assistance Program Coordinator. AAANM provides the following services directly with its staff:

- Information and Assistance
- Options Counseling
- Caregiver Support and Education
  - Tailored Caregiver Assessment & Referral Program
  - Creating Confident Caregivers Program
- Care Management Program
- Caregiver Respite Program
- MI Choice Waiver Program
- Nursing Facility Transition Program
- Veteran's Directed Home and Community-Based Services
- Medicare/Medicaid Assistance Program (MMAP)
- Long-Term Care Ombudsman
- Elder Abuse Awareness and Prevention
- Healthy aging / Evidence-Based Disease Prevention Programs
- Personal Action Toward Health (PATH)
- A Matter of Balance: Managing Concerns about Falls

**Fund Local Agencies:** AAANM also develops contracts and/or purchase of service agreements with local agencies (County Commissions/Councils on Aging, In-Home Health Care Providers, and more) that provide home and community-based services such as:

- Adult Day Care
- Congregate Meals
- Home Delivered Meals
- Homemaking
- Personal Care
- In-home Respite Care
- Medication Management
- Legal Assistance
- Transportation
- Kinship Caregiver Support Programs

All ten counties in the Region have approved senior millages. These resources help stretch state and federal funding to meet the service needs identified in the Plan, as well as sustain additional services that are not funded under the Plan (senior centers, information and assistance, Medicare/Medicaid assistance, tax preparation, Senior Project FRESH, transportation, home chore/repair and more).

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### Demographic and Environmental (Need) Analyses

As part of the MYP development process, AAANM evaluated demographic trends and gathered input about the preferences, characteristics, trends and needs of older adults, caregivers and disabled persons. This information was used to identify funding priorities and develop program objectives for the FY2017-2019 MYP.

**Growing 60+ population:** Region 10 comprises the counties of Antrim, Benzie, Charlevoix, Emmet, Grand Traverse, Kalkaska, Leelanau, Manistee, Missaukee and Wexford. According to the 2014 estimate from the American Community Survey, there are 85,285 people 60 years of age or older in the area, or 28% of the total

# Area Agency on Aging of Northwest Michigan

## DRAFT MULTI-YEAR PLAN (MYP)

(October 1, 2016 – September 30, 2019)

population. A comparison to the 2010 census indicates that the 60+ population has increased by 16% over the last four years or is increasing at a rate between 3% and 4% per year. The FY2017-2019 MYP for AAANM contemplates that the 60+ population segment will continue to increase at this rate each year.

While all age segments in the 60+ population are increasing, the greatest increase stems from those in the sixties and seventies decades (growth 17% and 19% respectively between 2010 and 2014). Those in the 80+ decade comprise the smallest population segment or 15,525 individuals, with an increase of 1,106 individuals or 6% (2% per year) between 2010 and 2014. The 2017-2019 MYP for AAANM contemplates that the 80+ population will continue to increase at approximately 2% per year, with accelerated growth in the FY2020-2023 planning cycle.

The table below compares the 2010 census with the 2014 American Community Survey population estimate.

Age Group	2010 Census	Age	Age group		
		Group as % of 2010 Census	2014 Estimated Population	as % of 2014 population	Change 2010-2014
0-19	72,076	24%	68,255	23%	-5%
20-29	30,152	10%	32,406	11%	7%
30-39	31,693	11%	32,143	11%	1%
40-49	41,811	14%	36,213	12%	-13%
50-59	48,361	16%	48,243	16%	0%
60-69	37,464	13%	44,011	15%	17%
70-79	21,936	7%	26,022	9%	19%
80+	14,419	5%	15,252	5%	6%
Total	297,912		302,545		
<b>Total 60+ population</b>	<b>73,819</b>	<b>25%</b>	<b>85,285</b>	<b>28%</b>	<b>16%</b>

**Minority population:** The 60+ population in Region 10 is primarily Caucasian in composition. Based on the 2009-2013 American Community Survey, Special Tabulation on Aging, 3% of the population or 2,171 individuals identify as a minority (primarily Native American). There are an additional estimated 378 people in the region that are of Hispanic origin and 60+ years of age.

**Income/economic trends:** Based on the 2009-2013 American Community Survey, Special Tabulation on Aging, 9% (or an estimated 7,211 individuals) of the 60+ population in the region lives at or below the rate of poverty, with variation among the ten counties ranging from 7% to 10%. Of those living at or below the poverty status in the ten county region, 3% (or an estimated 229 persons) are of minority status, primarily Native American.

Due to survey data constraints at the county level, it is difficult to ascertain how this number has changed since the last MYP. Conversations in local communities suggest that needs among the aging and disabled population

# Area Agency on Aging of Northwest Michigan

## DRAFT MULTI-YEAR PLAN (MYP)

(October 1, 2016 – September 30, 2019)

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to meet basic living and health requirements have increased; there is particular unmet need among older adults who live just above income thresholds to qualify for assistance programs and yet do not have the financial means to self-pay for long term care supports.

**Other population notes:** Analysis of the population considered to be of working age (individuals between 20 and 59 years of age) indicates that there has been a -2% (or -3,012) change comparing the 2010 census data and the 2014 American Community Survey estimate (reference chart above). This is concerning because community input sessions and survey data in preparation for the MYP, client satisfaction data and every day experience coordinating care for clients consistently identify a shortage of people to fill direct care roles. A continued decline in available workforce age population will exacerbate this shortage.

A review of unemployment data in the region indicates that a tight labor market compounds this demographic issue. Based on December 2015 data from Networks Northwest, the rate of unemployment in Region 10 is only 5%. Projections by Economic Modeling Specialists, Inc. (February 2016) predicts that the need for personal care aides will grow 26% (288 jobs) and home health aides will increase 29% (214 jobs) between 2015 and 2025.

**Input sessions and survey findings:** As part of the MYP development process, AAANM sought input about the needs, conditions, and preferences of older adults, caregivers and individuals with disabilities in Region 10. Fifteen input sessions were conducted totaling 100+ people including individuals over 60+ years of age, caregivers, AAANM clients, leadership from county aging units, and direct care workers. Additionally, a survey was administered electronically to agencies and service providers in the region. There were 40 responses including home care agencies, adult foster care and assisted living facilities, the Department of Health and Human Services, non-profit and for-profit agencies, and healthcare providers. A description of the service population and needs was developed based on this input.

### **Descriptors, characteristics and preferences of the aging population, caregivers and disabled individuals:**

- 1) There is growing interest in healthy living including access to fresh foods. Social activities, venues for community engagement and educational programming provide mechanisms for older adults and disabled individuals to pursue healthy lifestyles.
- 2) Fear of losing independence is a primary concern for older adults and persons with a disability. Individuals are often unprepared for the life changes that accompany the aging process or living long-term with a disability.
- 3) Social and geographic isolation are significant issues for older adults and individuals with disabilities in Region 10. This isolation impacts quality of life, well-being and health status.
- 4) Caregivers become physically and emotionally overwhelmed with their responsibilities. Often they are unaware of community resources available to assist with care or the importance of self-care.
- 5) There are an increasing number of people living with multiple chronic conditions; medication management and navigation of healthcare providers were frequently indicated as challenges for older adults and individuals with disabilities. Dementia and other cognitive impairments were also cited as frequent conditions experienced by older adults.

# **Area Agency on Aging of Northwest Michigan**

## **DRAFT MULTI-YEAR PLAN (MYP)**

(October 1, 2016 – September 30, 2019)

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- 6) Many older adults and disabled individuals struggle with financial insecurity. Having enough money to pay for food, housing, transportation, healthcare costs, and long term care support (be it in the home or facility-based) is a prevalent challenge.
- 7) Older adults, family members and caregivers are often unaware of resources available to support quality of life and living independently. Navigating programs and services was also cited as a concern, particularly services that have complicated application or qualification processes.
- 8) Elder abuse including financial scams, physical/psychological harm, and neglect is a regional concern for older adults and persons with disabilities.

### **Regional Needs:**

Older adults, persons with disabilities and caregivers have a variety of needs to maintain quality of life and independence. There is no one size fits all program or service to meet needs. Each county has a unique array of programs and services available (or not available). Some of the regional needs and gaps identified during input sessions and on the provider survey are (not an inclusive list):

- 1) Support services to remain independent at home need to be maintained and/or increased including (but not limited to) home delivered meals, personal care, medication management, respite, caregiver support, home chore, home modification and social engagement opportunities.
- 2) Educational and social opportunities are important for the health and well-being of older adults, disabled individuals and caregivers. Specific needs identified include exercise/activity programs, how to use technology to maintain connection with family and friends, and how to plan for aging needs (i.e. financial, real-estate, difficult family conversations, understanding health conditions, how to be a caregiver, advanced care planning, and maintaining independence at home).
- 3) Information and referral to assist caregivers and education about caregiving is a need throughout the region.
- 4) Public awareness of long term care services and supports or awareness of where to call for information and assistance is a regional need. This includes and emphasizes assessment capabilities, resources and services for those with dementia.
- 5) Agencies, older adults and disabled individuals identified a need for better coordination of care among organizations including healthcare providers and human service agencies (i.e. medical care and long term care support services).
- 6) Housing (affordable and/or accessible) was consistently identified as a regional need. This includes maintenance of existing homes (home chore, home safety and home modifications), supportive senior housing communities, and communities that encourage aging in place.

# Area Agency on Aging of Northwest Michigan

## DRAFT MULTI-YEAR PLAN (MYP)

(October 1, 2016 – September 30, 2019)

7) Consistent with other recent studies in Region 10, affordable transportation including non-emergency medical and transportation for quality of life (i.e. shopping, socialization) was indicated as a regional need that impacts health and well-being.

8) Several counties cited a need for increased availability of Department of Health and Human Services - Adult Protect Services to respond to situations involving abuse or neglect of vulnerable adults.

9) Gaps in affordable programs and services to live independently and maintain quality of life were consistently identified for 1) low-to-moderate income disabled individuals under the age of 60, and 2) older adults who are above low-income program thresholds yet do not have the financial resources to privately pay for long term care supports.

### **Priorities and Significant Changes Proposed for the FY 2017-2019 MYP**

In addition to the core services funded by AAANM, the following are proposed as program development objectives for the FY2017-2019 MYP.

#### **Goal 1: More communities in Region 10 will conduct an aging-friendly community assessment and apply for recognition to Aging and Adult Services Agency (AASA) as a Community for a Lifetime (CFL).**

CFL centers on creating linkage and synergy between the aging network, public, municipal and private partnerships to assess the aging-friendliness of communities. Two communities within Region 10 have received CFL distinction. AAANM is aware of at least one additional community contemplating what it means to be an aging-friendly community. Technical support will be provided by AAANM to these efforts as requested.

Objectives	Expected Outcomes
One new community in Region 10 will receive recognition as a CFL by 9/30/19.	Through the CFL assessment process, at least one additional community within Region 10 will be identified as an area that is aging-friendly, promoting quality living across the lifespan.

#### **Goal 2: Identify and implement strategies to ease the shortage of direct care workers within Region 10.**

Northwest Michigan currently faces an acute and chronic shortage of direct care workers. This is a community issue. The shortage of available direct care workers was identified throughout MYP input sessions and in the survey results. Without direct care workers, in-home agencies are unable to provide care that enables older adults and disabled individuals to remain independent at home. There are many reasons for the shortage that speak not only to demographics, but also to the many challenges of the work. AAANM will continue existing partnerships and build new relationships that help address the direct care workforce shortage.

# Area Agency on Aging of Northwest Michigan

## DRAFT MULTI-YEAR PLAN (MYP)

(October 1, 2016 – September 30, 2019)

Objectives	Expected Outcomes
Champion skill building and training opportunities for direct care workers.	A well-trained direct care workforce will be easier to retain and will provide higher quality of care.
Promote professionalization of direct care work and economic stability for the direct care workforce.	In-home providers will maintain or increase recruitment/retention of direct care workers.

### Goal 3: Continue to build relationships between the aging network and the medical community.

Several input sessions for the MYP as well as survey results highlighted a need for increased coordination of care and services between healthcare providers, and between healthcare providers and long term care support services. Additionally, initiatives stemming from the Affordable Care Act emphasize value for healthcare and increased coordination with community services. Resources and programs available through the aging network help to address social determinates of health, increasing the well-being of older adults and disabled individuals. During the FY2017-2019 MYP, AAANM will increase awareness of the aging network within the medical community and partner in evolving healthcare delivery models.

Objectives	Expected Outcomes
Increase awareness in the medical community of the aging network and programs/services available to support patients that are older or disabled.	The medical community will increase appropriate referrals to long term care support services offered through the aging network.
Remain abreast of changes in local healthcare delivery models and identify opportunities to more closely align healthcare and the provision of long term care supports and services.	Coordination and provision of care between healthcare providers and long term care support services providers will increase.

### Goal 4: Maintain a “no wrong door” approach to the provision of Information and Assistance and Options Counseling services in Region 10.

Feedback during input sessions and survey responses for the MYP development highlighted that older adults, disabled individuals, families and caregivers are often unaware of supports and resources available for health and long term care needs. Over the last five years, AAANM and Disability Network Northern Michigan have co-led the development of the Aging and Disability Resource Collaborative (ADRC). The ADRC embraces a “No Wrong Door” system/philosophy. This work will continue during the FY2017-2019 MYP via two strategies: 1) providing a forum for collaboration, information sharing and training for organizations that serve older adults and disabled individuals; and 2) promoting and supporting the geo-routed ADRC telephone line for those individuals that do not know where to call.

# Area Agency on Aging of Northwest Michigan

## DRAFT MULTI-YEAR PLAN (MYP)

(October 1, 2016 – September 30, 2019)

Objectives	Expected Outcomes
Continue leadership in the Aging and Disability Resource Collaborative (ADRC) as a mechanism to enhance a coordinated system of information and assistance and a strong partnership between aging and disability service organizations.	Consumers in Region 10 will be better able to identify health and long term care supports and services through the community.

### **Goal 5: Strengthen regional capacity to identify, assess and support individuals with dementia and other cognitive impairments and their caregivers.**

MYP development input identified a need to strengthen programs and resources for those who have dementia or other cognitive impairments and caregiver support. Focused emphasis on assessment and identification of those with dementia and the availability of resources for caregivers will support the aging network's capability to provide quality service, care coordination and support for these individuals and their caregivers.

Objectives	Expected Outcomes
Ensure consistent identification and assessment of dementia and other cognitive impairments.	Clients with dementia or other cognitive impairments will be consistently identified and resources will be offered to caregivers.
Expand training opportunities for AAANM and ADRC partner organization staff as well as the direct care workforce on dementia and dementia care.	Professionals, providers of direct care services and caregivers will have increased opportunities to learn about dementia and other cognitive impairments.
Increase awareness and access to dementia specific services and supports.	Access to dementia specific services and supports will be highly visible in our communities.



ANTRIM . BENZIE . GRAND TRAVERSE . KALKASKA . LEELANAU

March 31, 2016

Laura Green, Director  
Grand Traverse Commission on Aging  
520 W. Front St., Suite B  
Traverse City, MI 49684

Dear Laura,

Enclosed you will find a \$6,824 grant award to benefit Grand Traverse County Commission on Aging. This award represents an unrestricted grant to support the organization's mission and is from the **Community Foundation Grand Traverse County Commission on Aging Endowment**.

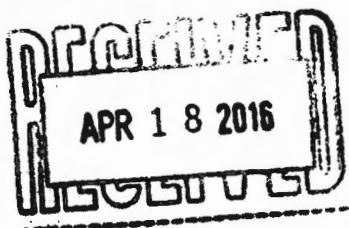
By accepting the enclosed award, you agree to the following grant terms and conditions, which represent an agreement between the Community Foundation (grantor) and the Grand Traverse County Commission on Aging (grantee):

- Funds provided by the Community Foundation will be accounted for separately by your organization, and will be used only for the purpose stated above.
- This grant is from a named Community Foundation endowment designated to benefit Grand Traverse Commission on Aging and its mission, programs, and/or services. Future annual grant awards are planned, with consideration of these terms and condition having been met.
- This award should be recorded as a grant and acknowledged as from the **Community Foundation Grand Traverse County Commission on Aging Endowment** in donor listings, donor recognition, news releases, and/or materials concerning the grant or funded program. Please share this information with the person responsible for communications and donor recognition. We welcome the opportunity to work with you on recognition of this grant award and invite you to contact our office with questions or for more information.

At your Community Foundation, we are committed to our role as *the local giving partner, for lasting community impact*. In this role, we work to match donor passion with purpose through grant awards to agencies like yours. Thank you for being an important partner with us and for the meaningful work you do every day to make life better in our communities.

Sincerely,

Philip L. Ellis, Ph.D.  
Executive Director



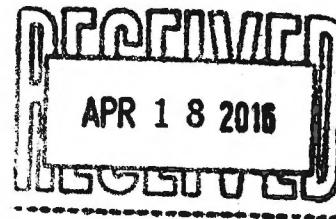
**GRAND TRAVERSE REGIONAL COMMUNITY FOUNDATION**

19698

4045 GT Commission on Aging

03/31/2016 019698

20160086	03/30/2016	grant to fulfill purpose of designated endowment	6,824.00
GTComm	Grand Traverse Co. Commission on Aging Endowment		6,824.00



CHECK TOTAL: \$ \*\*\*\*\*6,824.00



250 E. Front Street, Ste. 310  
Traverse City, MI 49684  
www.4good4ever.org

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community foundation

**CHASE**  
JPMorgan Chase Bank, N.A.  
www.Chase.com

9-32-720

19698

PAY  
TO THE  
ORDER OF

GT Commission on Aging  
ATTN: Laura Green  
520 W. Front St., Suite B  
Traverse City, MI 49684

DATE

AMOUNT

03/31/2016

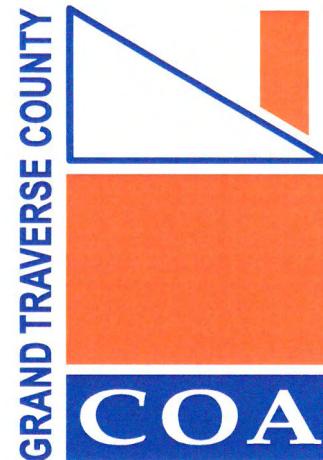
\$ \*\*\*\*\*6,824.00

\* Six Thousand Eight Hundred Twenty-Four and no/100 \*

AUTHORIZED SIGNATURE

Security features. Details on back.

1019698 10720003261 135000145858



# **PROGRAM REPORT**

## **In-Home Services**

### **2016**

### **March**

Dated: 4/18/2016

Rev: \_\_\_\_\_

**Prepared by: CF**

Grand Traverse County

In-Home Services

Program Report

2016

**CLIENTS - UNDUPLICATED**  
YEAR TO DATE CLIENTS SERVED

	Home-maker	Home Health	Respite	Home Chore	PERS	Foot Care	HC Vouch	Heat Assist.	Loan Closet	BATA	Transp.
<b>JAN</b>	584	73	45	400	564	133	54	2	12	49	106
<b>FEB</b>	22	7	2	16	7	88	7	5	8	22	28
<b>MAR</b>	7	4	0	26	28	27	7	3	9	11	16
<b>APR</b>											
<b>MAY</b>											
<b>JUN</b>											
<b>JUL</b>											
<b>AUG</b>											
<b>SEPT</b>											
<b>OCT</b>											
<b>NOV</b>											
<b>DEC</b>											
<b>TOTAL:</b>	613	84	47	442	599	248	68	10	29	82	150

**TOTAL UNDUPLICATED CLIENT COUNT = 1,309**

Average Client Pre-Screen Score: 19.73

▪ Unduplicated = Unique, individual clients

**Average Client Income:**

Two Person: \$2,445

One Person: \$1,593

*Grand Traverse County*  
*In-Home Services*  
**Program Report**  
**2016**  
**WAIT LISTS**

	<b>HOME CHORE</b>							
	<b>Homemaker</b>	<b>Home Health</b>	<b>Lawn</b>	<b>Windows</b>	<b>Snow</b>	<b>Respite</b>	<b>Foot Care</b>	<b>PERS</b>
<b>JAN</b>	57	5	0	0	0	9	0	0
<b>FEB</b>	63	2	0	0	0	14	0	0
<b>MAR</b>	74	7	67	0	10	13	0	0
<b>APR</b>								
<b>MAY</b>								
<b>JUN</b>								
<b>JUL</b>								
<b>AUG</b>								
<b>SEPT</b>								
<b>OCT</b>								
<b>NOV</b>								
<b>DEC</b>								

▪ Month end totals - NOT cumulative

**Footnotes:**

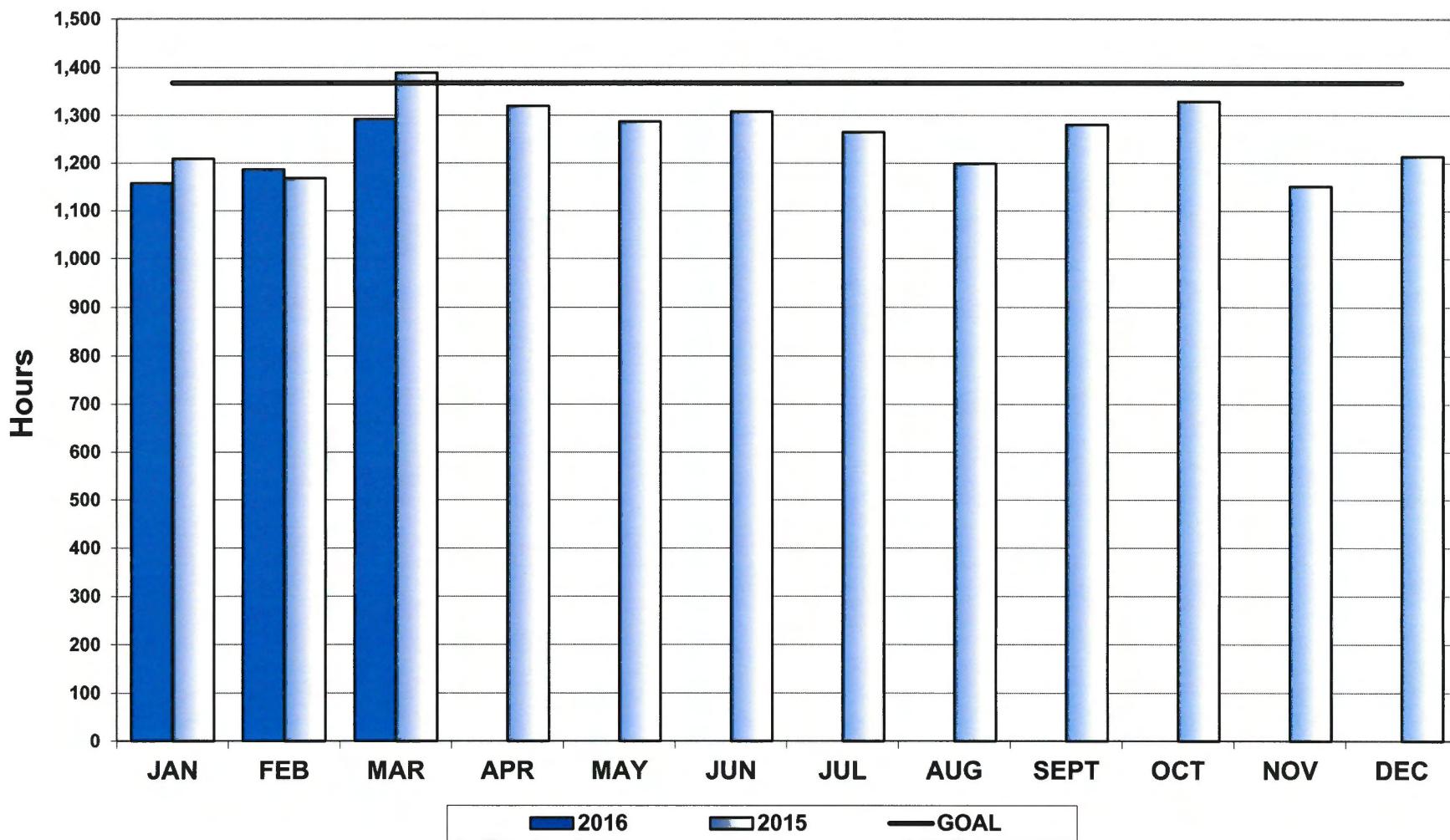
Mar

*Grand Traverse County*  
*In-Home Services*  
**CLIENTS BY TOWNSHIP**  
**2016**

TOWNSHIP	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
ACME	34	37	38									
BLAIR	67	69	75									
CITY OF T.C.	284	304	315									
EAST BAY	102	104	111									
FIFE LAKE	26	24	24									
GARFIELD	443	458	473									
GRANT	21	21	21									
GREEN LAKE	57	60	61									
LONG LAKE	52	54	56									
MAYFIELD	14	14	14									
PARADISE	38	41	41									
PENINSULA	58	59	63									
UNION	2	2	2									
WHITEWATER	15	15	15									
<b>Total:</b>	<b>1213</b>	<b>1262</b>	<b>1309</b>	<b>0</b>								

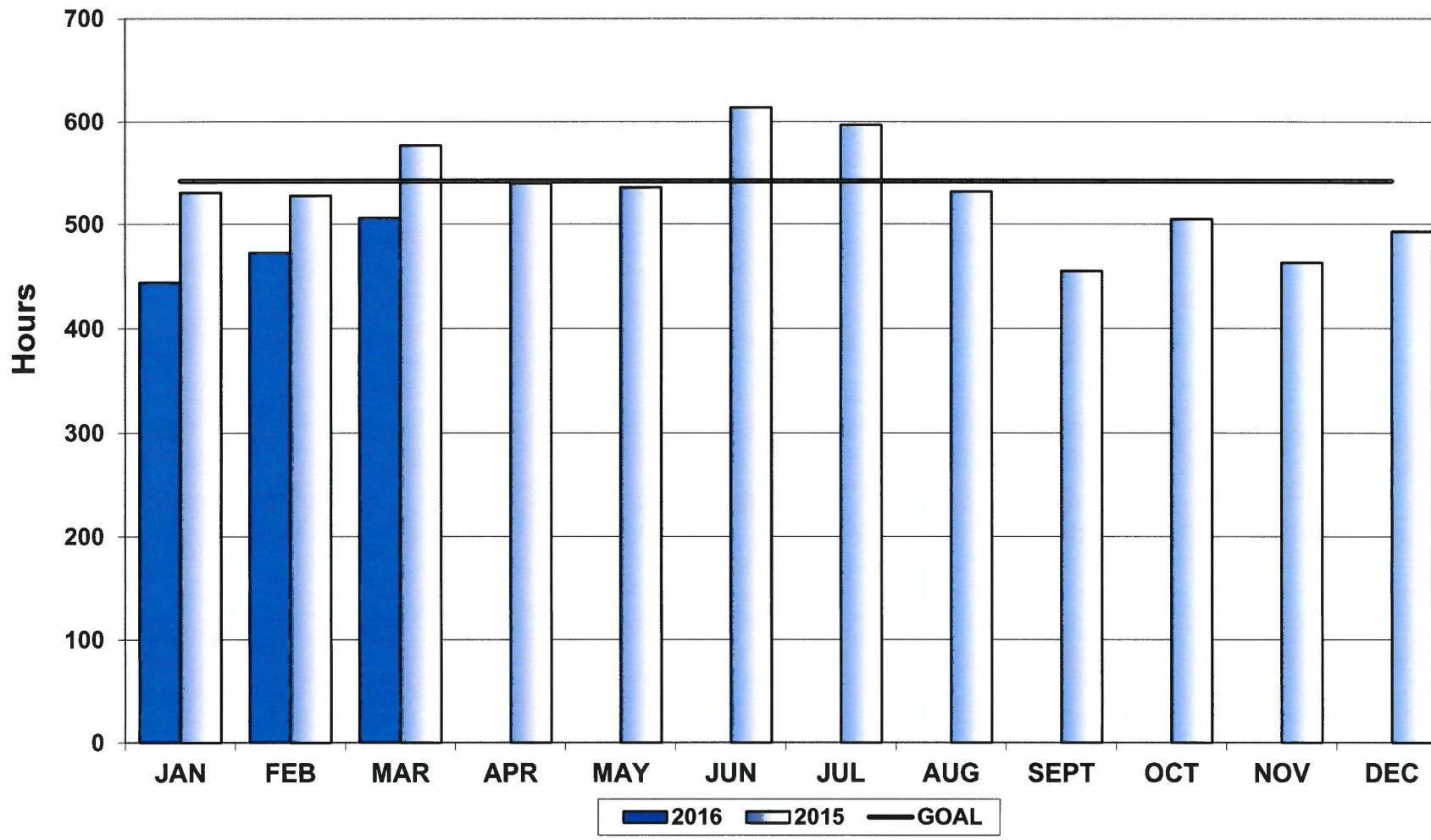
**\*Total = Total unduplicated clients YTD. Each month is also equal to the year total.**

**In-Home Services  
Homemaker**



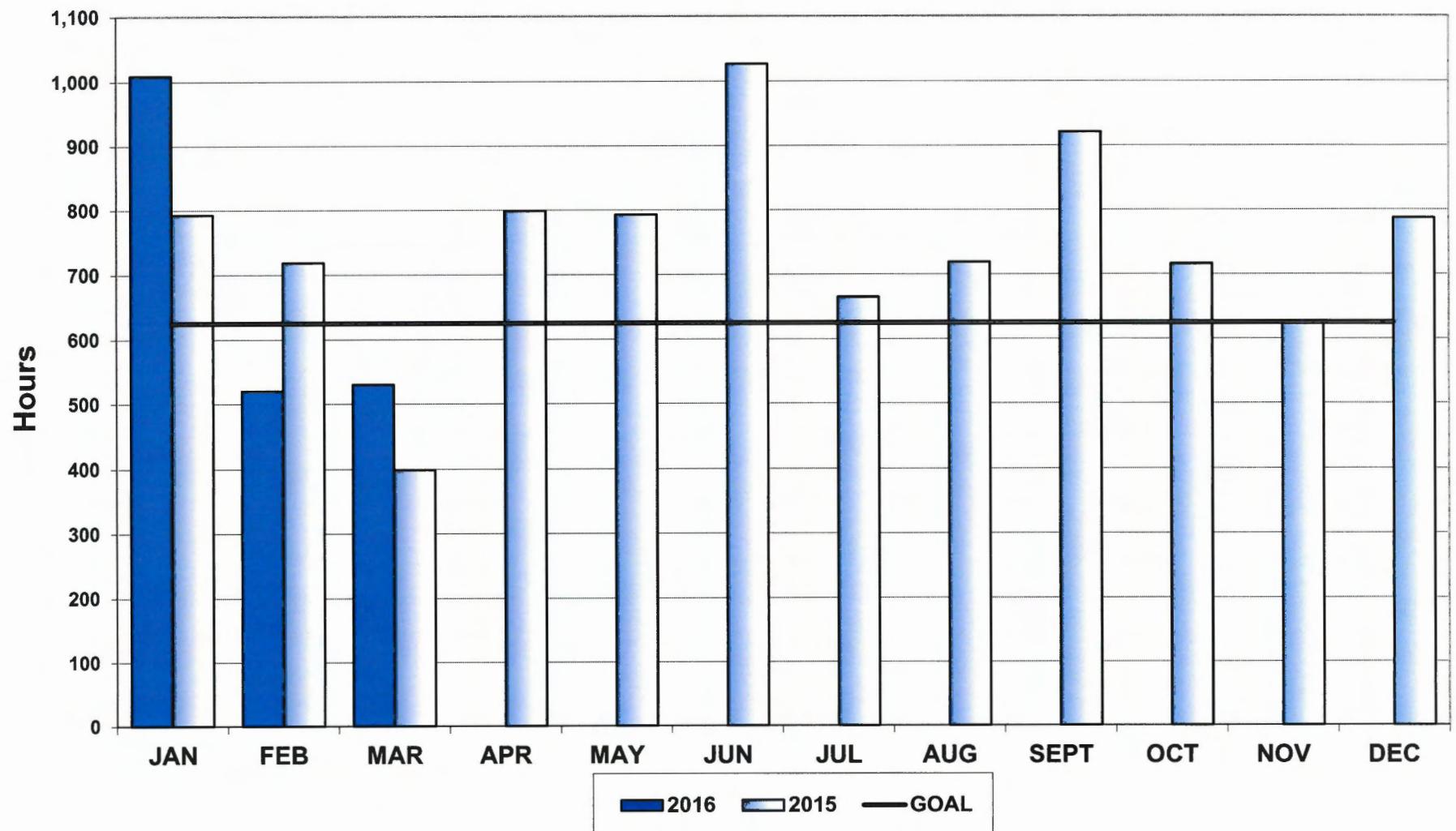
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2016	1,157	1,186	1,292									
2015	1,209	1,168	1,389	1,320	1,287	1,308	1,265	1,199	1,281	1,329	1,151	1,214

**In-Home Services**  
**Home Health**



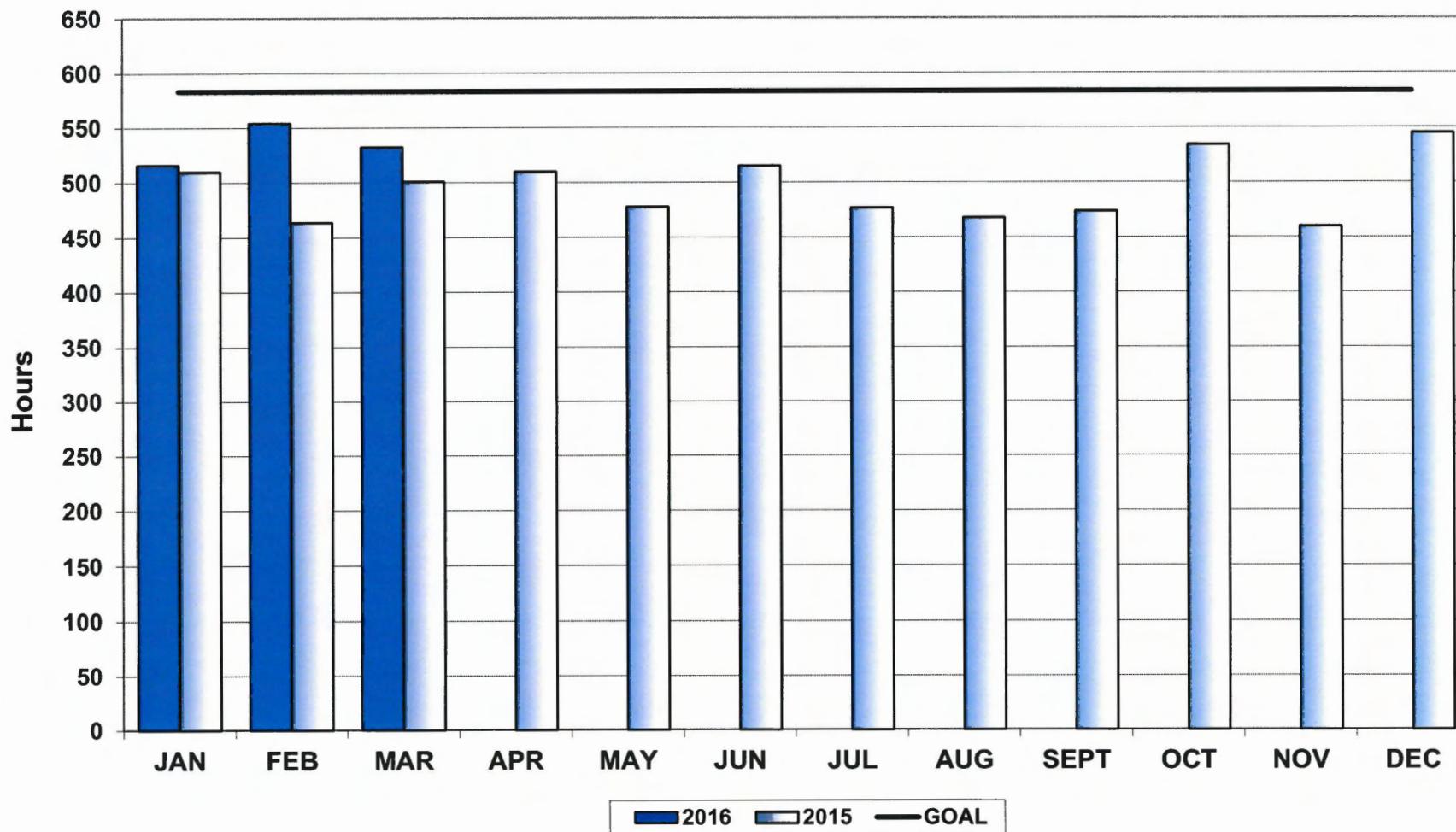
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2016	444	472	506									
2015	531	528	577	540	536	614	597	532	455	505	463	493

**In-Home Services  
Home Chore**



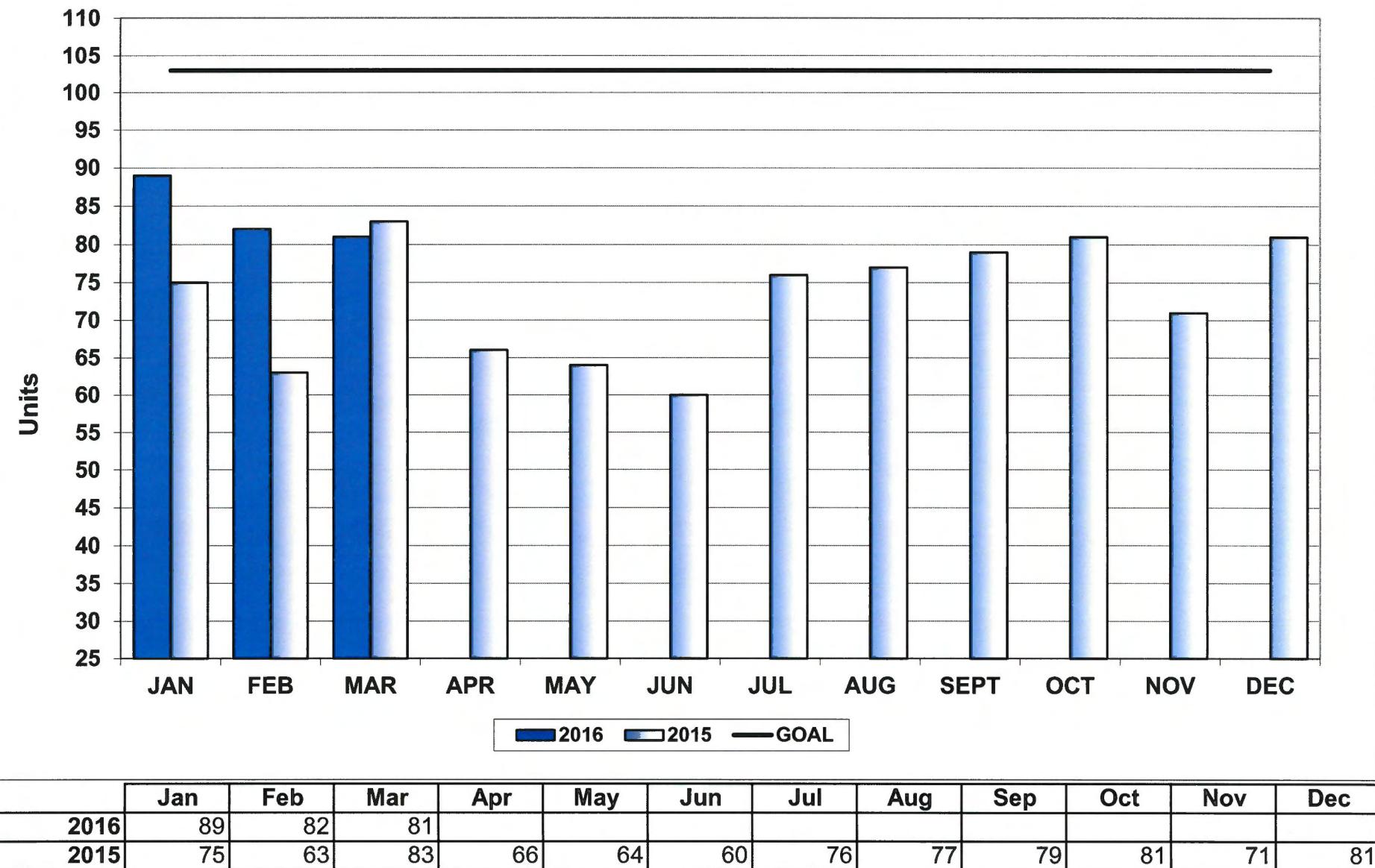
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2016	1,009	520	530									
2015	793	719	399	799	793	1,027	665	719	921	716	627	787

**In-Home Services  
Respite**

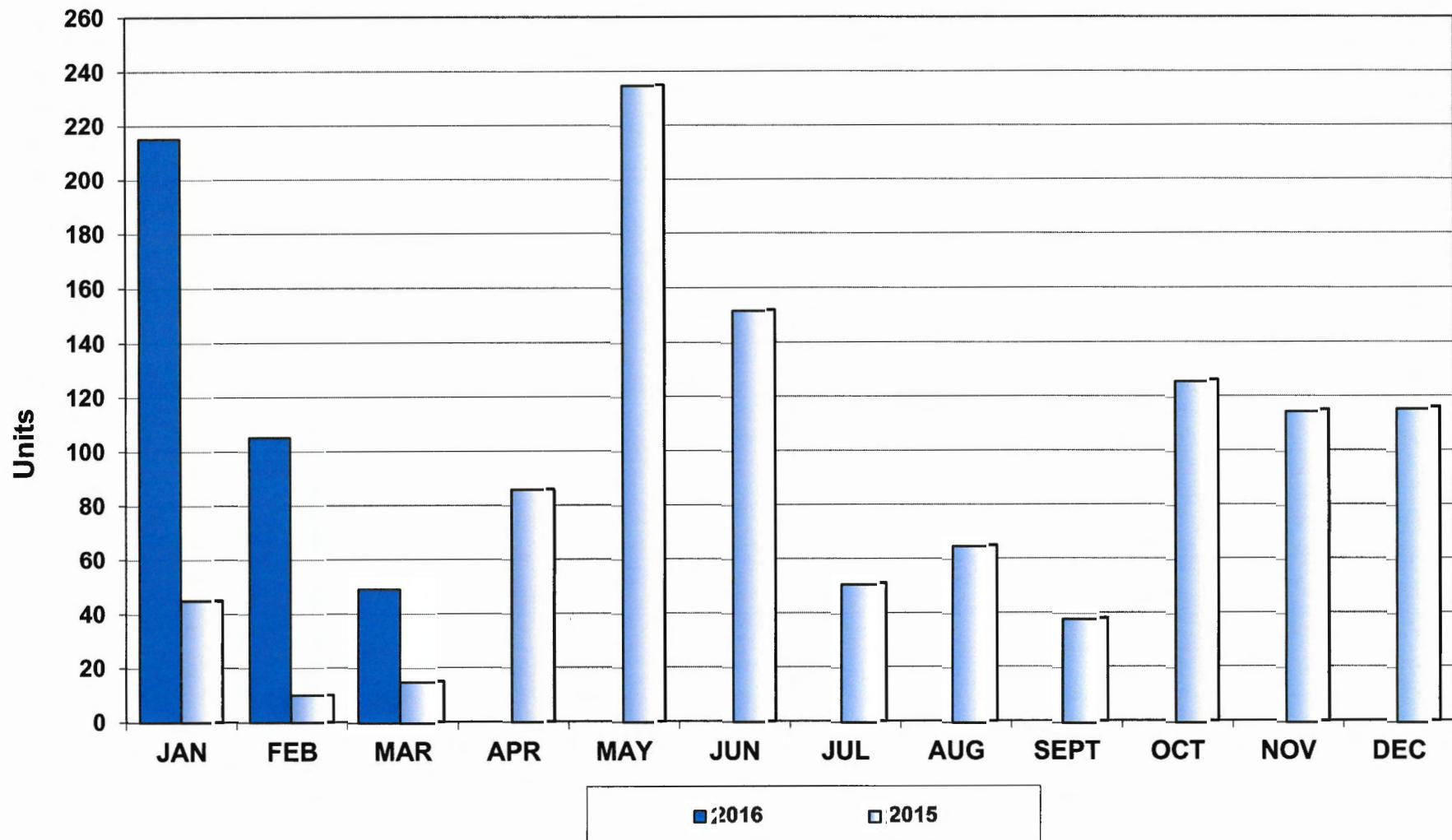


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2016	516	554	532									
2015	510	464	501	510	478	515	477	468	474	534	460	545
MAR	HHC/Respite Short Staff: 1 FTE. HHC staff seeing HMA clients. No Wait List and 1 Holiday.											

**In-Home Services  
Foot Care**

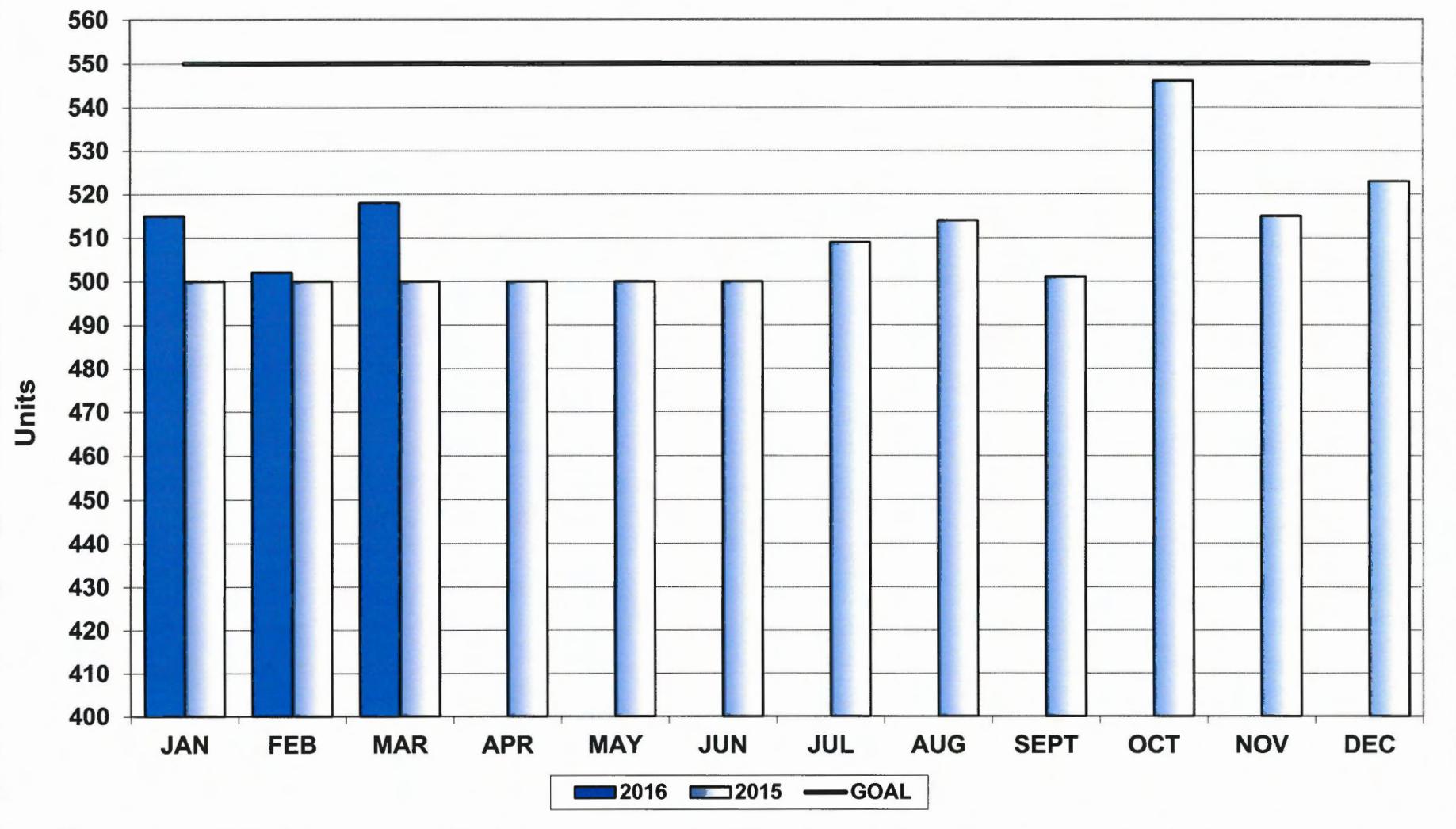


**In-Home Services**  
**Home Chore Vouchers**



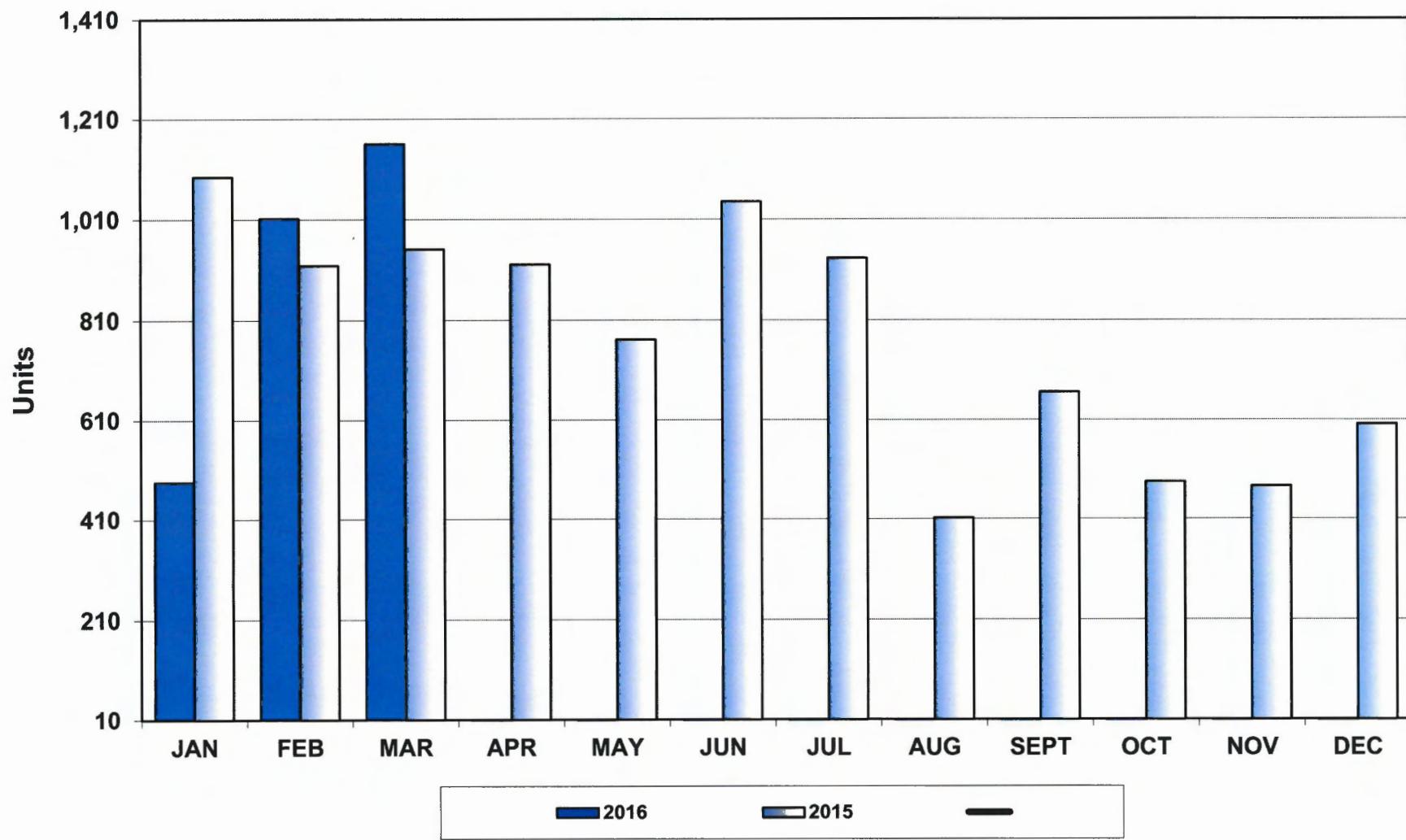
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2016	215	105	49									
2015	45	10	15	86	235	152	51	65	38	126	115	116

*In-Home Services*  
**Personal Emergency Response System Units**



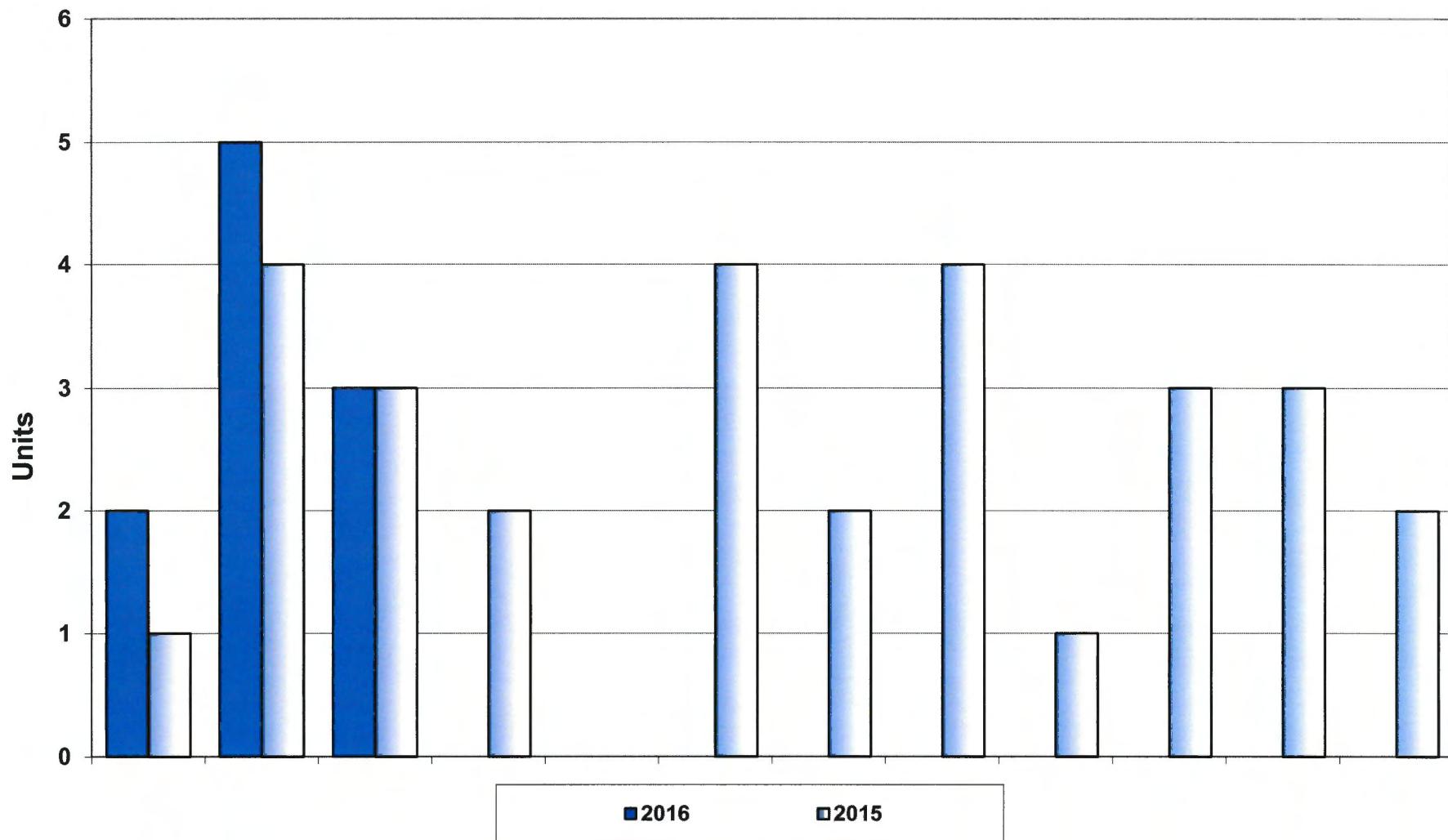
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2016	515	502	518									
2015	500	500	500	500	500	500	509	514	501	546	515	523

*In-Home Services*  
**Information and Assistance**



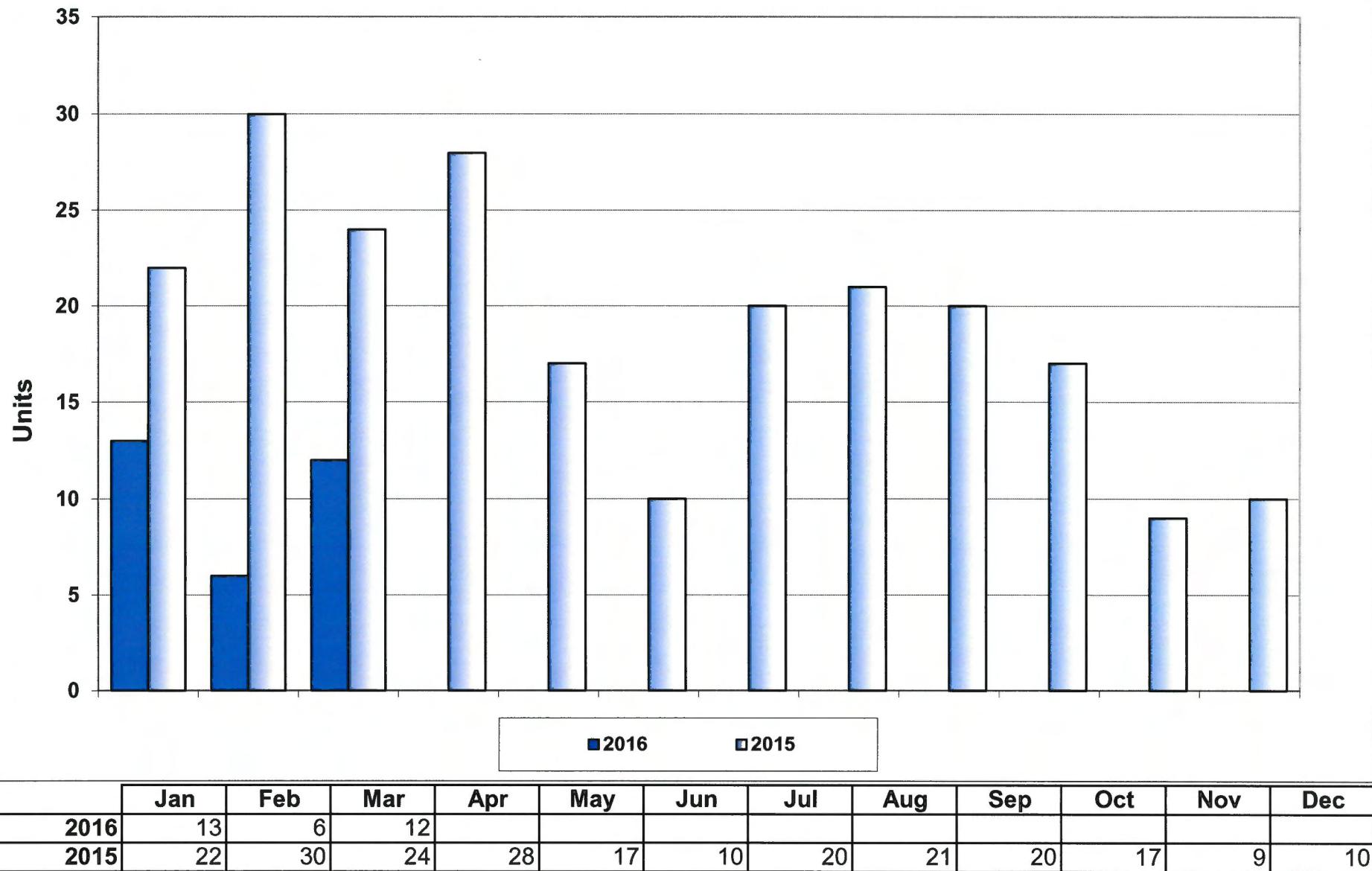
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2016</b>	484	1,012	1,160									
<b>2015</b>	1,095	919	951	921	772	1,045	933	412	666	484	475	601
<b>MAR</b>	Based on Demand											

***In-Home Services***  
**Heat Assistance**

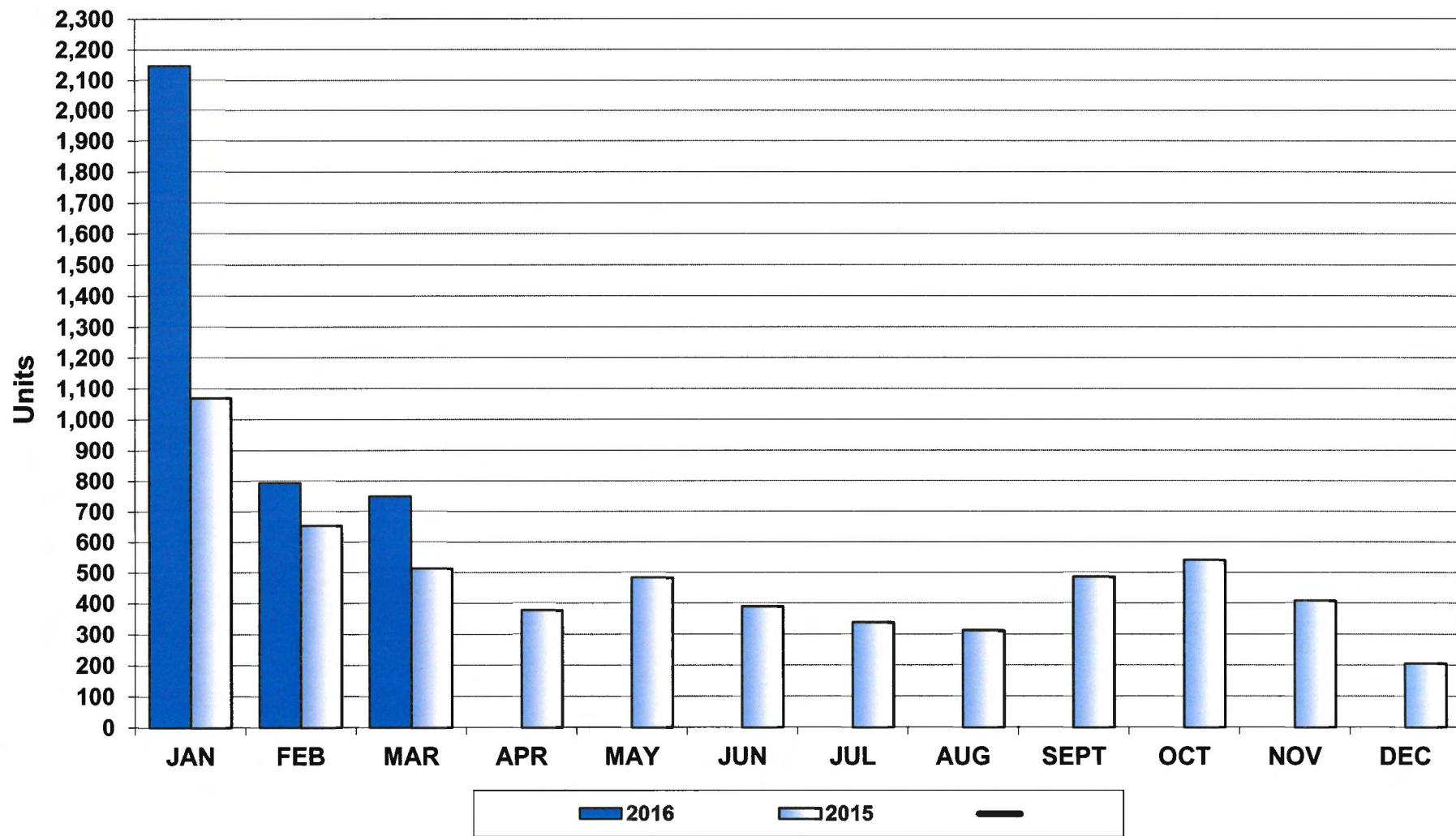


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2016	2	5	3									
2015	1	4	3	2	0	4	2	4	1	3	3	2

**In-Home Services  
Loan Closet**



**In-Home Services  
Transportation**



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2016	2,145	792	748									
2015	1,069	653	513	376	483	389	337	311	485	540	407	205



**OLDER MICHIGANIANS DAY – MAY 11, 2016**  
Presented by Area Agencies on Aging & Aging Network Partners  
“A Voice for Michigan’s Aging”  
Visit [www.oldermichiganiansday.com](http://www.oldermichiganiansday.com)

**2016 Older Michiganians Day Steering Committee**

Area Agencies on Aging  
Association of Michigan

AARP Michigan

Alzheimer’s Association

Michigan Association of  
Nutrition and Aging  
Services Programs

Michigan Association of  
Senior Centers

Michigan Directors of  
Services to the Aging

Michigan Senior  
Advocates Council

National Multiple  
Sclerosis Society,  
Michigan Chapter

Senior Volunteer  
Programs of Michigan

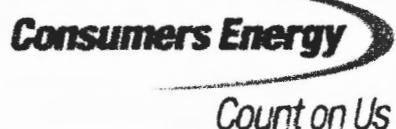
To learn more about  
Older Michiganians Day  
Please Visit:

Twitter:  
@Older\_MI\_Day  
Facebook:  
Older Michiganians Day

**Location: East Lawn of the State Capitol  
110 S. Capitol Avenue, Lansing Schedule  
as of April 19, 2016**

	10:20 am	8330 On The River Choir
	10:30 am	Welcome & Purpose of the Day Pam Curtis, President, Area Agencies on Aging Association Pam Niebrzydowski, Chair, Michigan Senior Advocates Council
	10:45 am	Advocacy with the House – Advocates visit their State Representatives and advocate for OMD Platform issues
	12 noon	Seventh Inning Stretch – Coaches for the Matter of Balance program lead participants in balance exercises
	12:05 pm	Governor Rick Snyder (invited) Senator Goeff Hansen for Senate Majority Leader Arlan Meekhof Senate Minority Leader Jim Ananich (invited) Representative Kathy Crawford for House Speaker Kevin Cotter House Minority Leader Tim Greimel
		Presentation of the Senior Citizen of the Year Award Richard Kline, Acting Director, Aging & Adult Services Agency Whitney Skeans, Consumers Energy, OMD Sponsor
		8330 On The River Choir
	1:00 pm	Advocacy with the Senate – Advocates visit their State Senators and advocate for OMD Platform issues
	1:50 pm	8330 On The River Choir & Wrap Up

**Lunch and beverages provided by Leading Age Michigan.  
Lunch is served at the Food Tent between 11:30 am and 12:30 pm.**



## Older Michiganians Day Steering Committee

Area Agencies on Aging Association of Michigan

AARP Michigan

Alzheimer's Association

Michigan Association of Nutrition and Aging Services Programs

Michigan Association of Senior Centers

Michigan Directors of Services to the Aging

Michigan Senior Advocates Council

National Multiple Sclerosis Society, Michigan Chapter

Senior Volunteer Programs of Michigan

### THANK YOU to our Sponsors!



#### What Can Advocates Do?

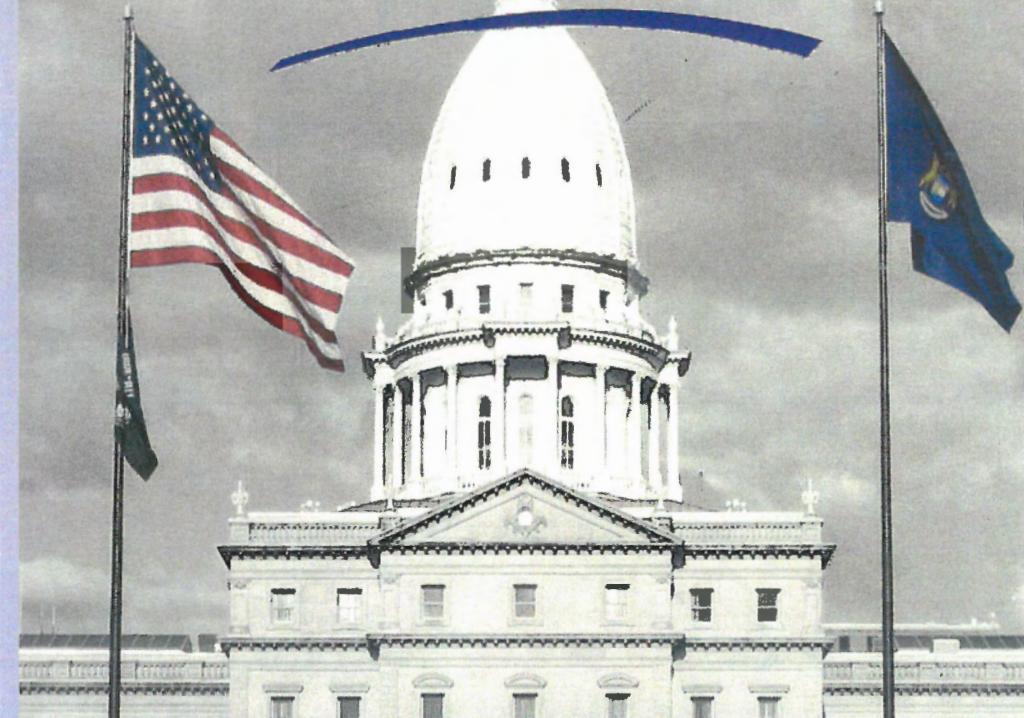
- ◊ Understand the issues facing older adults and individuals living with disabilities.
- ◊ Study Senators' and Representatives' stands on related issues.
- ◊ Meet with your Legislators.

#### What Can Legislators Do?

- ◊ Sponsor and support legislation to support this platform.
- ◊ Attend Older Michiganians Day and meet with your constituents who have traveled for the rally.
- ◊ Commit to government transparency and open dialogue in the legislative process.



# OLDER MICHIGANIANS DAY



May 11, 2016

## PLATFORM For Legislative Action 2016

**“A Voice for Michigan’s Aging”**

**Presented by: Area Agencies on Aging &  
Aging Network Partners**

# Improve Access and Quality of Long-Term Supports and Services

## Reduce Wait Lists for MI Choice

Although progress was made to reduce the wait list for the MI Choice Home and Community-Based Waiver Program, the number of vulnerable persons now waiting for services that are critical to living independently instead of in a nursing home has grown to over 3,300 persons.

## Address Wait Lists for Home and Community-Based Services

Continue progress towards fulfilling the commitment to make Michigan a no wait state for home and community-based services; increase funding for the Aging & Adult Services Agency (AASA) by \$5 million in fiscal year 2017.

The Silver Key Coalition estimates that about 7,000 older adults in Michigan are waiting for essential in-home services, such as: home delivered meals and personal care that helps seniors to remain living independently at home.

## Allow Communication on Senior Millage

The public will be asked to make major ballot decisions without access to complete information unless section 57 of Public Act 269 is repealed. Let your legislators know that adequate protections already exist to prevent unlawful advocacy. Informed voters need all the facts!

## **Elder Abuse Prevention**

Continue to support adequate funding for elder abuse prevention programs and adequate staff for Adult Protective Services (APS).

Year	Referrals Made	Cases Investigated
2012	25,796	15,099
2013	33,710	18,289
2014	37,242	21,389

# Support Caregivers

## Dementia Care and Support

Invest in the Michigan Dementia Care and Support Pilot Project (\$150,000 in FY 2016 & FY 2017) and support a State Dementia Plan to address issues related to caregiving, primary care, long-term care, and public awareness about the disease.

It is estimated that 180,000 adults age 65+ have Alzheimer's in Michigan.

In 2014, it was estimated that there were 508,000 Alzheimer's and dementia caregivers.

## CARE Act

Support passage of the Caregiver, Advise, Record, Enable (CARE) Act to support and equip family caregivers when their loved ones go into the hospital and as they transition home.

## Enhance Independent Living in the Community

### Home Accessibility

Support Senate Bill 395 and House Bill 4719 for an income tax credit of up to \$5,000 to help pay for home accessibility improvements that increase safety and independence, help prevent falls, and make caregiving tasks more manageable.

### Transportation

Support transportation options that are affordable, accessible, and flexible so individuals can maintain a quality of life in their community.

### Heat and Eat

Support legislation that helps impoverished individuals who lost food stamps when Michigan failed to update a benefits streamlining process known as "Heat & Eat" in the 2014 Farm Bill. Michigan is one of only four states that did not make the needed changes. Legislation to update the state contribution to utility assistance from \$1/year to \$20/year per household would make it possible to restore benefits.

**Keep updated on these issues at:**  
[www.oldermichiganiansday.com](http://www.oldermichiganiansday.com)  
Twitter: @Older\_MI\_Day  
Facebook: Older Michiganians Day



## Older Americans Month 2016

### A PROCLAMATION

**Whereas**, Grand Traverse County includes a community of older Americans who deserve recognition for their contributions to our nation; and

**Whereas**, Grand Traverse County recognizes that older adults are trailblazers—advocating for themselves, their peers, and their communities—paving the way for future generations; and

**Whereas**, Grand Traverse County is committed to raising awareness about issues facing older Americans and helping all individuals to thrive in communities of their choice for as long as possible; and

**Whereas**, we appreciate the value of inclusion and support in helping older adults successfully contribute to and benefit from their communities; and

**Whereas**, our community can provide opportunities to enrich the lives of individuals of all ages by:

- Promoting and engaging in activity, wellness, and social involvement through our Senior Center Network
- Emphasizing home- and community-based services that support independent living through our Commission on Aging
- Ensuring community members can benefit from the contributions and experience of older adults.

**Now therefore**, we of Grand Traverse County, Michigan do hereby proclaim May 2016 to be Older Americans Month. We urge every resident to take time this month to acknowledge older adults and the people who serve them as powerful and vital individuals who greatly contribute to our community.

Dated this \_\_\_\_ day of May, 2016

Christine Maxbauer, Chairperson Grand Traverse County Board of Commissioners

## **OBJECTIVE**

Define, create and implement a year-long public relations strategy that will reflect the time honored mission of the GTCOA:

*“Offering home and community based services to maintain and improve quality of life for Grand Traverse county’s age 60 and over population.”*

## **THE PLAN**

**\*Refresh the current COA brochure to establish the now separate brands (identities) of the COA and Senior Center Network (SCN).**

Contact countywide multi-media (print, TV, radio, online) explaining that the former conjoined COA/SCN are now separate, and defining the distinction in services.

**\*Consider redesigning the current GTCOA logo by reviewing the former long standing logo.**

Establish a theme (*colors, look and feel*) for all COA communications (online as well as print) and collateral. This theme will be distinctly different from the “blue and green” the SCN will be adapting, which will reflect its new affiliation with the county’s parks and rec department.

Facilitate as needed the drafting and distribution of media releases for special COA events.

Engage media contacts for news worthy COA events. (*Example: The recent Valentine’s bag distribution to COA clients.*)

\*Reproduce the current GTCOA 30-second PSA which has received unlimited air play on regional television (network and cable). The current version showcases services of both the COA and SCN.

Consider refreshing the current slide presentation used by COA presenters. Several new initiatives have been introduced by Laura Green that deserve public awareness and will strengthen the COA brand. This presentation can also be displayed on our website.

Offer newsletter insights and contribute editorial material when needed. This is especially timely in view of the August primary millage vote.

Provide assistance as needed in drafting communication pieces emanating from the COA. *(Example: Deputy Director Laura Green writing a guest Forum piece for the Record-Eagle's op/ed page. Topic: "Older Americans' Month and the changing country metrics and how they compare nationwide; and what that means for the future?"*)

These are just some of the 2016 tactics for your consideration. We look forward to further discussion and rendering quotes for potential future implementation.

Thank you.