

2013-2015 OLDER ADULT SERVICES STRATEGIC PLAN



City of Novi, Michigan



December 2012

Welcome

November 2012

Thank you for your interest in the City of Novi's Older Adult Services Strategic Plan. This plan is a vital tool in bringing forth quality programs and services for our older adults. I extend a special thanks to those who volunteered their time and knowledge in the creation of this plan. We feel the finished product is a quality roadmap that will guide the City of Novi over the next three years in our pursuit to encourage healthy, active lifestyles.

The process to complete this strategic plan was comprehensive and multi-faceted and included a dedicated steering committee, focus groups, and data collected from our 2012 Community Assessment Survey for Older Adults, a statistically valid reflection of perceptions held by Novi older adults.

This plan is unique as it not only identifies issues and services the City of Novi can work to address, but also highlights the incredible asset older adults are to a community. Older adults provide a stable housing market and economic base and they bring a wide range of talents, knowledge and abilities to a community. These talents and abilities are as diverse as those that live here and we look forward to working with those who have a desire to share their time and talents in building our community. Sophia Loren once said, "There is a fountain of youth: it is your mind, your talents, the creativity you bring to your life and the lives of the people you love. When you learn to tap this source, you will truly have defeated age."

Our all-star team of Older Adult Services employees are dedicated individuals who work tirelessly for the betterment of our community. Their offices are located at the Novi Civic Center. Stop by to learn more about the services, programs, and opportunities available to older adults in Novi.

Sincerely,

A handwritten signature in black ink that reads "Jason S. Mangum". The signature is written in a cursive style with a large, stylized "M" at the end.

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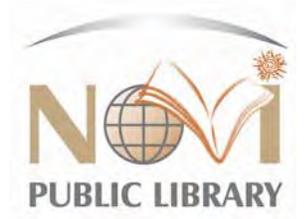
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BACKGROUND & STRUCTURE

"Too many people, when they get old, think that they have to live by the calendar."

John Glenn (1921-)

History

The Novi Senior Services program was formally started in 1981, with a part-time employee tasked to research the needs for programming specific to the older adult population. Research indicated older adults were seeking opportunities to participate in group classes, and wanted more access to active and passive, activities specific to their abilities. As such, programs such as trips, softball and golf and the senior theater show were expanded, using locations throughout Novi.

Novi continued to grow throughout the 1980's and in 1983, the Parks and Recreation Director and the City Manager agreed the City of Novi should undertake a comprehensive older adult program with funding from the City, as well as grants from the Area Agency on Aging and assistance from the Oakland Livingston Human Services Agency (OLHSA). During this time, a campaign was started to build the Novi Civic Center as a central gathering space for community members as well as house City offices.

In 1987, construction of the Novi Civic Center was completed and the building became home to the Novi Senior Center. At that time, two staff members were assigned to the Novi Senior Center; one full-time City employee, and the other a employee of OLHSA. The Novi Senior Center grew exponentially during the late 1980's and early 1990's to include sports, dances, leagues, holiday events, and a lunch program. To meet the growing needs of the growing community, the Senior Transportation Service was launched in 1986 with one vehicle and volunteer driver through the Independence for Life Association.

Realizing the need for dedicated, affordable older adult housing, the City of Novi created a Building Authority and a bond was issued for the construction of senior housing, using low interest rate loans. No millage was proposed or passed. The Parks, Recreation and Cultural Services Department was the responsible department for the 175 unit development, named Meadowbrook Commons, completed in 2001. During development of Meadowbrook Commons, it was determined that Senior Center administration and many programs would be moved from the Novi Civic Center to the new building, thus creating a dedicated place for Novi's older adults to congregate. The Meadowbrook Commons community is home to approximately 200 residents and generally has a waiting list for people interested in moving to the facility at market rates.

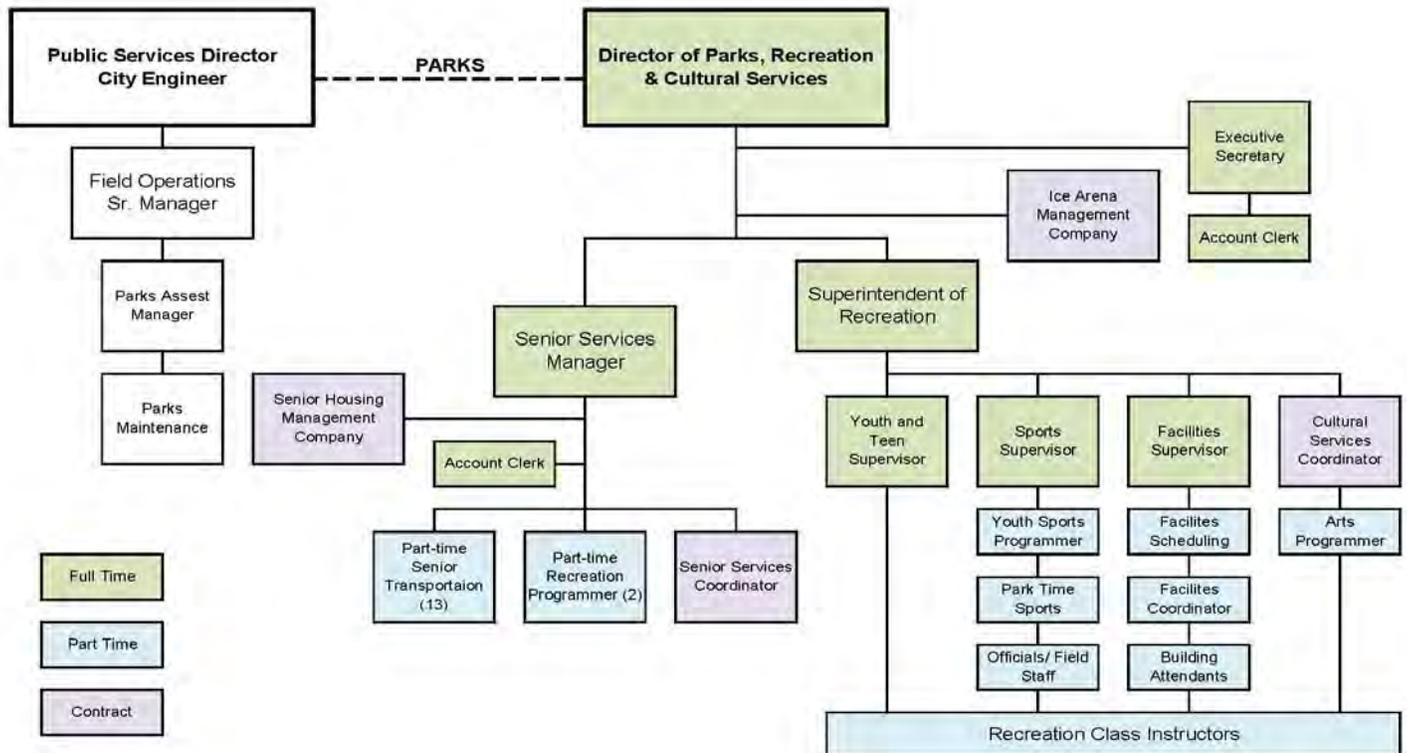
With the growing older adult population and the enhancements made on the Novi Civic Center Campus, including the new Novi Public Library and Fuerst Park, it was determined that Older Adult Services would be moved to the Novi Civic Center, taking advantage of cross-generational and diverse programming. During the summer of 2012, the move was completed and programing now takes place at both the Novi Civic Center and Novi Senior Center. The move also accommodated Baby Boomers seeking opportunities to participate, but not necessarily at a center designated as a "senior" gathering place. The relocation has increased knowledge of Older Adult Services because of the prominent location within the Novi Civic Center.



Organizational Structure

City of Novi Parks, Recreation and Cultural Services

Department



Mission

To create community through people, parks, and programs

Values

Creativity - Freedom to imagine and the courage to act

Excellence - Passion to do our best in each moment

Integrity - Do the right thing the right way

Service - We care and it makes a difference

Older Adult Services Staffing/Responsibilities

Older Adult Services Manager - Full Time

The Older Adult Service Manager oversees daily operations of the Older Adult Services program, the contractual management of Meadowbrook Commons, and department budget. The Manager reports to the Parks, Recreation and Cultural Services Director and is liaison to Novi Public Library, Novi Police and Fire staff members, as well as state and local municipalities.

Social Services Coordinator - Full Time

The Social Services Coordinator coordinates social services programs by providing information and referrals, and oversees Medicare/Medicaid programs, loan closet, food commodities, health wellness programs, legal programs and volunteers. The Coordinator also works with program reports and city-wide events and serves as a liaison to social service agencies such as Area Agency on Aging-1B.

Account Clerk - Full Time

The Clerk is responsible for staffing front desk coverage of the Older Adult Services office including phone calls and sign-in sheets. The Clerk processes registrations for programs, completes money transactions, creates monthly program calendar and assists with Engage!.

Recreation Programmers - Part Time

Programmers develop and implement recreation and social programming for older adults, including fitness, sport leagues, group meetings, and more. They assist with program marketing through Engage!, Enhance and social media. Programmers work as liaisons to the Parks, Recreation and Cultural Services Recreation Supervisors to assist with community-wide events and investigate cross-over and share services.

Transportation - See **Appendix A** for more information.

KMG Prestige Management Company - Contractual

Six full time and one part time staff members

- Property Manager – oversees daily operations of the Meadowbrook Commons Community
- Assistant Manager – responsible for leasing
- Maintenance Supervisor – oversees the day to day maintenance of the building
- Maintenance Technician – works with Maintenance Supervisor to complete maintenance needed at Meadowbrook Commons
- Groundskeeper – flowers, lawn maintenance, general care of the grounds
- Housekeeper – keeps public rooms, hallways, bathrooms and lobbies clean
- Receptionist - Responsible for front desk duties, phones, registrations, and general information

Facilities

Novi Civic Center

The Novi Civic Center, located on the Civic Center Campus in the heart of Novi, is home to the Older Adult Services Administration and Transportation Program. The building provides access to a variety of programming space including a theater stage, fitness rooms, and multi-use space for programs such as cards, painting, lectures, and more. A full-service kitchen allows for meal service during large events. The Transportation Program has dedicated space for office personnel. The summer 2012 relocation of Older Adult Services Administration and Transportation Program has allowed for more programs and higher visibility by community members of all ages.



Novi Senior Center

The Novi Senior Center was home to the administration team and majority of programs from 2001 through August 2012. The Center includes a multi-purpose room with a 128 person capacity, and computer lab equipped with seven computers. During business hours, the Center shares programming space with Meadowbrook Commons residents including an activity room, craft room, game room, small movie theater, and exercise room.



Meadowbrook Commons

Meadowbrook Commons is an older adult living campus that is owned by the City of Novi and managed by a contractual service. Built in 2001 to meet the growing need of affordable senior housing, the campus includes 115 one and two bedroom apartments and 60 ranch-style homes. All units are rented. Residents of Meadowbrook Commons enjoy a full-service hair salon; movie theater; exercise facility; activity space with pool table, televisions; game room, and craft room.



Novi Public Library

The new Novi Public Library was opened to the community in June 2010 and offers a variety of services for older adults including basic computer programs, large print books and magnifying tools. The Library offers a Bookmobile Program to local senior living facilities.



Current Services

The City of Novi Older Adult Services Program provides numerous activities and events for older adults focused on providing socialization opportunities and necessary programs for the health and general well-being of an older adult. Below is an overview of offerings. During Fiscal Year 2011-12, **76,462** units of service were provided*.

Special Events provide the opportunity for socialization, celebration, and promoting independence. Nearly 40 events are held annually, such as Thanksgiving, 4th of July, winter holidays, nature walks, and picnics with more than **2,000 people attending annually**.



Support Services - These include (FY 2011-2012 statistics):

- The Food Commodity Program** - Served **550** people annually
- Daily lunch Programs - **6,101** meals served at the Novi Senior Center and **23,403** homebound deliveries***
- Medical Equipment Loan Closet - **484** people borrowed equipment including wheel chairs, walkers, shower seats, and more.
- Professional Services - **82** people received hearing exams and testing, **211** took advantage of free income tax consulting, blood pressure checks were administered **859** times during weekly sessions, and the massage therapist provided **292** therapeutic massages. Medicare presentations were given to **43** people, **226** referrals given for home health care and **63** took part in free estate planning and legal advice. In September 2012 a comprehensive health fair was successfully held in conjunction with Fall for Novi. Attendance exceeded expectations and plans are underway for 2013.
- Transportation - **9,728** rides were provided. **See Appendix A for more information**



*Units of service is defined by any connection made with older adults, i.e. phone call, in-person, registrations, etc.

Income Requirements * For a full listing of partner agencies, see Appendix B

Fitness Programs offer an avenue for older adults to maintain an active, healthy lifestyle - at their pace. **More than 4,800** registrations for programs such as Softball, Zumba Gold, Line Dance, Pilates, and Balance class were taken between July 1, 2011 and June 30, 2012.



Social Programs provide opportunities to promote positive socialization through card games, sing-a-longs, Red Hat Society, coffee and conversation, sports, and more. The Novi Civic Theatre Senior Show is held annually and showcases the talents of participants in their 50's to 90's. **More than 1,200 audience members** attend each year.



Education classes are offered to encourage older adults to stay up-to-date and utilize current technologies such as computer classes, introduction to e-readers, social networking, digital photo albums, and more. These classes are provided through contracted services. **62 people attended classes in 2012.**



As the older adult population continues to grow, so does the need for classes, social services, fitness and education. The goal of the Older Adult Senior Services Strategic Plan is to help facilitate the growth, organize those needs, and plan for the future with information gathered from the CASOA, Senior Services Strategic Plan Steering Committee, and benchmarking with other local communities.

See page 26 for a full listing of programs offered by City of Novi Older Adult Services . See page 29 to learn about the strategic planning process. See Appendix D for the Older Adult Services Community Benchmarking Analysis

CURRENT SITUATION & TRENDS

*"Aging is not lost youth but
a new stage of opportunity
and strength." Betty Friedan (1921-2006)*

Current Situation/Trends

There are several clear trends that illustrate the current situation in relation to older adults. For each of these, there are implications and opportunities that describe the potential and preferred effects in regards to City of Novi services. Older Adult Services must utilize emerging trend information to proactively develop and implement strategic initiatives, thereby demonstrating our commitment to achieving the preferred future.

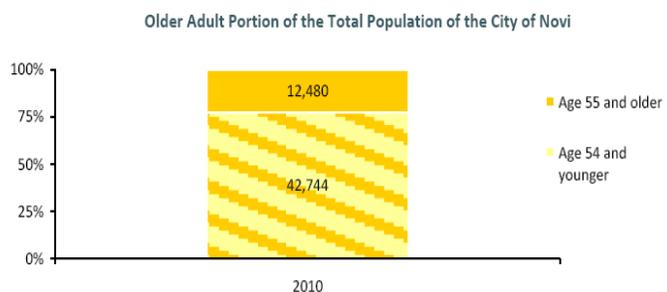
The Age Wave

According to the Area Agency on Aging-1B, the six county areas served by the agency, including Oakland County, is home to nearly 555,000 older adults (Area Agency on Aging 1-B, 2012). This population change is expected to result in a broad array of challenges and opportunities in the near future and will create challenges at all levels of government.

The 2012 Novi Community Assessment of Older Adults (CASOA™) recognized age-related trends that are apparent, affecting local government operations including:

- Advances in medical and related sciences, coupled with trends in exercise and healthy lifestyles suggest that people will not only live longer, but the number of Americans who live up to and beyond 85 years of age will continue to grow.
- Older adults will be better educated than past generations.
- Baby Boomer retirees will have a stronger desire to make contributions beyond traditional retirement.
- People are likely to stay in the workforce longer than ever before.
- The older adult population will be more racially and ethnically diverse.
- 70% percent of citizens 65 and older reported casting a ballot in the 2008 presidential election. Along with those 45 to 64 (69%), people 65 and older had the highest turnout rate of any age group (File & Crissey, 2012).

The population is changing in Novi. In fact, as Baby Boomers age, Novi's 65 + population is expected to increase by 161.8% between 2010 to 2035 (SEMCOG Community Profiles).



Source: U.S. Census Bureau - 2010 Census
Novi Population 55,224

Implications

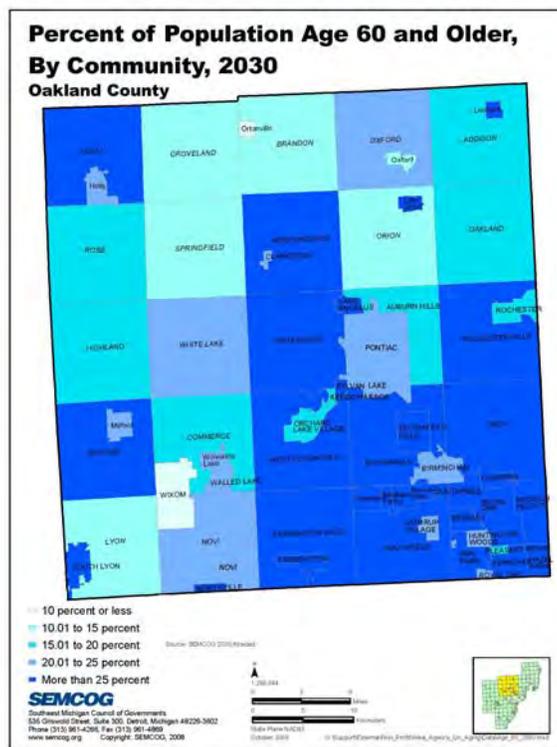
Presently, not only is the number of older adults increasing, but the life expectancy is higher than it has ever been. Older adults will need health care longer, straining the current systems and services in place. By age 65, statistics show that two-thirds of all Americans will have at least one chronic disease and see seven physicians in a year. Over the age of 65, two thirds of older adults are expected to have five or more chronic diseases, see 15 physicians and average more than 40 doctor visits a year (Ardis Dee Hoven, 2010). Many in the Baby Boomer generation are tasked with taking care of aging parents. This prevents them from taking preventative measures regarding their own health; therefore, the increased need for health services and programs will continue for years to come.

As documented throughout this plan, the older adult population will continue to grow faster than any other age group. Both the Novi Fire and Police Departments will respond with increased medical needs as the population continues to age. The City has contracted with a ambulance services to respond to medical runs.

Current Situation

Realizing the trend of the growing older adult population, many City departments have responded with programs to meet current needs. The City proactively relocated the Older Adult Services Administration Team to the Novi Civic Center, in the heart of the Novi community on the Civic Center Campus. While classes and events continue to be offered at the Senior Center, programming on the Civic Center Campus allows for more diverse offerings, intergenerational programs, and fitness classes. The Police and Fire Departments offer safety classes for older adult residents including File of Life, Fire and Fall Prevention, home inspections, and handicap parking enforcement. The Novi Public Library offers programs such as lecture series, book discussions, technology, educational programming and special events, specifically designed for older adults. See Appendix A to learn about the Older Adult Transportation Program.

Private investors are capitalizing on the projected growth of the older adult population in Novi. In 2011 and 2012, permits were issued to build two older adult living or rehabilitation facilities with a potential capacity of 185. These facilities are in addition to the six facilities currently operating in Novi. Providence Park Hospital campus offers comprehensive health care services including orthopedic surgery, neurosciences, and a wide range of other medical and surgical specialties.



Providence Park also offers a large and convenient outpatient center which houses outpatient surgery, endoscopy services, laboratory, imaging, and a sleep center as well as many physician subspecialties.

Opportunities

Many communities across the country include the recruitment of older adults as part of their economic development strategy. The appeal of retirees to local municipalities stems from their potential for stimulating local economies. It is estimated if 100 retired households come to a community in a year, each with a retirement income of \$40,000, the economic impact is similar to that of a new business spending \$4 million annually in the community. According to CASOA™, 81% of Novi’s older adults are “somewhat or very likely” to stay in Novi through retirement. This is a 10% increase over 2007 results.



Many older adult residents have time and inclination to offer productive work whether paid or not. In Novi, older adults provide significant paid and unpaid contributions. In addition to their paid work, older adults contributed to Novi through volunteering, providing informal help to family and friends, and offering more extensive caregiving. The value of these unpaid contributions by older adults in Novi in 2012 is estimated to be about \$84 million in a 12-month period. Adding the value of their paid work, the total value of their contribution is close to \$230 million in a 12-month period (Community Assessment Survey for Older Adults, 2012).

With a greater older adult population, comes the opportunity for greater partnerships and shared services between communities. Additionally grant applications for services and capital items are based largely on population statistics.

Seniors Spend Locally on Housing, Home Supplies, and Utilities

Age	Housing	Utilities	Household Operations	Total Housing Related Costs	Average Income	Housing Costs as Percent of Income
65+	\$12,993	\$3,314	\$2,746	\$19,053	\$39,341	48%
65-74	\$13,845	\$3,538	\$3,026	\$20,409	\$48,232	45%
75+	\$12,035	\$3,067	\$2,415	\$17,517	\$32,886	53%

Source: The Social and Economic Impact of the Southeast Michigan Older Adult Population, 2012

One Size Doesn't Fit All

The older adult is generally categorized as 55 years and up. This is an extremely large demographic group with differing needs and wants presenting for segments of this group. Today, with the older adult population growing in numbers and proportions, boasting increased life expectancies, and energetic lifestyles, many live 20-25% of their lives in active retirement.

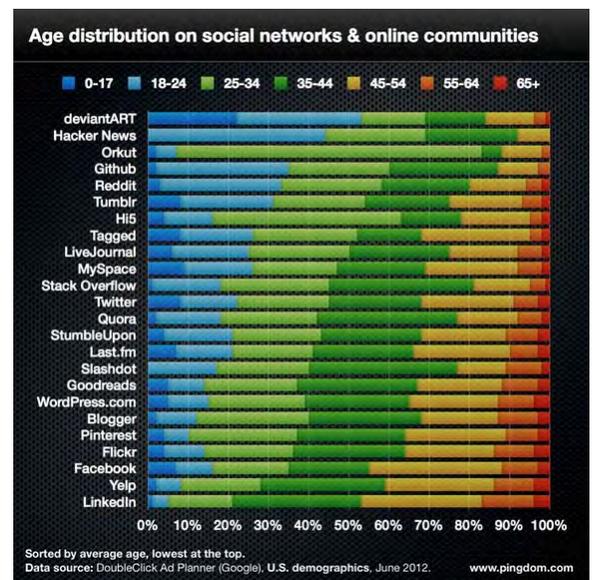


The 2012 Novi Community Assessment of Older Adults segments the older adult population in four categories: 55-59, 60-74, 75-84, 84+. Survey findings varied based in the age of the respondent. Transportation, falls, heavy housework, activities of daily living, and visiting local parks are more problematic for those ages 60 to 85+. On the other side of the age curve, younger older adults, ages 55-59, have the greatest problem with information about federal government assistance programs and services available to older adults in Novi (Community Assessment Survey for Older Adults, 2012).

Implications

Older adult seniors and Baby Boomers have distinct needs and wants. Programming for this diverse population segment must take this into account. Baby Boomers struggle being labeled as seniors. The typical Boomer believes that old age doesn't begin until age 72, according to a 2009 Pew Research survey. Boomers are generally in better health, more tech savvy, travel more often, and pursue active recreation.

Baby Boomers grew up with technology; they were in their teens to early 30's when the first IBM PCs and Apples appeared, and were the innovators and early adopters of that era. Yet they also recall a time when all telephones had wires and were rented monthly from MaBell — a time when there were a handful of television stations, and if you turned on the set in the middle of the night, you saw a test pattern. They created their social lives before the advent of ubiquitous communication, when physical distance meant true separation. Boomers want to bring their own values to technology; they want technology to fit the lives they have made and the values they hold dear. The boomers thus occupy a unique niche. If their children are the technology pioneers, the first to explore new territory, boomers are the settlers. With one foot in



Boomers are the fastest growing demographic on Facebook and numbers continue to increase across social networking platforms.

the future and the other in the past, they are inventing a world for the 50 year-old of the future. The choices they make, the devices, software and services they embrace, will directly inform what is available as the next generation grows older (Rogers, 2009).

It is estimated 10,000 Baby Boomers will retire nationwide each day between 2010 and 2029 (10,000 Boomers to Retire Each Day for 19 Years, 2010). However, with the recent economic decline, many are seeking part-time employment to supplement their incomes. More than 60% of workers, in a recent survey conducted by the Transamerica Center for Retirement Studies, said they've lost confidence in their retirement plans since 2007. The survey also found that more than half (54%) of workers in their 60's said they haven't saved enough to sustain themselves for the rest of their life. At age 62, the current earliest eligibility age (EEA) for receiving Social Security retirement benefits, life expectancy for the average man and woman is approximately 21.4 years and 23.8 years, respectively. This means that many individuals will spend more years in retirement than they did in school, clearly a nontrivial amount of time (Knoll, 2011).

To many Baby Boomers, also known as Boomers, retirement is an enigma - financially, emotionally, and psychologically. In the CASOA, those ages 55 to 74 reported having some minor problems with having adequate information or dealing with public program such as Social Security, Medicare, and Medicaid. Also, they reported not being aware of services available to them. In society, work remains a defining feature of a persons daily life and identity. Work is more than the mental or physical tasks performed while employed. Work refers to the idea of being paid and engaged in activities that are productive for oneself and society. Ending ones work life, consequently, may not be an easy task (Holtzman, 2002). Boomers are more downbeat than other adults about the long-term trajectory of their lives -- and their children's. Some 21% say their own standard of living is lower than their parents' was at the age they are now; among all non-Boomer adults, just 14% feel this way, according to a May 2010 Pew Research survey.



Current Situation

The City of Novi has historically provided a comprehensive program geared towards those ages 65 and above. In recent years, services and activities have been added for the younger older adult, those ages 55 to 65. These include more variety in fitness classes, active recreation offerings (canoeing, softball, nature walks, and paddle-boarding), and technology programs. A Facebook page was created to engage the Baby Boomer's and Enhance - Active Lifestyles for Older Adults newsletter is sent to households with a resident 50 years old or above.

Opportunities

The older adult population continues to grow with a generation that is tech-savvy, enjoys active recreation, implements a healthy-lifestyle, and has adequate financial resources from continuing to work. The notably nostalgic boomer generation seeks out youthful activities and environmentally friendly products. Boomers are known for an unwavering determination to not get old. Studies conducted by AARP, the main advocacy organization for older Americans, show that up to 80 percent of Boomers intend to work past 65 and possibly pursue second careers. Boomers have a strong desire to feel they have accomplished something and to leave a legacy. Currently, an estimated 26 million workers are 55 and older - a 46% increase since 2000 (Congressional Quarterly, 2007). Active recreation and tech programs have been added to older adult offerings, with more planned. Care will need to be taken to ensure programs are offered at convenient times and communicated to the Boomers.

The movement in America towards designing more "livable" communities – those with mixed-use neighborhoods, higher density development, increased connections, shared community spaces, and more human-scale design – will become a necessity for communities to age successfully. "Smart growth" is not only beneficial for the environment, but holds great promise for the mobility, independence and civic life of its older residents (Community Assessment Survey for Older Adults, 2012).



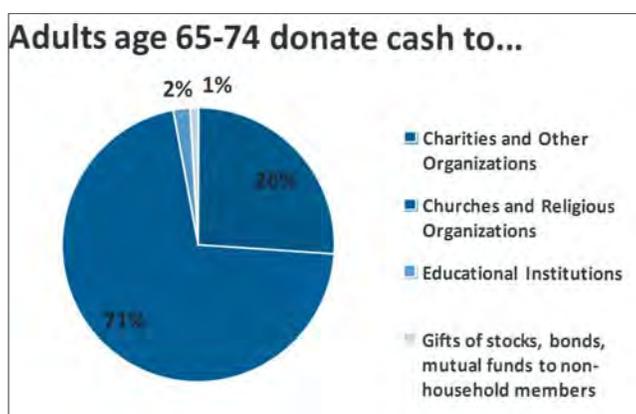
The City has made significant investments in connectivity through the Non-Motorized Master Plan and the Walkable Novi Committee. More than 38,000 feet of sidewalks and pathways were have been added by the City since 2006, with more currently under construction. Additionally, bike routes have been identified and marked with signage. In the 2012 CASOA™, the ease of walking was rated "excellent or good" by 55% of respondents, an increase of 50% in 2007.

The entire Non-Motorized Master Plan is available online at cityofnovi.org.

Contributing to the Community

As referenced in the 2012 CASOA™, productivity is the touchstone of thriving in old age. Productive activities such as traditional and non-traditional forms of work and maintenance of social ties combined with health and personal characteristics to promote quality in later life and contribute to successful aging. Older adults tend to continue to participate in productive activities after retirement through volunteer activities or part time work. Older adults rated the volunteer opportunities in Novi favorably, similarly to the 2007 survey, with opportunities to volunteer increasing one percentage point. 14% of older adults volunteer 1-3 hours per week.

Specific to the region, households headed by adults age 65+ contribute an average of \$2,272 in cash to charities each year, approximately 6% of after-tax income. 92% of Michigan's older adults age 60-64 are likely to contribute to charity. The estimated annual transfer of wealth in Michigan is \$14.1 billion, equating to \$3,400 per household. If just 5% were captured in community endowments, nearly \$7 billion could be permanently set aside for future betterment projects. In Oakland County the annual transfer of wealth is \$2.31 billion, if 5%, \$115.53 million, were captured with a 5% payout on endowments, the benefit would be \$5.78 million (Area Agency on Aging 1-B, 2012).



Source: Area Agency on Aging 1-B, 2012

Implications

According to the 2012 CASOA™, 50% of older adults feel like their voice is heard in the Novi community, 28% report problems with finding meaningful volunteer work and 25% have problems finding productive or meaningful activities to do. Seeking, coordinating, and training of volunteers takes time and effort of staff. To appropriately engage an older adult, staff must identify and prepare projects that can be achieved. Learning the capabilities of a volunteer is better served in the "hiring" process than "on-the-job." Seeking talents and using them is key in creating a positive experience for the volunteer and their efforts should be part of the big picture, no matter how menial the task may be.

Current Situation

The City of Novi recently introduced a comprehensive volunteer program designed to take advantage of the various talents of Novi residents, most often older adults. The program is an enhancement to the volunteer initiatives of individual department. Older Adult Services currently engages 50 active volunteers in a variety of capacities including greeting people at the front desk, special events, and hosting many programs. As Boomers retire or reduce their working hours, they often seek fulfillment through volunteer opportunities.

The Novi Parks Foundation was founded in 2005. With the mission to *enhance the recreational, educational, and cultural life in the Novi community by encouraging and soliciting support for Novi Parks, Recreation and Cultural Services*. The Foundation, a 501(c)(3) corporation, receives contributions through a Naming Rights Program, memorial tributes, donations, legacy gifting and annual golf outing.



Opportunities

The current climate is ripe to increase participation of older residents in local governing and community decision-making. As stated in the 2012 CASOA™ report, local governments may consider the diversity of their planning boards and oversight committees, the age of participants should become one of the diversity criteria. As communities age, there will be a natural accumulation of older adults who may be interested in serving and be aware of the opportunities available. The wave of Baby Boomers has the potential to be the backbone of civic activity. The Center for Social Development suggests an “institutional capacity” perspective to leverage older adult engagement addressing (Community Assessment Survey of Older Adults):

- **Access:** Opportunities must be available that address barriers such as transportation, physical health, need for continued employment, and lack of technological skills.
- **Expectations:** Community expectations can shape volunteerism.
- **Information:** Public education about need and contributions of older volunteers can be beneficial and help shape the expectations of younger adults for their retirement years.
- **Incentives:** Older adults are most interested in volunteer work that gives them “a chance to give back”, utilizes skills and shows impact.
- **Facilitation:** A range of activities can help recruit and sustain older volunteers including orientation, readings, computer training and other education.

An incentive program and online clearinghouse of volunteer opportunities may increase volunteerism.

The Novi Parks Foundation could benefit from population that is seeking opportunities to contribute to the community. A marketing campaign, sharing the value of the Foundation, should be amplified.

Increased Health and Wellness Opportunities

The Centers for Disease Control and Prevention (2004) have argued, “poor health is not an inevitable consequence of aging.” Community supports are needed to help maintain the health and independence of a growing older adult population.

Implications

Of all the attributes of aging, health poses the greatest risk and biggest opportunity. If the community cannot assist the independence of residents who experience the inevitable decline in health that accompanies aging, the potential economic contribution of older residents will be lost to hospitals and nursing homes. Health and wellness includes physical health, mental health, health care and independent living (Community Assessment Survey of Older Adults, 2012).

Current Situation

In the 2012 CASOA™, fitness opportunities were rated more positively than 2007, while the availability of daytime care options for older adults was rated less favorably by older residents. Generally, Novi older adults were much more likely to rate health and wellness opportunities as “excellent or good” when compared to other jurisdictions across the country. About 23% of Novi older adults reported injuring themselves from a fall and 24% reported having been institutionalized in the 12 months prior to the CASOA™. The rates of falls or institutionalizations remained the same between 2007 and 2012. Older residents in Novi were less likely to have injured themselves in a fall or spent at least one day in the hospital than older adults in other communities across the nation.

Opportunities

- **Preventive Programs:** While the City of Novi offers programs such as home safety, fall prevention and health programs. More programs offerings must be evaluated by both Older Adult Services and Public Safety. The Boomer population may seek online classes or groups for information.
- **Transportation:** Age friendly communities strive to provide safe and well-regulated roads, suitable parking and public transportation that is affordable, reliable, frequent, assessable and convenient. The City of Novi currently has nine drivers and seven vehicles to serve the community. The drivers are sensitive to those with disabilities and mobility challenges. In the future, as the population shifts, the Transportation Program will need to be increased with more vehicles, drivers, and available hours.
- **Public Space:** Age-friendly communities ensure that public areas including parks, open spaces, public buildings, public restroom facilities, pavements, cycling and walking paths, and pedestrian crossings are clean, safe and pleasant and meet Americans with Disabilities requirements. The 2012 CASOA™, results indicate visits to parks or recreational facilities decreased from 2007-2012; this needs to be addressed.

Organizational Analysis

Realizing the growing older population trend, the City of Novi partnered with the National Research Center to create and distribute the 2007 Community Assessment Survey of Older Adults (CASOA™). The survey was designed to gauge trends, needs, and perceptions of the older adult community in Novi. Following the survey, the 2008-2012 Senior Services Strategic Plan was developed to guide programs, services, and budgeting. Twenty-nine priorities were identified in the categories of Connecting with Community, Expansion of Quality Services, Volunteer Opportunities, and Transportation. The following priorities have been completed:

Priority 1- Connecting with the Community

- Completed color coded flyers for fitness, social services, recreation, and special events and tri-folds brochures – residents now relate to specific flyers with color coding and the information now reaches many residents
- Provide monthly discussions on healthy lifestyles – brings information directly to residents that might not get this information
- Yearly Health Fair – brings health screenings, flu shots and health topics to the community
- Monthly hearing tests and hearing aid cleaning - many residents do not realize their hearing is failing and with monthly tests our residents now are able to live an active lifestyle
- Weekly blood pressure checks – blood pressure is one of the leading deaths in older adults and this program allows weekly checks to monitor their blood pressure
- Fall prevention program with the fire department – partnership with Fire Department gives residents a better chance of living in place
- Monthly arthritis program – better understanding of a disease that reaches out to a large population
- Grief support program – allows people to mend at their own pace with assistance
- Developed tri-folds on classes – better marketing of classes
- Web page – Boomers and Beyond – social media is becoming more popular and allows staff to market and disseminate information to a large audience
- Eight page Enhance Newsletter sent to more than 10,000 community members – this newsletter is a direct link to those over 50 and provides vital information to this demographic
- Presentations to Home Owner Associations, Retiree's groups – allows information to be provided to an audience that might not otherwise participate in programs
- Social events opened to family members – allows residents to bring families with them and a better understanding of programs



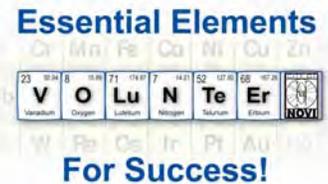
Priority 2 – Expansion of quality services

- ☑ Hired two part-time recreation programmers – has brought in additional programming a better connection to older adults
- ☑ Started active recreation programming such as paddle boarding, 55+ softball, bocce ball, canoe trips, nature walk, Zumba gold – a great way to reach younger older adults and has proven to be successful
- ☑ Expanded social services by growing loan closet, updating health care professionals, offered Medicare/Medicaid services –
- ☑ Opened Older Adult Services office in Civic Center to reach younger seniors that do not want to participate in a senior center – proving to be a better way to market programs and events to this specific age group
- ☑ Expanded classes and programs to off-site locations such as computer classes, library and parks – this allowed up-and-coming programs and technology to be offered
- ☑ Enhanced working relationships with partners for information and referrals such as Area Agency on Aging, National Institute on Aging, Michigan Association of Senior Centers – helps us to stay in touch with current situations and information useful to our audience
- ☑ Added evening programming during the winter months such as Super Saturdays – provides socialization opportunities for residents that otherwise might not get out of their house on weekends



Priority 3 – Volunteer Program

- ☑ Volunteer Novi – a new volunteer program that is set in place to benefit all city departments and to utilize the talents of our community
- ☑ Working with Community Relations to organize placement of volunteers in departments – ongoing process
- ☑ Created Older Adult Services volunteer manual complete with job descriptions to outline their duties and expectations of the departments
- ☑ Combined volunteer recognition with Older Adults, Coaches and Community Emergency Response Team members – allows a combined effort to bring a grander appreciation to a larger group of volunteers



Priority 4 – Transportation

- ☑ Defined desk personnel to have 2 part-time schedulers and one Coordinator that helps with reports, maintenance logs for vehicles- this has allowed a better, smoother day to day operation of the transportation program
- ☑ Introduced GPS for fleet to manage reports, maintenance, distance, speed – a management tool to locate drivers, make changes in routes when needed, and a better option to have information for reports
- ☑ Expanded distance for trips to include the 10 mile radius to go anywhere even if not medical – this service has allowed our residents to expand their travel and go to destinations that was not available to them in the past



Priority 5 – Fiscal

- ☑ Partner with Suburban Mobility Authority for Regional Transportation to receive \$54,454 yearly for transportation – this grant is completed yearly and helps to defray the cost of the program
- ☑ Partner with Providence to receive \$20,000 – this grant is to be completed yearly and, if accepted, helps to defray the cost of the transportation program
- ☑ Received continued support from community sponsors
- ☑ Continued to generate revenue from Health Fair, programs, social events and newsletter advertising

Current Offerings - Comprehensive List

SPECIAL EVENTS

- Monthly Themed Events
- Special Holiday Luncheons
- Super Saturday Dinners
- Fall Line Dance Party

SOCIAL ACTIVITIES

- Lunch and Learn Program
- Monday Movie Matinee
- Sing-A-Long w/George & Caroline
- Panera Bread with Coffee & Conversation
- "Novi Needlers" Quilting Club
- "Scarlet Ladies" Red Hat Society

CARDS & GAMES

- Bingo
- Pinochle
- Contract/Duplicate Bridge
- Euchre

PHYSICAL FITNESS CLASSES

- Keep on Movin'
- Keep on Movin' Men Only
- Tai Chi
- Balance Training
- Stretch & Strength
- Line Dance
- Zumba Gold
- Morning Tone and Stretch
- Pilates
- Cardio Express
- Senior Olympics

SPORTS

- Golf Leagues
- Softball League
- Lawn Bocce Ball

CREATIVE ARTS

- Scrapbooking
- Novi Civic Theatres Senior Variety Show

HEALTH AND WELLNESS

- Hearing Aid Cleaning
- Hearing Exams
- Health Screenings
- Food for Thought
- Foot Specialist
- Therapeutic Massage
- Weekly Blood Pressure Screening
- Annual Flu Shot Clinic & Health Fair

EDUCATIONAL/CLASSES/PROGRAMS

- Personal Technology Classes
- Computer Classes
- Bookmobile & Lending Library
- Chinese Club
- Common Knowledge Television Show

ACTIVE RECREATION

- Nature Walks
- Snowshoeing
- Canoeing
- Paddleboarding
- Walking Club

SUPPORT SERVICES

- Durable Medical Equipment Loan Close
- Medicare Counseling
- Daily Lunch (M-F)
- Home Delivered Meals on Wheels
- Bereavement Support Group
- Cell Phone Program
- Food Assistance Programs
- (Focus Hope & TEFAP)
- Information & Referral Program
- AARP Income Tax Preparation Assistance
- Energy Assistance Programs
- "Ask the Lawyer"
- Estate Planning

TRAVEL OPPORTUNITIES

- Novi Travel Fair
- Day/Extended Trips

Perception

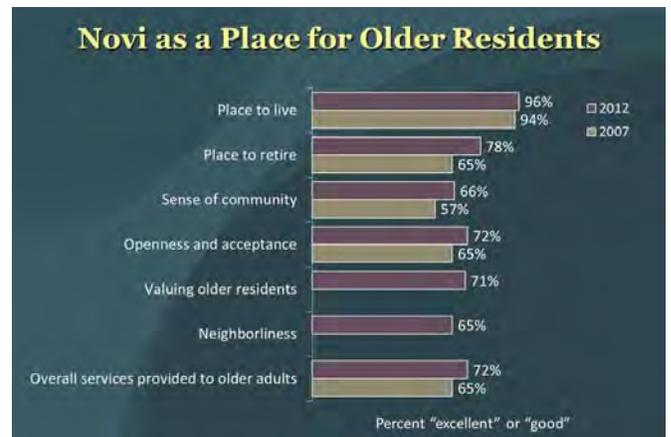
Novi's population reflects the nation-wide demographic increase in older adults with an estimated 12,480 residents 55 or older per the 2010 U.S. Census. According to the Southeast Michigan Council of Governments, Novi households with one or more people 65 or over increased by more than 70% from 2000 to 2010. Realizing this trend, the City of Novi proactively conducted two CASOA™ surveys through the National Research Center. The first survey was conducted in 2007, the second in 2012. The results drive resource allocation and program development to meet the needs of the older adult population.

The 2007 assessment focused on a series of resident needs and community supports that foster successful aging. Survey respondents were asked to rate 34 aspects of the community related to six dimensions including overall quality of the community, community and belonging, availability of community information, productive activities, health and wellness, and community design and land use. Overall, Novi was rated positively by its older residents. All six survey dimensions were rated higher in 2012 than in 2007, with the highest rating increases in quality of community, community and belonging, and availability of community information. Most rated the city as a "good" or "excellent" place to live and many rated the city as an "excellent" or "good" place to retire.

The accomplishment of 29 priorities recognized in the 2007-2011 Older Adult Strategic Plan including the creation of the Enhance newsletter, expanded Transportation, and increased active recreation offerings assisted in the upwards trending of survey responses between the 2007 and 2012 CASOAs.

Other factors increasing perceptions include the opening of Providence Park Hospital and the overall increase in medical facilities, more health and safety classes being offered by the Police and Fire Departments, and the completion of the new Novi Public Library.

The entire Community Assessment Survey of Older Adults report can be found online at cityofnovi.org. See **Appendix C** for a summary of findings.



Source: CASOA, 2012

Strategic Planning Process

Following the success of the first Community Assessment Survey of Older Adults and the Older Adult Services Strategic Plan in 2007, which facilitated the completion of 29 strategic goals, it was decided to conduct a second CASOA™ in 2012 and use the results to guide the development of the 2013-2015 Older Adult Services Strategic Plan.

The survey was mailed in January 2012 to a random selection of 1,000 older adult households in Novi. A total of 349 completed surveys were obtained, providing an overall response rate of 36% and a margin of error of plus or minus 5% around any given percent and three points around any given average rating for the entire sample.

On January 13, 2012, two Older Adult Community Input Sessions were held to determine the needs and wants of older adults, to discuss achievements and future partnerships, and define what programs/services need to continue or be deleted. Those in attendance included staff from other older adult residential communities, Police, Fire, and Library staff, Parks & Recreation staff, other City employees, and older adults from the Novi community.

The format for each session was the same and included the following questions:

- What programs and services should be offered specifically for Baby Boomers and Older Adults
- What does Older Adult Services do well and where is there room for improvement
- What potential partnerships should we seek
- What social services are necessary and should more be sought

In April 2012, the results from the 2012 CASOA™ were presented to City Council and staff.

Those in attendance at the January meetings were invited to a August 6, 2012 meeting in which the name Older Adult Services was chosen to represent programming and services for the 55+ population. Responses to the questions presented at the Older Adult Community Input Sessions were discussed. An outline of common themes was derived from this meeting.

A meeting of the Older Adult Services Strategic Plan Steering Committee was held September 17, 2012 at which the common themes were discussed further and strategic action items began to emerge. These themes and strategic action items are incorporated into this plan.

STRATEGIC ACTION ITEMS

*GOING FORWARD:
2013-2015*

*"How old would you be if
you didn't know how old
you was?" Satchel Paige (1906-1982)*

Strategic Action Items

Engaging a wider audience

Goal: To ensure adult residents have activities and program opportunities specific to their needs.

Strategies

- Research and create five new active recreation programs each year for Older Adults in response to research to be collected and implemented
- Develop three new marketing techniques to promote the new Older Adult Services office to reach a wider adult audience
- Cross promote within the division to develop three new physical fitness classes to target adult residents to more effectively reach all levels of fitness needs and a more efficient use of building space
- Identify five new businesses in and around Novi to partner with for the marketing of programs
- Develop and implement two new intergenerational programs working within the division
- Offer a monthly program on retirement, social security and financial seminars
- Increase revenue by seeking grants and sponsorships by 1%



Encouraging a sense of community through volunteer opportunities

Goal: Work together with the Volunteer Novi program to identify opportunities utilizing adult adult skill sets.

Strategies

- Develop communication methods for volunteer opportunities with those seeking to volunteer their time and talents working with Volunteer Novi
- Research and implement three forms of communicating appreciation for hard-working volunteers
- Build and enhance the volunteer program by helping to place five new permanent volunteers per year throughout City departments
- Utilize a marketing plan to enhance the Volunteer Novi program and communicate available volunteer positions within Older Adult Services



Increasing program awareness through effective communication

Goal: To increase program awareness using a variety of methods including current technology and social media.

Strategies

- Educate residents how to use the online option for program registration
- Increase the content of the Older Adult Services webpage to include photos, volunteers, marketing of specific classes and information about programs
- Increase the number of social media interactions by 30% each year and devise methods of promotional incentives
- Collaborate with schools, hospitals and other non-profit organizations for off-site programming.



Provide and promote social service focused programming

Goal: To determine ways to identify target audience to better meet needs of community members.

Strategies

- Provide resources for staff to attend three workshops yearly pertaining to social services with focus on implementing new programs and services
- Work with social service agencies to develop a comprehensive list of senior center and homeless shelters
- Work with City of Novi Police and Fire Department staff to cross promote programming to include public safety, fire protection and fall prevention
- Research, develop and implement a program that helps to meet the growing needs of family caregivers that includes presentations on the subject of the needs of caregivers
- Expand partnership with Providence Park Hospital to utilize their medical equipment loan closet in conjunction with Older Adult Services

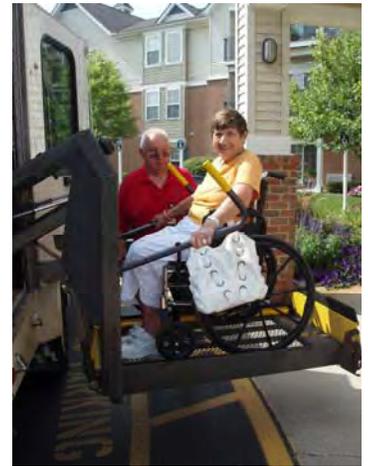


Transportation

Goal: To provide a safe transportation option for Older Adult residents 55+ and over to stay active in the community, maintain their sense of independence and reach a variety of destinations.

Strategies

- Actively seek and apply for grants to support the program
- Research and implement training opportunities for transportation drivers
- Require drivers to participate in an annual driving test to ensure safe transport of passengers
- Develop a plan to utilize the Global Positioning System to its full potential to gather pertinent data for monthly reports such as maintenance done on vehicles, mileage, oil changes
- Plan and implement a program to utilize the transportation vehicles for field trips when not in use which would then enhance services and generate increased revenue
- Establish a yearly revenue goal of \$5,000 for the van advertising program



APPENDICES & WORKS CITED

"Anyone who stops learning is old, whether at 20 or 80. Anyone who keeps learning stays young. The greatest thing in life is to keep your mind young." Henry Ford

Appendix A - Transportation

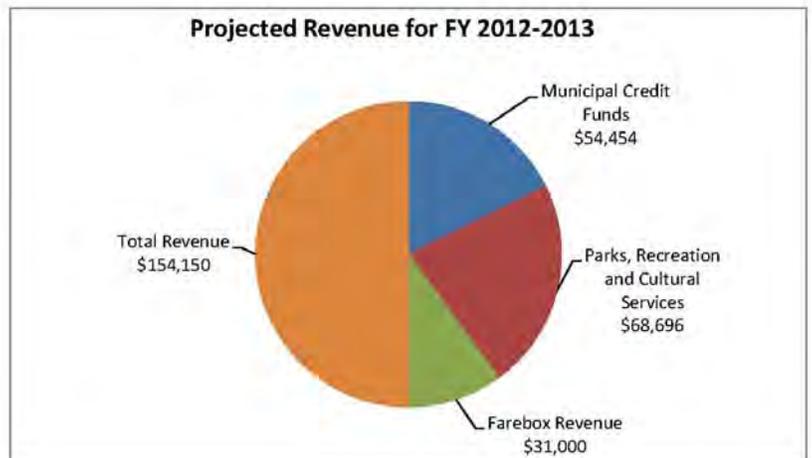
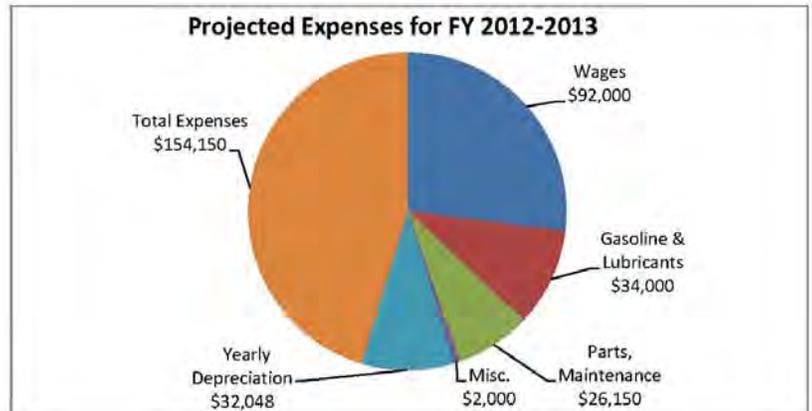
Transportation Program Overview

The Older Adult Transportation program began in 1986 with one van funded by the Independence for Life Association and one part-time driver funded by the City through the Parks and Recreation budget. The first full year of operation, 3,390 one-way rides were provided. The program has grown exponentially with **54,487** one way rides provided in the since 2007, averaging more than 10,000 rides per year.

The Older Adult Transportation program had been supported by the City of Novi General Fund, Community Development Grants (CDBG), user fees and Suburban Mobility Authority for Regional Transportation (SMART) Municipal Credits funding. Funding for the program was modified in 2011, reflecting of the economic status of the region. Currently, the transportation program is supported with revenue for vehicles and operation from SMART, farebox revenue, and Parks, Recreation and Cultural Services funds.

SMART monies are determined by the population of the municipality and in 2011 the allocation to the City of Novi was \$54,454. This is an increase over the 2009 and 2010 allocations (\$44,713). It is estimated the Transportation Program will receive \$31,000 in farebox revenue. Additionally, staff applies for a St. John Providence Park Hospital grant in the amount of \$20,000 it be used for program operations if awarded.

For Fiscal Year 2012-2013, the budgeted amount of the Transportation Program is **\$154,150** with \$68,696 from the City of Novi Parks, Recreation and Cultural Services budget. To help reduce expenses, a comprehensive advertising plan will allow for ads inside and out of the vehicles, generating additional revenue. (The charts to the left only indicate known sources of revenue.)



Source: City of Novi

The Older Adult Transportation program currently operates a total of seven vehicles:

Vehicle	Seating	Mileage (updated 9/18/12)	Purchase price	Current Depreciation value	Useful life
2011 Ford Bus (#1)	9 pass or 4 pass and 2 w/chair	29,293	\$31,918	\$27,359	7
2009 Ford Bus (#9)	14	23,322	\$39,977	\$22,844	7
2012 Ford Bus (#5)	9 pass or 4 pass 2 w/chairs	4,848	\$35,798	\$33,241	7
2009 Ford Crown Vic (car) (#7)	3	85,891-out of service	\$20,601	\$11,772	7
2005 Ford E350 Van (#3)	8 pass or 2 pass w/2 w/chairs	116,746	\$33,996	-	7
2007 Chrysler Mini Van (#8)	6	96,369	\$31,522	\$9,006	7
2007 Ford E350 Van (#2)	5 pass or 2 wheel chairs & 1 pass	46,289	\$30,522	\$8,721	7

Maintenance costs for all vehicles for FY 2011-2012 totaled \$13,172.33 which includes, oil changes, body work, tires, GPS monitoring and general work. Fuel during the same time frame was \$17,167 for all seven vehicles. Transportation employees include one transportation coordinator, two part-time driver/schedulers and nine part-time drivers. The program is supervised by the Older Adult Services Manager.

The Transportation Program, available to Novi residents only, operates Monday through Friday 8am to 9pm and Saturday 9am to 2pm. Advance reservation of 72 hours is required for transports after 4pm. Passengers may ride anywhere within the City of Novi for a fee of \$4 per one-way ride and \$6 per one-way ride for up to 10 miles outside the City of Novi. In April 2012, the Transportation guidelines were enhanced to allow residents to utilize the 10 mile radius to go to any location, not just medical.

This expanded services has proven valuable, as 49 one-way non-medical rides outside of Novi limits were provided since inception. To encourage older adults to remain active within the community, a "discounted" fee of \$1 each way is available to visit the Novi Senior Center, Civic Center or the Novi Public Library or to any program sponsored by the Parks, Recreation and Cultural Services Department.

A punch card program, used in place of cash, was initiated for added convenience for riders and collection of fees:

10 rides within the City	\$40
6 rides outside the City	\$36
20 rides to Senior Center, Civic Center, Library	\$20

Appendix B - Partner Organizations

Agencies

- **Western Oakland Meals on Wheels** - Provides daily meals to 20-25 people per day and Home-bound meals to 100 per day
- **Suburban Mobility Authority for Regional Transportation** - partner with Older Adult Services by providing a yearly grant of \$54,454 for Transportation
- **Oakland Livingston Human Services Agency** - provides speakers for Medicare/Medicare, Social Services, food commodities
- **Area Agency on Aging1B** - Provides information and referrals for older adults
- **National Council on Aging** – national organization that provides updated trends and information
- **Michigan Association of Senior Center** - State-wide organization for members of senior centers, information and referrals
- **National Council on Senior Centers**
- **Veterans of Foreign Wars** - Partner with Veterans for Memorial Day and Veterans Day
- **American Legion Post 1519** - Partner with Memorial Day and Veterans Day
- **Visiting Nurse Association** - provides yearly flu shots at the annual Health Fair
- **Novi Lions Club** – provides small airplanes for Memorial Day parade
- **Veterans Hospital** – works with our volunteers that provide lap blankets, afghans for Veterans
- **Alzheimer’s Association** – provides speakers for support group
- **Church of the Holy Family** - works hand in hand with the senior center with food commodities programs and help for the needy
- **Focus Hope** - provides monthly boxed food for the needy
- **Haven** – senior center provides food and clothing to assist those involved in domestic abuse during the month of December

Private Business

- **Providence Park Hospital** - yearly grant of \$20,000 for transportation and a partner in programming
- **Panera Bread** - provides over \$33,000 in kind product every Tuesday for participants at the Senior Center (breads, bagels, sweet rolls)
- **Hear Clear** – provides free monthly hearing aid cleaning and testing
- **O’Brien Funeral Home** - provides speakers on grief support and ads for Enhance
- **KMG Prestige** - provides management of Meadowbrook Commons for leasing, grounds, maintenance, housekeeping and housekeeping
- **Estate Planning and Ask The Lawyer**

Municipalities

- **City of Northville Senior Center** - Partner with Pickleball drop-in

Appendix C - CASOA

Overview

The Community Assessment Survey for Older Adults (CASOA™) provides a statistically valid survey of the strengths and needs of older adults as reported by older adults themselves in communities across America. This report is intended to enable local governments, community based organizations, the private sector and other community members to understand more accurately and predict more carefully the services and resources required to serve an aging population. With this report, Novi stakeholders can shape public policy, educate the public and assist communities and organizations in their efforts to sustain a high quality of life for older adults. The objectives of the CASOA™ are to:

- Identify community strengths in serving older adults.
- Articulate the specific needs of older adults in the community.
- Estimate contributions made by older adults to the community.
- Determine the connection of older adults to the community.



The results of this exploration provides useful information for planning and resource development as well as strengthen advocacy efforts and stakeholder engagement. The ultimate goal of the assessment is to create empowered communities that support vibrant older adult populations.

Methodology

Participating households with residents 55 years or older were selected at random and the household member who responded was selected without bias. Results were statistically weighted to reflect the proper demographic composition of older adults in the entire community. The survey was mailed in January 2012 to a random selection of 1,000 older adult households in Novi. A total of 349 completed surveys was obtained, providing an overall response rate of 36% and a margin of error of plus or minus 5% around any given percent and three points around any given average rating for the entire sample.

Conclusions

CASOA™ captured the perspective of Novi's older residents, demonstrating widespread agreement that seniors are generally satisfied with the current quality of life in the community. The City of Novi is doing a good job of providing opportunities for older residents, but there are limitations to continued success that need to be addressed before the full force of the growth in the number of older adults hits. Much of the planning for the demographic swell must be led not just by Congress and national organizations, but by city councilors, Area Agency on Aging advisory boards, county commissioners, faith communities, service club members, college presidents, hospital administrators, business owners and community members. A periodic sounding of Novi's older adults will provide ongoing assessment of the progress the City makes as the spring of older adults bubbles into the community. Conducting the CASOA™ puts Novi vastly ahead of most communities in the U.S. because planning for the coming wave of older adults most often is accomplished by the assertions of hard working service providers, who, despite their commitment to the well-being of older adults, cannot speak as articulately for older adults as older adults can speak for themselves. The entire CASOA report is available online at cityofnovi.org.

Appendix D - Older Adult Services Benchmarks

The primary objective of a Benchmark Analysis is to determine how the Novi Parks, Recreation and Cultural Services Department/Older Adult Services, compare to other similar municipalities in regards to services.

The chart below compares Novi’s Older Adult Services with other Senior Centers within Michigan, both with and without transportation. The City of Novi Older Adult Services offers a high number of programs with minimal programming staff and is one of few public facilities in Michigan connected to a residential complex with shared programming space.

	Agency type	FT Staff	PT Staff	Programs per month	Residents on site	National Accreditation	Transportation
Novi Senior Center (1)	Public	3	14	120	200	No	Yes
Kraphol Senior Center (2)	501(c) (3)	2	4	50	No	Yes	Yes
Saline Senior Center	501(c)(3)	3	3	60	No	No	No
Birmingham Center (3)	501(c) (3)	1	7	120	No	No	Yes
Independence Twp.* (4)	Public	4	10	40	No	No	Yes
Auburn Hills (5)	Public	2	30	50	No	No	Yes

1 - Staff includes one transportation coordinator, two transportation schedulers and nine drivers

2 - Staff includes three volunteer drivers

3 - Staff includes one driver and one dispatch/driver

4 - Staff includes two full-time drivers, three part-time drivers and one dispatcher

5 - Staff includes 3 PT drivers and 1 Dispatcher

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cityofnovi.org

Parks, Recreation and Cultural Services

Older Adult Services

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