

# Senior Center Annual Report

April 2, 2018

---

## DEPARTMENT OVERVIEW

---

The Bath Charter Township Senior Center serves the senior citizens of Bath and surrounding communities. The Senior Center provides cooked meals, social activities, and speakers on topics beneficial to seniors.

---

## VISION & MISSION

---

The following Vision & Mission statements were revised by the Senior Services Advisory Committee, May 2015.

The Senior Center will become the focal point both on site and off site services for senior citizens in our community. (*Vision*)

To provide services and a comfortable gathering space for social, educational, recreational, nutritional, and health needs of senior citizens in conjunction with persons of all ages, abilities and backgrounds within Bath Township and surrounding communities. (*Mission*)

---

## PERSONNEL

---

Four part-time employees:

- Programs & Services Coordinator, 32 hours per week.
  - Develops and coordinates the activities of the Senior Center to generate participation; assists with budget planning and reporting; works with and supports activities of the Senior Services Advisory Committee. Our current Coordinator sits on the Michigan Association of Senior Centers (MASC) board; this helps the Bath Senior Center due to bringing new ideas and pertinent information. Recently the Coordinator has also assisted in outreach (such as Bath Days) and fundraising (such as Elvis impersonator and Twilight Big Band performances).
- Head Cook / Kitchen Coordinator, 32 hours per week.
  - Certified Food Safety Manager. Responsible for developing a nutritional menu, preparing and serving meals on a regular schedule in the Senior Center; purchasing food and other kitchen supplies; maintaining kitchen and meal site inventory; as well as maintaining a safe, sanitary kitchen.
- Assistant Cook, 28 hours per week.
  - Assists with the preparation and serving of meals on a regular schedule in the Senior Center; helps maintain kitchen and meal site inventory; as well as maintaining a safe, sanitary kitchen.

- Dishwasher, 15 hours per week.
  - Maintains all dishes, pots, pans, trays, kitchen, work areas, equipment and utensils in orderly and sanitary condition.

**DAILY AVERAGE ATTENDANCE**

	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>
January	46.12	55.33	49.17	30.45	33.50
February	45.58	57.10	50.50	32.64	33.09
March	45.05	57.42	45.77	37.67	33.58
April	46.84	59.23	52.92	39.83	37.77
May	51.95	66.58	58.33	41.58	40.08
June	48.50	61.15	56.58	44.00	42.25
July	54.50	53.47	62.08	47.63	36.33
August	49.57	50.61	58.60	46.69	41.92
September	53.00	55.76	64.40	49.90	49.00
October	48.62	59.21	66.70	52.21	42.15
November	51.61	55.61	72.44	56.18	42.60
December	47.76	53.71	47.00	59.42	37.58
<b>AVERAGE</b>	<b>48.98</b>	<b>57.27</b>	<b>57.40</b>	<b>45.06</b>	<b>39.21</b>

Note: Beginning in July 2016, the Senior Center expanded from three days per week (Monday / Wednesday / Friday) to five days per week (Monday through Friday) for meals and activities.

**EVENTS & ACTIVITIES**

- |                               |                              |
|-------------------------------|------------------------------|
| Bingo                         | Hand & Foot                  |
| Bowling                       | Ladies Pampering Day         |
| Bridge                        | Line Dancing                 |
| Bridge Classes                | Line Dancing Performance     |
| Build a Terrarium             | Live Music & Dancing         |
| Canasta                       | Make a Christmas Centerpiece |
| Classic Car Show              | Popcorn & a Movie            |
| Comedian/Musician Performance | Puzzles                      |
| Euchre                        | Texas Hold'Em                |
| Exercise (Walking Group)      | Trivia                       |
|                               | Wood Carving                 |

## PROGRAMS & SERVICES

---

AARP Smart Driver Course  
Chronic Venous Insufficiency (Varicose & Spider Veins)  
Coffee with Senator Rick Jones  
Computer Clinic  
Defibrillator & Emergency Services Demonstration  
Estate Planning  
Fall Risk Assessment & Balance Coordination  
Flu & Pneumonia Shot Clinic  
Free Tax Preparer  
Health Clinic (blood pressure readings, glucose testing, medication questions)  
Hearing Screenings & Hearing Aid Cleaning  
Hospice Services, Caregiver Stress & Burnout  
Ice Cream Social  
Matter of Balance Classes  
Medicare/Medicaid Counselors from Tri-County Office on Aging  
Oral Health, the Wisdom Tooth Project  
Presentation on Long-Term Care Planning  
Presentation on Vertigo & Depression  
Shingles Vaccine Clinic  
Speaker: Historical Past of Bath & 1927 Disaster

## TRIPS

---

Note: Some trips are organized and supervised by Bath Senior Center. Some trips are privately organized, and the Senior Center assists with registration.

Bath Township Library Center Visit	Firekeeper's Casino, Battle Creek
Boat Trip, Saginaw Bay	Sea Life Aquarium, Auburn Hills
Bronners & Zehnders, Frankenmuth	Senior Night at Lugnuts Stadium, Lansing
Detroit Tiger Game, Comerica Park	Soaring Eagle Casino, Mt. Pleasant
Dinner Theater, Turkeyville	The Purple Rose Theatre / Common Grill
Eggleston Art Gallery Visit	

## PARTNERS

---

- **Volunteers** – Generously give of their time for programs such as woodworking and bridge classes, for assisting with special events such as day trips and Bath Days, and for generally helping when an extra hand is needed. Thank you.

- **Michigan Association of Senior Centers (MASC)** – Provides networking and training.
- **Sons of the American Legion** – Donate and serve the annual Christmas Dinner. We had 106 enjoy their hospitality at the 2017 dinner.
- **Vista Springs Timber Ridge** – Provides their bus (and driver) for day trips. They have also volunteered at least monthly for Bingo calling and distributing prizes.
- **WalMart** – Pharmacists conduct the annual flu shot clinic. During summer 2018, they will provide shingles vaccinations.
- **Arctic Ice** – Donated an ice freezer for the Senior Center to keep ice and donates bagged ice as needed to keep it stocked for the Senior Center's use.
- **Michigan Hearing** – Performs monthly hearing tests and hearing aid cleaning.
- **Capital Area Community Service** – Runs the monthly Commodity Supplemental Food Assistance program for low-income seniors and quarterly The Emergency Food Assistance Program for low-income households.
- **MSU College of Nursing** – In fall 2017 (and coming in spring and summer 2018), nursing students met with seniors over two months to discuss prominent health issues. The semester culminated in a health fair.
- **Tri-County Office on Aging** – Conducts the balance class and assists with speakers. During open enrollment, TCOA works with people to review their health insurance and sign up for Medicare and Medicaid. We are presently discussing expanding TCOA's senior dining program to include the Bath Senior Center.
- **AARP** – Assists with income tax preparation for seniors at the Laingsburg Library. Their Smart Driver Class helps older drivers continue driving and possibly a discount on car insurance.
- **Capital Region Community Foundation** – Awarded a \$55,000 Impact Grant for the kitchen remodeling project in 2015.
- **Mid Michigan Diaper Bank** – Offered free diapers and incontinent supplies to those living in Ingham, Eaton or Clinton Counties. In late 2016, the program was suspended, and all our Senior Center patrons of the program have since made alternate arrangements; however, this remains an important need in the community and is hoped the service will resume.
- **Elder Law of Michigan** – The Township previously assisted with the MiCAFE program to guide low-income seniors in applying for food, medical and insurance, utility, and tax credit assistance. Bath is presently not actively assisting the program due to needing volunteers.

## **RECENT HISTORY / TRENDS / ACCOMPLISHMENTS**

---

### **Mid-Michigan District Health Department**

**Type III Food Service Establishment License:** The Township applies each year for a Food Service Establishment License in order to prepare and serve meals and drinks on-site five days a week to the public at the Senior Center.

**Certified Food Safety Managers:** The Township must employ one certified food manager that works an average of 30 hours per week as a requirement of our license. Both the head cook (32 hours per week) and assistant cook (28 hours per week) are Certified Food Safety Managers. Requirements for certification every five years include a mandatory 16-hour classroom instruction period and passing the certification examination. Additional training and certifications are at times required for Food Safety Managers. One recent example was Food Allergen Training which was completed in Fall 2016.

**Inspections:** As part of holding a Food Service Establishment License, at least two times per year, the Mid-Michigan District Health Department conducts unannounced inspections of our Center's food preparation operations and procedures, as well as our staff's knowledge. Inspectors generally look at facility cleanliness and maintenance, hair restraint and hand washing, hot and cold holding of food, date-marking, training certifications, sanitizing and dishwashing, and knowledge of food-borne illnesses. In effort to maintain a clean facility, the Senior Center is closed twice each year for a two to three day "deep cleaning."

### **Kitchen & Bathroom Remodel**

Striving to serve an increasing number of area senior citizens with nutritionally sound, reasonably priced, homemade meals, plans were made to renovate and convert existing kitchen/storage space and equipment into a commercial kitchen. The bathroom facilities were also renovated in order to fully comply with the Americans with Disabilities Act of 1990.

**Phase I:** The Township began kitchen renovations in February 2015. This phase was referred to as Phase I of renovations and included installation of a three compartment sink, a hot food serving counter, a reach-in refrigerator, a hand sink, and work tables. The work was completed by volunteers and overseen by a licensed contractor. Funds from the 2014 fiscal year Senior Center department budget and monies raised by the seniors through special events were used.

**Phase II:** The next goal was to increase the footprint of the kitchen within the Center to accommodate a commercial range and hood, convection oven, reach-in freezer, high-temperature dishwasher, garbage disposal, larger/more efficient water heater; replacement of flooring and cupboards, and to begin using dinnerware and flatware. This was Phase II of the renovation project.

The desired impact was to improve the quality of services offered at the Center, and enable staff to increase the number of senior citizens served by the meal program by at least 20 percent. The

kitchen renovations allowed the Center to transition from Monday-Wednesday-Friday meal service to five-day-a-week service in July 2016.

**Funding:** In Spring/Summer 2015, the Township applied to the Capital Region Community Foundation for a grant in the amount of \$55,000 to fund Phase II. The Township's fiscal year allocation and the additional fundraising efforts by our seniors and community members provided for the total needed 1:1 required match of the grant request of \$55,000, for a total of \$110,000.

### **New Deck Construction**

Thanks to the generosity of community members and volunteers, construction of a new deck was completed at the Center in May/June 2016. Purchase of deck materials was provided by Taco Tuesdays and other Senior Center fundraising activities. Demolition of the old deck and landscaping around the deck was completed by members of the DPW. Seniors made the new deck complete by adding a few outdoor tables and chairs and then celebrated with an Ice Cream Social.

### **ADA Door and Entry Ramp**

In September 2017, the Public Works Department constructed a ramp to make the transition between the sidewalk and parking lot easier in front of the entryway. In November 2017, an automatic opener was added to the front door.

### **Parking Lot**

In July 2017, the parking lot was "capped." Basically a couple inch layer of asphalt was laid overtop the existing, deteriorated parking lot. It was a cost effective fix to remove tripping hazards. But it was only a temporary fix; the parking lot should be scheduled for a much more substantial mill and overlay within five years.

### **Fundraising**

The Senior Center Advisory Committee and volunteers have benefitted the Senior Center with fundraising efforts. In some cases, the Programs & Services Coordinator or other Township staff also assist.

- **Wishlist** – A number of smaller fundraising efforts, unsolicited donations, and proceeds from Sunday euchre have been used to fund the "Wishlist." With budget approval, the SSAC can use the Wishlist to purchase extra items to benefit the Senior Center. It has also been used as a backup designation for other designated fundraising.
- **Capital Region Community Foundation** – CRCF awarded a competitive Impact Grant of \$55,000 for the Senior Center Kitchen Project in 2015-2016. The grant required a one-to-one match provided by the Township.
- **Taco Tuesdays** – Volunteers ran the kitchen to sell tacos on Tuesday evenings for two months in 2015 as a fundraiser for the new deck. The proceeds paid the deck materials, and volunteers provided the labor.

- **Elvis** – Elvis Impersonator Matt King will give a show in mid April 2018 with the proceeds intended for the Building Expansion or the Wishlist to expand programs and services to meet the growing needs of the expanding senior population in the area.
- **JoAnne Williams Memorial Bridge Tournament** – The JoAnne Williams Memorial Bridge Tournament is hosted two to four times a year at the Bath Township Senior Center. Up to 20 teams can sign up for the event coordinated by Senior Center supporter and avid bridge player, Barbara Reeves. All monies raised from the Tournament are donated to the Center in honor of Williams.
- **Twilight Big Band Memories Concert** – Planned for June 2018. This evening concert will have the 18-piece band performing on the Senior Center deck with the audience sitting on the lawn. The admission fees will support Senior Center programs and activities.

### **Low-Income Meal Program**

The Center assists seniors (age 55) within the Bath community that are low income by providing meals at no cost. Bath residents can confidentially provide documentation (Medicaid or Food Assistance) to the Programs & Services Coordinator, and be qualified to receive a discreet meal punch card for use at the Senior Center. The punch card is the same one used by those patrons that pay for meals ahead of time. In recent years, Township volunteers for the Michigan’s Coordinated Access to Food for the Elderly, or MiCAFE program, have referred applicants to the Center to take advantage of the program. On average during July – December 2016, three low-income meals were provided per day (low of 0 served – high of 7).

## **CURRENT ISSUES / CHALLENGES**

---

### **Improvement Plan**

In June 2017, the Head Cook and the Programs & Services Coordinator each met with the Administrative Services Coordinator (who was their direct supervisor at the time) and the Board of Trustees Representative to the Senior Services Advisory Committee. They discussed operations at the Senior Center. These “groundwork” meetings clarified a number of operating protocols to help things run more smoothly. It also addressed the roles and responsibilities of the two positions.

Following these meetings, the direct supervision of these positions and the general operation of the Senior Center were transferred to the Superintendent. Now the Superintendent, Head Cook, and Programs & Services Coordinator meet weekly to help maintain communications, to discuss operations, and to problem-solve difficult or new issues that arise. This has been effective but is also quite time consuming. The Programs & Services Coordinator has also become a regular attendee at the Senior Services Advisory Committee’s monthly meetings.

## Full Schedules

The Senior Center employees are all currently part-time positions. At least one of the employees desires to work full-time with benefits, and the Senior Center Advisory Committee has recommended added staff hours to accommodate the growth in activities and attendance at the Senior Center.

- Because the Center is open Monday – Friday each week, from approximately 10 am – 4 pm, most, if not all of the hours allotted per week worked by the Programs & Services Coordinator are spent with the seniors on-site. There is very little downtime for the person in this position to spend quiet, uninterrupted time working. The Coordinator’s time is also spent on assistance with outreach (Bath Days), fundraising (Elvis Tribute and Twilight Big Band Performance), attending Senior Services Advisory Committee meetings, and sitting on the MASC board.
- A similar situation exists for the Head Cook. Regularly, she begins work by at least 8:00 am. Sometimes she begins even earlier if meat or other food needs to be put in the oven. This schedule leaves little time to work on menu development or shopping.
  - Prior to the transition to five days a week, the head and assistant cooks were able to conduct the shopping themselves at Gordon’s Food Service, Sam’s Club, Meijer, Kroger, etc. This allowed them to compare prices, utilize coupons, and hand-select produce and meat for use at the Center. Now with limited time to shop, the cooks have been using a food order and delivery service, Van Eerden Food Service out of Grand Rapids. While the Van Eerden staff has tried to be helpful and accommodating, our selection and pricing is limited based on Van Eerden’s product offerings. For example, in the past staff may have chosen to purchase 95-percent lean ground beef from Sam’s Club because of its quality and reasonable price. Now, the cooks have to go with 85-percent lean ground beef at a higher price from Van Eerden.
- Five-days lunch at Senior Center has also meant more frequent cleaning by DPW staff, and there are no “vacant” days to do the cleaning.
- The commercial kitchen has also necessitated added maintenance of the commercial range and hood, air exchange unit, grease trap, convection oven, reach-in freezer, and high-temperature dishwasher.

**Space** While the remodeling vastly improved the layout and flow of the Center, we are still constrained by the building’s four walls. Increasing the footprint of the kitchen (to 430 square feet from 200) decreased the seating capacity of the dining room, from 100 seats down to 85.

- The highest Meal attendance dates can be in the mid to high 70’s. While this is certainly 5-10 attendees less than the maximum the dining room can hold, it does crowd the space in which patrons have to walk around in safely while carrying plates of food. Average attendance is about 50.
- Storage for supplies (including ingredients) can be tight and limit adding new programs – for example, no available storage on site is one of the impediments to the Diaper Bank program.



- The outside storage shed is used for the medical equipment loan program, but it is not climate controlled and is poorly lit.
- No quiet space for hearing screenings.
- No separate or private space on-site for Food Commodity or MiCAFE qualification services.
- Some programs have moved to other Township buildings, such as line dancing and quilting to the Bath Community Center.
- Card players often have to wait for other patrons to finish their lunch and move to another table so they can move lunch tables and set up card tables.
- Special meals such as Thanksgiving and Christmas dinners (often sponsored by Sons of the American Legion) now require the Center to be closed the day before for meal preparation, and require two seatings (11:30 am and 1:00 pm in order to serve all those that sign up).

### Budgetary Pressures

As the Senior Center has grown, with greater attendance, five days per week service, and with more programs and activities, so too has its operating budget, including added staff and increased hours.

Operating revenues have also increased with more meal sales due to increased attendance and serving five days, meal price increases in July 2016 and January 2018, and charging for day trips and some activities.

<b>Year:</b>	<b>Expenses:</b>	<b>Revenues:</b>
2009	\$ 29,613	\$ 11,781
2010	\$ 48,684	\$ 14,325
2011	\$ 53,954	\$ 16,921
2012	\$ 62,250	\$ 18,829
2013	\$ 78,548	\$ 30,811
2014	\$ 84,610	\$ 27,684
2015	\$ 74,821	\$ 36,487
2016	\$ 110,328	\$ 42,052
2017	\$ 126,324	\$ 48,384
2018 (budget)	\$ 148,125	\$ 68,900

During the first twelve months (July 2016 – June 2017) that meals were served five days per week, the actual cost per meal was \$6.39 based on ingredients, kitchen wages, kitchen supplies, and an estimated portion of utilities. This does not include costs for programs & activities, cleaning and maintenance, or overhead. Meal prices were increased to \$3.50 for resident seniors and \$5.00 for non-residents and/or non-seniors in January 2018.

### Attendance Numbers

- During the first year of five-day meal service (July 2016 – June 2017), attendance average 47% residents, 40% non-residents, and 13% to-go meals. Since January 1, 2018, and the increased price for non-residents, the split has gone to about 67% resident and 33% non-resident/non-senior.
- During the first year of five-day meal service, 12,221 meals were served, and attendance averaged 50 meals per day. Since January 1, 2018, attendance has dropped off to 41 per day.
- During the first year of five-day meal service, attendance on Tuesday averaged 40 meals; while, the rest of the week averaged 54 meals per day. Staff has deliberately scheduled popular menu items and special activities for Tuesdays to build the low attendance day.

---

### SHORT- & LONG TERM GOALS

---

#### Update on 2017 Goals

- Continue looking for resource, program and service partnership opportunities in the community. **UPDATE:** *The Programs & Services Coordinator tries new speakers and programs throughout the year. It can be difficult to get speakers of interest to the patrons; many senior-oriented topics on health, financial, and legal are not well-attended. Activities such as day trips, Mother's Day and Father's Day parties, Texas hold-em, and bridge and woodworking classes have been well received. In Fall 2017, the MSU Nursing Program attended weekly to discuss prominent health issues; this will be repeated in Spring and Summer 2018.*
- Continue promotion and marketing of our resources, programs and services. **UPDATE:** *Weekly menu and activities are sent to the DeWitt Bath Review newspaper. The Senior Center had a table during Bath Days. Cookies were provided to the DDA Holiday Lighting. Menus were distributed during the Tom King Junk Day and the prescription drug drop-off. We advertised in Senior Preferences magazine. The Senior Center is a resource in the United Way 211 program.*
- Accurate and complete Emergency Sheets for every patron. **UPDATE:** *Sheets have been updated and signed by existing patrons. New patrons complete sheets timely.*
- Minimize waste of food (leftovers/uneaten meals). **UPDATE:** *Kitchen staff now has a better "feel" for quantities to minimize overcooking, but this can be difficult with fluctuating attendance. When feasible, leftovers are frozen to be reserved (for example, broccoli cheddar soup keeps well) or repurposed (for example, leftover hot beef sandwiches can be put into stew or shepherd's pie) another day. Leftovers that can't*

*be kept are sold at discount prices at the end of the day to minimize waste being thrown out. Leftovers are no longer given to other Township departments.*

- Additional use of volunteers, as feasible, in program operations. **UPDATE:** *Volunteers continue to assist with day trips, clearing tables, speakers, euchre, Texas-hold-em, bingo and other activities. Additionally, several paid substitutes have been lined up to fill-in when employees are absent for medical, vacation, conference, or other reasons.*
- Complete disposal of medical equipment. **UPDATE:** *Much of the excess equipment was disposed in Summer 2017. The current inventory is manageable and kept in the storage shed.*

## 2018 Goals

- **Communication & Team-Building** – Employees need to continue to build their skills in team-building and managing conflicts at the Senior Center. Weekly meetings with the Superintendent, Head Cook, and Programs & Services Coordinator will continue in 2018 to ensure employees respect the roles and responsibilities of each other and communicate in support of the team. They need working relationships with patrons without engaging the cliques and gossip that are prevalent among the Senior Center patrons. They should continue to encourage patrons put comments in the suggestion box for management to review. Policies and procedures will be used to foster an atmosphere of mutual respect and inclusion. A Code of Conduct for patrons will be developed in early 2018.
- **Finances** – Costs have been increasing at a rate beyond what the Township can continue to sustain. Continuing a top-notch Senior Center with added attendance and programs will require additional sources of revenue support and restraints on continued increasing costs.
- **Increase Attendance** – Increases in attendance played a great role in accomplishing the Kitchen Expansion. The SSAC has really pushed keeping this momentum and encouraged continuing to increase attendance. Growth is seen as meeting needs in the community's senior population and as a way to generate additional revenues to support the Senior Center. Growth has also been a major factor in additional expenses, so continued growth needs to be managed to stay within the Senior Center's physical, staff time, and financial capacities.
- **Build Tuesdays** – Ever since the expansion to being open five-days per week, Tuesdays have been the slow day with attendance averaging in the low 30's rather than close to 50 on other days. Scheduling popular lunch menus, new activities such as Texas-hold-em and Popcorn & a Movie, guest speakers, and events such as Valentine's Day party have helped to augment Tuesdays.
- **Support Low-Income Programs** – Townships are authorized by state statute to appropriate funds and levy taxes to provide activities or services to persons 60 years or older, including improvement of their social, legal, health, housing, educational, emotional, nutritional, recreational or mobility status. Bath Senior Center has had a number of partnerships to assist low-income seniors: Tri-County Office on Aging, Capital Area Community Service, Mid Michigan Diaper Bank, and United Way 211. In addition, the Township has worked with the MiCAFE program and provides financial support for Meals on Wheels. The Senior Center will seek ways to enhance existing partnerships (for example,

the TCOA senior dining program), re-establish former partnerships (for example, Diaper Bank and MiCAFE), and build new relationships (for example, Senior Project Fresh).

### **Long-Term Goals**

- **Nutritional Information.** Develop nutritional information for menu. **UPDATE:** *As much as feasible, the Cooks try to serve nutritious and balanced meals. For example, no salt is added to any meal, Jello is sugar-free and typically has fruit added, sugar-free ingredients and meals are used when possible, and packaged sugar-free Jello and pudding are available as substitute desserts for diabetics. However, the patrons really prefer comfort meals – meat and potatoes with gravy – this is seen in attendance figures and comments received in the suggestion box.*

*Recently, we have had several discussions with the Tri-County Office on Aging about expanding its senior dining program to include the Bath Senior Center. TCOA has specific dietetic requirements for its program. Whether or not we proceed with TCOA, simply meeting with them has heightened the focus on providing more fruit and vegetable options in the menu.*

*Nutritional efforts aside, providing nutritional information about the menu remains a long-term goal.*

- **Building Expansion.**
  - The Senior Services Advisory Committee has identified a building expansion as a primary goal. SSAC has recommended a 1,800 square foot addition on the north side of the building at an estimated cost of \$95,000. The Board of Trustees has okayed fundraising for the expansion with the expectation that money could be redirected to the Wishlist or other purpose if the fundraising falls short or the expansion does not occur.
  - The SSAC has also identified this project as a likely application for a Community Impact Grant from the Capital Region Community Foundation. The CRCF grant is an annual application and requires a 50% local match. This is the same grant used in 2015-2016 for the Kitchen Expansion.
  - The additional operating costs or on-going maintenance due to the proposed expansion have not been addressed. Other questions such as building code requirements, updated cost estimate, and parking would also need to be addressed before the project could proceed.

### **Senior Services Advisory Committee – Strategic Plan**

The Senior Services Advisory Committee has developed its own Strategic Plan and updated it annually for the last several years. The Strategic Plan is rooted in the vision and mission for the Senior Center. Although there is some obvious overlap, it is more long-term and aspirational. On the other hand, the goals in the department Annual Report are more day-to-day and operational.

## 2018 Bath Charter Township Senior Services Strategic Plan

### **Goal 1: Encourage development of comprehensive programs to serve Bath Township Seniors**

**Objective 1:** Work to develop resources through increasing partnerships, expanding collaboration, program development and broaden networking based on identified resources

**Objective 2:** Utilize staff training which enables program expansion and increased collaboration and expanded networking

**Objective 3:** Research and evaluate electronic My Senior Center system for Senior Center participation to help reduce the work load for the Center Director

### **Goal 2: Provide transportation services for the Seniors in Bath Township**

**Objective 1:** Identify and train a team of volunteer drivers who would provide ride sharing services to area seniors in need of rides to the Senior Center

**Objective 2:** Design, promote and manage the ride sharing service

**Objective 3:** Maintain an evaluation component which would show use, unmet demand and responses to service

**Objective 4:** Provide recommendations to the Township for the purchase of a 16- passenger handicap assessable van/mini bus for the Center

### **Goal 3: Continue and Expand Services to Bath Township Seniors**

The need for low cost nutritionally sound meal service and free activities for seniors is greater than we know, we are committed to serving as many seniors as we can. We have implemented a punch card system for the Senior Center. We know there are seniors in Bath Township who are low income, below the poverty level as certified by the MiCafe Program and we plan to continue to serve these Seniors with free lunches and activities which are free and/or affordable.

**Objective 1:** Continue to work with MiCafe to refer seniors from Bath Township living below the poverty level and in need of nutritional services and activities to the Senior Center.

**Objective 2:** Provide those referred by MiCafe with free punch cards allowing them access to free lunches. When cards are used up, replace the cards, free of charge.

**Objective 3:** Increase the number of Bath Township seniors we serve in 2018 and develop an outreach program to identify Bath Township seniors who could benefit from Center services and activities

**Objective 4:** Expand Food Commodity Distribution in partnership with CACS to at least 25 Bath Township low income seniors.

**Objective 5:** Work with the Tri-County Office on Aging to determine if there are other means for providing free or reduced cost meals for our low-income seniors including their Dine In card

#### **Goal 4: Fundraising and Grant Writing**

**Objective 1:** Continue to apply for grants for senior programs and services

**Objective 2:** Continue our fundraising activities which support our senior Center, services and programs

#### **Goal 5: Survey Seniors to determine service and program needs**

**Objective 1:** Provide, on an ongoing basis, opportunities for seniors at the Center to provide the Senior Services Advisory Committee with input regarding their needs for services, activities and programs.

**Objective 2:** Analyzing data to guide service and program expansion

**Objective 3:** Work with the Township on ways to meet these needs

#### **Goal 6: Expand the Senior Center**

**Objective 1:** Develop cost estimates and conceptual plans for expanding the Senior Center at its current location

**Objective 2:** Utilize the new Township Capital Improvements Projects process to access the resources needed for the expansion

**Objective 3:** Once funding is secured; expand the Center

**Objective 4:** Increase hours for Senior Center staff and refine position description for leadership within the Center.