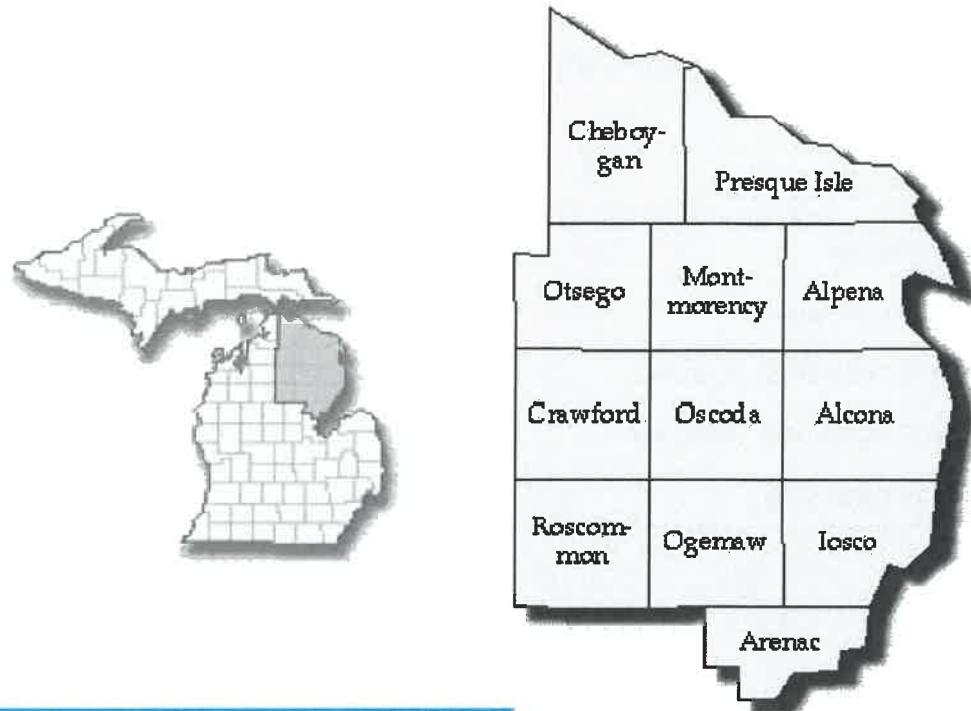


2023—2026 Multi Year Plan
FY 2026 ANNUAL IMPLEMENTATION PLAN
REGION 9 AREA AGENCY ON AGING



Planning and Service Area

Alcona, Alpena, Arenac, Cheboygan,
Crawford, Iosco, Montmorency, Ogemaw,
Oscoda, Otsego, Presque Isle, Roscommon

**Northeast Michigan Community Service
Agency, Inc.**

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Alpena, MI 49707
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989-358-6604 (fax)
Laurie Sauer, Director
www.nemcsa.org

**Regional Aging Representative
Brenda Ross**

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517-285-8296

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Executive Summary

Have there been substantive changes since the previous year? (If yes, please describe below.)

☐ Yes ☒ No

A. There are no new AIP services planned in FY 2026 nor substantive changes since the previous year.

B. How the AAA educates the public, its partners, and service providers on the Administration for Community Living (ACL) and the ACLS Bureau expectations regarding targeting older adults in the greatest social and/or economic need.

Region 9 AAA strives to be the information resource for sought-after services that address the needs of the older adult population throughout the Planning and Service Area (PSA). Region 9 AAA prioritizes persons with the greatest social and economic need and strives to identify older adults of various races, cultures and ethnicities; veterans; Native Americans; persons with limited English proficiency, persons with disabilities and other hard to reach older adults living throughout our rural service area. Region 9 AAA's staff are highly trained, experienced, knowledgeable, educated and equipped to address its service needs. Region 9 AAA's 12 rural counties are collaborative in nature which is one of its greatest strengths.

Region 9 AAA uses a variety of methods to reach underserved populations: providing service visibility and ongoing collaboration/interaction with community agencies and COAs, outreach and educational programs held throughout the PSA, 800-line information access, an extensive agency webpage with the description of senior services offered, social media, Facebook, Let's Talk About Aging podcast, print materials (booklets, brochures, flyers, bookmarks, business cards), weekly AAA newsletter, monthly agency newsletter, postcards, restaurant placemats, highway billboards, press releases to newspapers, radio and television including all traditional media outlets. Region 9 welcomes all avenues to promote its services.

Last year, a retired Veterans Affairs (VA) benefits officer from Alpena County joined Region 9 AAA's Regional Advisory Council. His valuable knowledge helps us understand veteran needs and continue the discussion about understanding veteran services and identifying gaps. All Region 9 staff received in-person training in the Veterans S.A.V.E. Program, which helps staff to act in a caring and compassionate manner when working with a veteran having thoughts of suicide. Veterans currently have an established web of healthcare services with the Saginaw VA headquarters at the hub and local/regional clinics located in Alpena, Mackinaw, Gaylord, Indian River, Grayling, and Oscoda. All 12-county benefits VA service offices have been notified by email and invited to attend the Public Hearing. Any suggested service proposal for veterans as a result of discussions would need approval through the Saginaw VA Center.

C. Progress made through advocacy efforts to date and focus of advocacy efforts in FY 2026.

A contingent of concerned citizens from Region 9 attended Older Michiganians Day in Lansing on May 7, 2025, to meet with and deliver over 530 constituent letters to legislators and urge their support for adequate funding to support the statewide agenda. Lorelei King, Regional Advisory Council's delegate to MSAC (Michigan Senior Advocates Council) and the State Advisory Council provide regular legislative updates, opportunities to give input to the legislative process, and helped to lead the contingent of 28 Region 9

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citizens to Older Michiganians Day in Lansing to talk to legislators. Advocacy efforts and legislative engagement have included: participation in the Michigan Senior Advocates Council; Older Michiganians Day; individual legislative meetings, and phone calls/letters to legislators. These annual activities will continue along with the use of technology to more fully integrate the efforts.

D. AAA's successes over the past year, highlights of new services or other topics, as well as any anticipated challenges.

PACE Program - The building renovation on US 23 South, Alpena, is almost complete and with May 7 scheduled for the building to be inspected for occupancy. The Michigan Department of Health and Human Services will conduct a readiness assessment on May 12, but the new PACE Center will not open immediately. Executive Director Jeff Meden says that they will need to hire staff, set up transportation services and then have a final review before the Center is certified and open to the public. Meden says they are currently aiming for opening in fall 2025.

“No Wrong Door” Grant Project – Michigan Department of Health and Human Services (MDHHS) initiated the “No Wrong Door” (NWD) federal grant program to establish and hire a NWD Director that oversees two distinct programs - Person-Centered Options Counseling (PCOC) and SHIP/MIPPA Counseling (Medicare and Medicaid) and with each program establishing/hiring its own manager/coordinator. In addition, PCOC will hire two PCOC counselor positions to work with older adults and connect them to a myriad of person-centered service offerings of their choice that help them maintain their independence in their own homes for as long as possible. PCOC counselors will have a separate database to record client contacts that is chosen by each AAA (not a statewide database). The first initial PCOC counselor trainings were held on March 10-13 in Dimondale, MI and in Petoskey, MI on March 25-28 and with ongoing weekly webinars scheduled by MDHHS.

MDHHS ended its long-standing relationship with MMAP Inc. and transitioned the former statewide program known as MMAP (Michigan Medicare Assistance Program) into SHIP (State Health Insurance Assistance Program), which aligns directly with the other state programs offered through CMS (Center for Medicare Medicaid Service). Region 9's well-established, all-volunteer network of SHIP counselors continue to provide personalized Medicare/Medicaid counseling services including LIS (Low Income Subsidy), MSP (Medicare Savings Program) and Outreach to Medicare beneficiaries known as MIPPA (Medicare Improvements for Patients and Providers Act). The biggest transition adjustment for SHIP counselors includes changing from using one database for training/client contacts to using both the CMS TA Center - SHIP Help (for information/resources and online training) and using the TA Center - STARS database (to record client contacts).

Anticipated Challenges:

The direct care worker (DCW) shortage to provide in-home services continues to be a large challenge. Job seekers are slow to return even with increased pay and added slots for more staffing. Due to increasing requirements, provider attrition is a challenge, and smaller providers are deciding to discontinue their MI Choice Waiver contracts.

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Other programs like the Senior Community Service Employment Program (SCSEP) are having some success in filling openings but still seek workers for their work experience placement program; Long Term Care Ombudsman Program continues and is actively seeking volunteers; volunteers are needed to take leader training for Evidence-Based Disease Prevention programs; and SHIP (former MMAP) continues to advertise locally for volunteers to become certified program counselors and will coordinate its initial trainings with the MDHHS schedule for open enrollment (Oct. 15 - Dec. 7). Non-emergency medical transportation continues to be a challenge for our large geographic area.

E. Ways in which your agency will support the Veteran population and a description of any partnerships and/or collaborations with Veteran service organizations within your region.

SHIP Counselors refer all New to Medicare veterans to their appropriate County VA benefits officer and encourage them to coordinate VA benefits with their Medicare options. Retired VA benefits officer Bill Stypick is a current member of the Region 9 Regional Advisory Council; is a frequent speaker for SHIP counselors and advises Region 9's SHIP network of counselors as appropriate. Region 9 continues to interact with the VA Center in Saginaw with talks centered on initiating military cultural competency training for AAA staff conducted by the Older Adult Veteran Liaison office at ACLS.

Discussion may explore any gaps in service to disabled veterans, and/or the need for service to veterans and/or veteran spouses that don't otherwise qualify to use the VA service sites. All 12 county benefits service officers/VA offices have been notified by email and invited to attend the Public Hearing. Any suggested service proposal for veterans as a result of discussions would need approval through the Saginaw VA Center.

Planning and Service Area (counties) Served.

Region 9's PSA includes 5,800 square miles in 12 counties of NE Lower Michigan: Alcona, Alpena, Arenac, Cheboygan, Crawford, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle, and Roscommon. Michigan's 2024 Census shows a total population of 10,057,935, with roughly 24.79% or one-fourth of the statewide population (2,492,910) is age 60+. Region 9's total 2024 Census population is 218,610 with 82,535 over age 60 (37.75%) - 13% higher than the State average.

Is there a Federally Recognized Tribe within your PSA? (If yes, list below.)

☐ Yes ☒ No

Please list any accreditations your AAA has received.

1. Region 9 is NCQA accredited (National Committee for Quality Assurance).
2. The Community Supports Manager is certified as a "Master of Matter of Balance and Diabetes PATH" and is a "CARES Dementia Specialist" for EBDP programs. The Special Projects Coordinator is scheduled to take training to teach many EBDP classes.
3. All SHIP counselors (30) are certified annually through CMS to counsel older adults in their Medicare options.

Demographic Data for PSA

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Population	Census (most current data available)	AAA Population Served Last Fiscal Year (NAPIS)
Total Population 60+ (%)	37.75	8.83
Race/Ethnicity 60+ (%)		
a. Black/African American	0.27	0.14
b. Asian	0.30	0.17
c. White	99.07	98.84
d. Hispanic/Latino	0.85	0.40
e. Other	0.36	0.85
Total 60+ Population in Rural areas (%)	100.00	98.42
Total 60+ Population at Poverty Level (%)	10.44	23.51
LGBTQ+ Clients served		3.00
Total 85+ Population (%)	7.48	21.95
Total 60+ Non-English-Speaking Population (%)	2.30	0.87

Did the AAA upload the required supplemental document addressing a contingency plan for lack of funding or in the event of a government shutdown?

☒ Yes ☐ No

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County/Local Unit of Government and Tribal Review

AIP Distribution -

In order to foster participation in the AIP process, a public input session was planned for 1:00 pm on April 3, 2025, at the Iosco County Commission on Aging, Hale, MI but was cancelled due to a weather event. The Public Hearing and Input Session notice was widely advertised in Tribal Publications - Odawa Trails Newsletter and Tribal Observer; Up North Voice - covering Crawford, Iosco, Ogemaw, Oscoda, Otsego, and Roscommon counties; the AAA's newsletters; Regional Advisory Council members; and Councils/Commissions on Aging.

Notification of the May 19 Public Hearing and AIP was emailed to the chairperson of each County Board of Commissioners and to the three recognized Tribes whose territories also overlap with the Region 9 AAA's PSA - no official Tribes are headquartered within Region 9's PSA. Region 9 AAA has no representatives from these Tribes on its Regional Advisory Council or AAA Board but welcomes their input and/or their future representation to the Region 9 boards. Formal approval of the AIP is requested from each local unit of government and Tribes. Notification is sent by electronic means with delivery and an email response confirmation due no later than June 20, 2025.

Current Collaborations with Tribes -

Region 9 has no tribal headquarters within its PSA. As a result of outreach efforts with the Saginaw Chippewa Indian Tribe, the Region 9 AAA has partnered with the Saginaw Tribal Center and the Saginaw Chippewa Tribe-Nimkee Public Health Department to host a "free Caregiver Luncheon" event on Thursday, May 15, 2025, from 11:00 a.m. - 2:30 p.m. that features speakers, area resources and vendors. Region 9 AAA will continue to build on the partnership with the Saginaw Chippewa Indian Tribe for future events, programs, and outreach activities.

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Public Hearings

Date	City	Time	Barrier Free?	No. of Attendees
04/03/2025	Hale, MI	01:00 PM	Yes	0
05/19/2000	Alpena, MI Headquarters	01:00 PM	Yes	25

The Input Session scheduled for April 3, 2025, at the Iosco County Commission on Aging, Hale, MI was cancelled due to a catastrophic ice storm that essentially shut down roads and power/phone/internet services across ten counties of northern Lower Michigan. Governor Gretchen Whitmer made a Public Emergency Declaration that brought in additional work crews to handle downed trees, replace powerlines/poles, clear roads of debris and restore services. Many staff were without power for days/weeks (some services continue to be restored into May) and with all clients contacted for wellness checks with many checks fulfilled by law enforcement. There were staff that delivered food, water, gasoline, LP gas and that opened driveways for clients. All nursing homes and many licensed assisted living facilities in the region were contacted to ensure things were okay during the emergency power outage.

The Region 9 Public Hearing Announcement appeared in newspapers (including three Tribal publications) covering Region 9's PSA during the week of April 14-18, 2025. A summary of the Plan was made available 14 days prior to the Public Hearing upon request by calling 989-358-4661 or on Region 9's website: <https://www.nemcsa.org/services/senior-services/aip.html>. In addition to the news releases, information about attending the Public Hearing was made available by calling 989-358-4661 or by emailing mcquarriec@nemcsa.org. A virtual option to attend was also made available.

The Region 9 Public Hearing was held on Monday May 19, 2025, at 1:00 pm in conjunction with the Regional Advisory Council to maximize input and representation from across Region 9's PSA. It was held at NEMCSA Headquarters, 2569 US 23 South, Alpena, MI with 25 total persons attending made up of 7 attending virtually and 18 attending in person. The Public Hearing outlined the use of funds and provision of services under the Older Americans Act for FY 2026, and covered the counties of: Alcona, Alpena, Arenac, Cheboygan, Crawford, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle, and Roscommon.

Note: Written testimony and/or email continued to be accepted for the Annual Implementation Plan through June 13, 2025.

Meeting Public Comments:

A resident from Roscommon County addressed the meeting: "Carryout meals are a big issue at the Roscommon Senior Center. They are listed in the Operating Standards, but we are being told we can't get meals to take out. The centers (3) were closed several times due to weather and a training day. It would

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have helped several people if they were able to get a carryout meal the day before. We need money from NEMCSA to cover this need. It is not addressed in this draft. I am requesting a \$30,000 grant for carryout meals to help the residents in Roscommon County. We are one of the most food insecure counties in the State.”

·Iosco County's Regional Advisory Council (RAC) member discussed the need for long-distance, non-emergency medical transportation to/from doctor/specialist appointments and expressed that anything medical is either downstate or out of county and at a distance.

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Regional Service Definitions		
Service Name/Definition		
Rationale (Explain why activities cannot be funded under an existing service definition.)		
Service Category	Fund Source	Unit of Service
Access	Title III PartB	Title III PartD
In-Home	Title III PartE	Title VII
Community	State Alternative Care	State Access
Nutrition	State In-home	State Respite
Caregivers of Older Adults	Other	
Older Relative (Kinship) Caregiver		

Minimum Standards

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Access Services

Care Management

<u>Starting Date</u>	10/01/2025	<u>Ending Date</u>	09/30/2026
<u>Total of Federal Dollars</u>	\$2,000.00	<u>Total of State Dollars</u>	\$454,843.00

Geographic area to be served

Region 9 AAA

Specify the planned goals and activities that will be undertaken to provide the service.

*** Maintain a consistent level of Care Management Services.**

Activities: Conduct pre-screenings, client assessments, and develop person-centered care plans for individuals in need of supportive in-home services.

*** Increase awareness of program benefits.**

Activities: Provide education and conduct outreach efforts with local hospitals, nursing homes, and community members.

*** Maintain a staff of well-informed professionals.**

Activities: Provide education opportunities for program staff to enhance their skills and knowledge base of available community resources necessary for the provision of effective care management services.

Transportation

<u>Starting Date</u>	10/01/2025	<u>Ending Date</u>	09/30/2026
<u>Total of Federal Dollars</u>	\$1,000.00	<u>Total of State Dollars</u>	\$0.00

Geographic area to be served

Region 9 Area

Specify the planned goals and activities that will be undertaken to provide the service.

*** Maintain a consistent level of Services.**

Activities: Develop a person-centered care plan for individuals in need of non-emergency medical transportation for Care Management clients that is otherwise not covered by medical insurances, other services; or not available.

Conduct a review all transportation options available and schedule transport - often this would include the purchase of bus tickets or covering mileage for volunteer drivers.

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Direct Service Request

Total of Federal Dollars

Total of State Dollars

Geographic Area Served

Planned goals, objectives, and activities that will be undertaken to provide the service in the appropriate text box for each service category.

Section 307(a)(8) of the Older Americans Act provides that services will not be provided directly by an Area Agency on Aging unless, in the judgment of the State agency, it is necessary due to one or more of the three provisions described below. Please select the basis for the direct service provision request (more than one may be selected).

(A) Provision of such services by the Area Agency is necessary to assure an adequate supply of such services.

(B) Such services are directly related to the Area Agency's administrative functions.

(C) Such services can be provided more economically and with comparable quality by the Area Agency.

Provide a detailed justification for the direct service provision request. The justification should address pertinent factors that may include: a cost analysis; needs assessment; a description of the area agency's efforts to secure services from an available provider of such services; or a description of the area agency's efforts to develop additional capacity among existing providers of such services. If the service is considered part of administrative activity, describe the rationale and authority for such a determination.

Describe the discussion, if any, at the public hearings related to this request. Include the date of the hearing(s).

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Regional Direct Service Request

Total of Federal Dollars

Total of State Dollars

Geographic Area Served

Planned goals and activities that will be undertaken to provide the service in the appropriate text box for each service category.

Section 307(a)(8) of the Older Americans Act provides that services will not be provided directly by an Area Agency on Aging unless, in the judgment of the State agency, it is necessary due to one or more of the three provisions described below. Please select the basis for the direct service provision request (more than one may be selected).

(A) Provision of such services by the Area Agency is necessary to assure an adequate supply of such services.

(B) Such services are directly related to the Area Agency's administrative functions.

(C) Such services can be provided more economically and with comparable quality by the Area Agency.

Provide a detailed justification for the direct service provision request. The justification should address pertinent factors that may include: a cost analysis; needs assessment; a description of the area agency's efforts to secure services from an available provider of such services; or a description of the area agency's efforts to develop additional capacity among existing providers of such services. If the service is considered part of administrative activity, describe the rationale and authority for such a determination.

Describe the discussion, if any, at the public hearings related to this request. Include the date of the hearing(s).

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Program Development Objectives

Area Agency on Aging Goal

A. Improve access of aging services to older adults in northeast Michigan. (State Plan Goal #2.)

Objective: Continue to Increase awareness of Aging network services throughout the AAA region:

- Increase awareness of aging services throughout Region 9's PSA. - Work to decrease/eliminate implicit bias, racism and lack of cultural sensitivity. - Increase the number of AAA staff, caregivers, subcontractors and providers. - Improve access to translation services and ensure all communications are culturally/linguistically appropriate. - Increase awareness of aging network services throughout the Region 9 AAA PSA. There are no new objectives - Region 9 will continue in FY 2026 with FY 2025 objectives. 2025 Progress: The 2024 Census used for this report pointed out two things: 1) Region 9 AAA's PSA population demographic is largely white (99.07%), and 2) Michigan's 2024 Census shows a total population of 10,057,935, with roughly 24.79% or one-fourth of the statewide population (2,492,910) is age 60+. Region 9's total 2024 Census population is 218,610 with 82,535 over age 60 (37.75%) - This means Region 9's 60+ population is 13% higher than the State average. Region 9 continues to amplify marketing including: press releases, social networking, podcasting, brochures, outreach, and other media to reach its 60+ and hard to reach individuals living throughout Region 9's rural 12 counties. Evaluating its marketing, outreach and new opportunities is ongoing.

State Goal Match:

Narrative

Objectives

1.

Timeline: to

Activities

Expected Outcome

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- B. Reduce the impact of social isolation on older adults, expand access to information, assistance and social outlets, and to improve the lives of aging adults in northeast Michigan. State Goal #1 2026 Objective: Improve and increase access to services, supports so that older adults have access to technology-based community connections and supportive services to live their best lives with a focus on rural communities and underserved populations. *There are no new objectives - Region 9 will continue in FY 2026 with FY 2025 objectives. 2025 Progress: Healthy Living Webinar Series - Creating Healthy Shopping Lists, Nov 14, 2024 - Introduction to Tai Chi, Dec 12, 2024 - Protect Yourself from Scams and Fraud - Home Safety and Radon, Feb 13, 2025 - Hiring In-Home Care, Feb 14, 2025 - Medication Safety, Mar 13, 2025 - Dementia Webinar Series: Communicating Effectively, June 13, 2025 Common Dementia Challenges, Aug 8, 2025 - What is Normal Aging? Apr 10, 2025 Professional Caregiver Support Group - 3rd Tuesday of each month - Setting Healthy Boundaries, Jan 21, 2025 - Understanding Grief and Loss, Feb 18, 2025 - Caregiver Burnout Compassion Fatigue, March 18, 2025 New to Medicare webinars are held on the 2nd Wednesday of each month for anyone needing information about how to sign up for Medicare and information about their Medicare options. -The Region 9 AAA has three intake specialists that have a background in the myriad of services offered not only by the AAA but also housing services through NEMCSA. When calls are received referrals are made as appropriate. - Clients are referred to the Care Management team for queries about the MI Choice Waiver (a Medicaid-based program). Referrals are made for evaluation and assistance in filing an application for services. - Clients that need information about Long-Term Care may be referred to either the Long-Term Care Ombudsman, a SHIP counselor or PCOC counselor.**
- State Goal Match:

Narrative

Objectives

1. Timeline: to

Activities

Expected Outcome

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- C. Ensure older adults have a robust, well-trained workforce to serve their needs. (State Goal #4)
2026 Objective: To assist Region 9's aging population to reach optimal health and preserve their independence: Continue to increase the number of qualified, well-trained direct care workers available to serve older adults throughout Region 9. Improve direct care worker skills by providing continuing education opportunities and ensure effective delivery of services and a confident workforce. *There are no new objectives - Region 9 will continue in FY 2026 with FY 2025 objectives. 2025 Progress: - IT Acceptable Use Policy, January 17, 2025 - Multi-Generational Workforce, January 23, 2025 - Internet Security and You, February 14, 2025 - Person Centered Options Counseling Training, March 24, 2025 - Region 9 AAA offers a minimum of two quality trainings per year for DCWs. - Person-Centered Thinking (PCT) is incorporated into all newly hired Region 9 and COA staff trainings - Region 9 SHIP Counselors attended Person Centered Practices 101, April 30, 2025 - Workplace Safety, Human Trafficking, Active Shooter training is offered annually to all staff
State Goal Match:

Narrative

Objectives

1.
Timeline: to

Activities

Expected Outcome

- D. Ensure access to services and supports in a manner consistent with person-centered practices. (State Goal #3) Strengthen Partnerships: multi-sector connections, collaboration, and coordination to support older adults. 1. Increase caregiver awareness and utilization of supportive services/resources to prevent caregiver burnout. 2. Maintain service delivery that follows a person-centered philosophy. 3. Support the provision of community-based services with leveraged resources from community partners through county senior millage funds. *There are no new objectives - Region 9 will continue in FY 2026 with no changes to FY 2025 objectives. 2025 Progress: - SHIP counselors took the webinar "Person-Centered Practices 101" produced by the SHIP TACenter on April 30, 2025, as part of their annual recertification requirements for Medicare counseling. - Person-Centered Options Counseling (PCOC) is a person-centered service approach that works with participants, family members, and caregivers to obtain their input throughout the development of the care plan. - Person-Centered Planning or Person-Centered Thinking training is required for each employee and is part of each employee's orientation process. These two trainings are ongoing for all staff and new hires. - Support for the provision of community-based services with leveraged resources from community partners in the form of county senior millage funds as follows: Outreach \$136,555.32; Transportation \$341,720.90; Information and Assistance \$376,535.39 = Total of \$854,811.61
State Goal Match:

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Objectives

1. Timeline: to

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Planned Service Array

Category	Services
Provided by Area Agency	Access <ul style="list-style-type: none"> • Care Management • Information and Assistance • Outreach Community <ul style="list-style-type: none"> • Disease Prevention/Health Promotion • Long Term Care Ombudsman Caregivers of Older Adults Services <ul style="list-style-type: none"> • Caregiver Education • Caregiver Training
Contracted by Area Agency	In-Home <ul style="list-style-type: none"> • Homemaking • Medication Management • Personal Care Community <ul style="list-style-type: none"> • Disease Prevention/Health Promotion • Legal Assistance • Prevention of Elder Abuse, Neglect and Exploitation Nutrition Services <ul style="list-style-type: none"> • Congregate Meals • Home Delivered Meals Caregivers of Older Adults Services <ul style="list-style-type: none"> • Respite Care Older Relative (Kinship) Caregiver Services <ul style="list-style-type: none"> • Kinship Caregiver Supplemental Services
Local Millage Funded	In-Home <ul style="list-style-type: none"> • Homemaking • Medication Management • Personal Care Nutrition Services <ul style="list-style-type: none"> • Congregate Meals

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	Nutrition Services <ul style="list-style-type: none">• Home Delivered Meals Caregivers of Older Adults Services <ul style="list-style-type: none">• Adult Day Services *• Respite Care
Participant Private Pay	Caregivers of Older Adults Services <ul style="list-style-type: none">• Adult Day Services *

* Not PSA-wide

APPENDIX B

ADVISORY COUNCIL MEMBERSHIP

AIP for Fiscal Year: 2026

DEMOGRAPHICS								
	Asian/Pacific Island	African American	Arab/Chaldean	Native American/Alaskan	Hispanic Origin	Persons with Disabilities	Female	Total
Total Membership	0	0	0	0	1	0	10	18
Age 60 or Over	0	0	0	0	0	0	8	13

NAME	GEOGRAPHIC AREA	AFFILIATION
Kim Fleming	Alcona County	County Commission on Aging
Vacant	Alcona County	County Commission on Aging
Bonnie Altman	Alpena County	Alpena Area Senior Citizens Council
Darlene Huff	Alpena County	Alpena Area Senior Citizens Council
Vacant	Arenac County	Sunrise Side Senior Services
Vacant	Arenac County	
Michael Newman	Cheboygan County	County Commissioner
Ron Odenwald	Cheboygan County	County Commission on Aging
Lorelei King	Crawford County	County Commission on Aging – MSAC
Scott Ulery	Crawford County	County Commission on Aging
Crystal Yachcik	Iosco County	County Commission on Aging
Terry Dutcher, Chair	Iosco County	County Commissioner – Legal Services Board
Jackie Lardie	Montmorency County	County Commission on Aging
Vacant	Montmorency County	

APPENDIX C – Cont'd

NAME	GEOGRAPHIC AREA	AFFILIATION
Amy Beach	Ogemaw County	Commission on Aging
Vacant	Ogemaw County	Commission on Aging
Vacant	Oscoda County	County Council on Aging
Vacant	Oscoda County	
Connie Messina	Otsego County	County Commission on Aging
Vacant	Otsego County	
Mitzi Downs	Presque Isle County	County Council on Aging
Dennis Fay, Vice Chair	Presque Isle County	County Council on Aging
Chuck Corwin	Roscommon County	County Commission on Aging – State Advisory Council
Vacant	Roscommon County	
Dale Evilsizer	Iosco County	Region IX Directors Association Representative
Shelby Gohl	Alcona County	General Public
Bill Stypick	Alpena County	Veteran's

Defined Greatest Social and Economic Need for PSA

The Older Americans Act (OAA) requires Title III services to be prioritized to serve those with the **greatest economic need** and **greatest social need**, particularly low-income minority older individuals, older persons with limited English proficiency (LEP), older persons residing in rural areas, and older persons with disabilities.

Greatest economic need as defined in the OAA means the need resulting from an income level at or below the federal poverty level and as further defined by state and area plans based on local and individual factors, including geography and expenses.

ACL permits the State agency and AAAs to further refine specific target populations of greatest economic need based on local and individual factors. For example, a State agency or AAA might choose to define those at greatest economic need to include individuals or households with an income within a specific range (e.g., up to 125 percent of the Federal poverty level (FPL)), and another State agency may include older adults experiencing housing instability in their definition of greatest economic need.

Please share how your region defines “**greatest economic need**” below:

Region 9 AAA's definition of greatest economic need aligns with the ACLS definition.

Greatest social need as defined in the OAA means the need resulting from an income level at or below the Federal poverty level and as further defined by State and area plans based on local and individual factors, including geography and expenses:

- (1) Physical and mental disabilities;
- (2) Language barriers;
- (3) Cultural, social, or geographical isolation, including due to:
 - (i) Racial or ethnic status;
 - (ii) Native American identity;
 - (iii) Religious affiliation;
 - (iv) Sexual orientation, gender identity, or sex characteristics;
 - (v) HIV status;
 - (vi) Chronic conditions;
 - (vii) Housing instability, food insecurity, lack of access to reliable and clean water supply, lack of transportation, or utility assistance needs;
 - (viii) Interpersonal safety concerns;
 - (ix) Rural location; or
 - (x) Any other status that:

- (A) Restricts the ability of an individual to perform normal or routine daily tasks; or
- (B) Threatens the capacity of the individual to live independently; or
- (4) Other needs as further defined by State and area plans based on local and individual factors.

“Need caused by noneconomic factors” include physical and mental disabilities, language barriers, and cultural, social, or geographic isolation, including isolation caused by racial or ethnic status that restricts the ability of an individual to perform normal daily tasks or threatens the capacity of the individual to live independently. This definition allows for consideration of other noneconomic factors that contribute to cultural, social, or geographic isolation.

Please share how your region defines “**greatest social need**” below:

Defined social need includes physical disabilities; any type of identified isolation due to chronic conditions, housing instability, food insecurity, interpersonal safety needs or other situation that may impact one's ability to perform normal or routine daily tasks, or live independently. All individuals contacting our agency meet the rural prioritization definition.

Please explain how your region will target and prioritize those in the greatest social and economic need for Title III services:

All screening begins at program intake where staff ask a series of questions to identify the individual's needs, which determines priority of need. Additionally, staff have the latitude to move an individual through the onboarding process for further assessment if it appears the person is not being fully forthcoming in the degree of need they are experiencing. In doing so, it provides the Care Management team the opportunity to meet in person with the individual to better determine extent and severity of need.

EMERGENCY MANAGEMENT AND PREPAREDNESS
Minimum Elements for Area Agencies on Aging FY
2026 Annual Implementation Plan

Provide a brief response to the questions below regarding how the AAA Emergency Preparedness Plan for FY 2026 will address any disaster. Your plan should include short, intermediate, and long-term plans for uninterrupted deliver of service. All emergency plans need to be uploaded into AMPS. **This form does not represent your emergency plan.**

Area Agency on Aging
A. General Emergency Preparedness Minimum Elements (required by the Older American's Act (OAA). Follow Operating Standard for Services A-3 Disaster Advocacy and Outreach to encompass all necessary minimum requirements, are included in your plan.
1. Per OAA your agency is required to have an Emergency Preparedness Plan? Please upload your emergency preparedness plan in AMPS. Below note changes or write "none" if you did not update from previous year.
None, but the AAA plans to update the Emergency Preparedness with community partner input during the FY 2026.
2. Has your agency worked with local emergency management? If yes, please provide a brief description of the incident that required their assistance and the outcome. If no, state reason. (Example, no incident in our PSA for example)
Yes, most recently the AAA worked in tandem with the Presque Isle County Emergency Coordinator during the unprecedented ice storm in its region.
3. ACLS does have expectations during a State or locally declared emergency/disaster to have staff person (the area agency director or their designee) available for communication with ACLS staff to provide real time information about service continuity (status of aging network service provider's ability to provide services). Please provide ACLS with any updated contact information on staff listed as emergency contact (this includes any drills conducted). This person should be able to provide information about the number and location of vulnerable older persons receiving services from the area agency.
The designated AAA staff person remains to be the AAA Director, Laurie Sauer. A list of vulnerable persons receiving services is available at all times.
4. Would your agency participate in trainings/conferences if available? (besides the State emergency drills) write "yes or no" below if your agency would be interested in any trainings offered by the State.
Yes, we would welcome trainings ACLS may offer for the AAA as well as for both community partners and older adults.
5. Does your agency budget funds for emergency preparedness? If yes, list the service category used below. If no, give explanation below.
No, the AAA does not specifically budget for emergency preparedness. Available funding is focused on service needs in the region. If situations where non-funded service needs are identified, alternative resources are sought in the community or other agency offerings.

Fiscal Year 2026 AIP – Public Hearing Notices
Advertised in the following newspapers

Tribal Publications

Sault Tribe Newspaper
Odawa Trails Newsletter
Tribal Observer

Up North Voice

Crawford, Iosco, Ogemaw,
Oscoda, Otsego and Roscommon

Alpena News

Cheboygan Tribune

Crawford Avalanche

Iosco County News

Montmorency Tribune

Gaylord Herald Times

Ogemaw County Herald

Arenac Independent and Oscoda Herald

Houghton Lake Resorter

Fiscal Year 2026 AIP – April 3, 2025 Input Session Notice
Advertised in the following sources

Tribal Publications

Odawa Trails Newsletter
Tribal Observer

Up North Voice

Crawford, Iosco, Ogemaw,
Oscoda, Otsego and Roscommon

AAA Newsletters

Also sent to:

Councils/Commissions on Aging
Regional Advisory Council members

NAME OF BOARD MEMBER	GEOGRAPHIC AREA	AFFILIATION	CHECK THOSE THAT ARE APPROPRIATE		
			Elected Official	Appointed	Community Rep.
Terry Small	Alcona County	Board of Commissioners	x		
Dan Ludlow	Alpena County	Board of Commissioners	x		
Lisa Salgat	Arenac County	Board of Commissioners	x		
Richard Sangster	Cheboygan County	Board of Commissioners	x		
Dorothy Frederick	Crawford County	Board of Commissioners	x		
Terry Dutcher	Iosco County	Board of Commissioners	x		
Lloyd Peltier	Montmorency County	Board of Commissioners	x		
Chuck Varner	Oscoda County	Board of Commissioners	x		
Dana Wingo	Otsego County	Board of Commissioners	x		
Robin Hughes	Presque Isle County	Board of Commissioners	x		
John Chappa	Presque Isle County	Board of Commissioners	x		
Lyn Behnke	Iosco County	Private Sector		x	
Nick Florian	Otsego County	Private Sector		x	
Pete Hennard, President	Ogemaw County	Private Sector		x	
Julie Kendrick	Montmorency County	Regional Council on Aging		x	x
Sheila Malewska	Iosco County	Private Sector		x	
Carol Wenzel	Alpena County	Private Sector		x	
Tammy Frisbie	Roscommon County	Consumer Sector		x	x
Jean Garratt	Presque Isle County	Private Sector		x	
Leo Marciniak	Alcona County	Consumer Sector		x	x
John Morrison	Cheboygan County	Private Sector		x	
Patricia Rondeau, Vice Chair	Alpena County	Senior Companion Advisory Council		x	x
Tina Schumacher	Arenac County	Consumer Sector		x	x
Nathan Weaver	Crawford County	HS/EHS Policy Council		x	x
Chuck Corwin	Roscommon County	Regional Council on Aging		x	x
Lisa Hilberg	Alpena County	Private Sector		x	
Leisa Sutton	Alcona County	Private Sector		x	
Duncan Gray	Crawford County	Private Sector		x	
Justin Gibson	Bay County	Consumer Sector		x	

Planned FY2026 Caregiver Programs: Complete the chart below. Include all caregiver programs within the PSA. This includes, but is not limited to: Respite, Respite Vouchers, Education/Outreach, Training, Support Groups, PTC, Savvy, DCS, Tualta, Regionally Specific Programs, etc. If you have any questions, please reach out to Lacey Charboneau at charboneaul2@michigan.gov

Name/Type of Program	State/Federal (OAA) Funds Used? (yes/no)	Description of Program	Agency Comments (optional)
Powerful Tools for Caregivers	Yes	Powerful Tools for Caregivers (PTC) gives caregivers the skills to take care of themselves while caring for someone else. By taking care of your own health and well-being, you become a better caregiver. Six class sessions held once a week are led by experienced class leaders. Class participants are given The Caregiver Helpbook to accompany the class and provide additional caregiver resources.	Virtual and In-Person
Tualta	No, MHEF Grant Empowering Communities to Deliver and Sustain Evidence-Based Chronic Disease Self-Management Education Programs	Region 9 Area Agency on Aging is thrilled to partner with Tualta to give area caregivers free online resources to help families manage senior care at home. Tualta is packed with educational resources, planning tools, and tips to make you a better caregiver. A wide range of topics that are important to you. Five-minute educational video modules that can fit in your busy schedule. Easy to understand info about challenging care situations. Downloadable and printable tip sheets. Local event and support resources.	Virtual
Dementia Caregiver Series	Yes	Dementia Caregiving series is a three-session webinar for those caring for a person with dementia or Alzheimer's. It assists with reducing caregiving stress by providing useful tools and information. Sessions meet via Zoom.	Virtual and In-Person
Caregiver Webinar Series	Yes	Caregiver Webinar Series: October 10, 2025: November 14, 2025: December 12, 2025: January 9, 2026: February 13, 2026	Virtual
Caregiver Self-Care Module	Yes	Region 9 Area Agency on Aging developed a free four-week Caregiver Wellness Workshop. The workshop is designed to provide caregivers with strategies to improve their well-being and self-care, allowing them to become better caregivers. Many caregivers struggle to see the importance of caring for themselves until it is too late. The workshop series meets once a week for four-weeks, each session is ninety minutes long. The interactive workshops, discussions, and brainstorming will help you choose what resources and strategies you would like to use daily. Participants will receive a participant handbook with all the documents.	Virtual

Area Agency Name:**NEMCSA Region 9 Area Agency on Aging**

Caregiver Programs: Complete the chart below. Include all programs that are offered within the PSA. Examples include, but are not limited to: Respite Voucher Programs, education programs, training programs, Support Groups, Regionally Specific Programs, Powerful Tools for Caregivers, Savvy, Dementia Caregiver Series, Trualta, etc. If you have any questions regarding completing this chart, please reach out to Lacey Charboneau at charboneau2@michigan.gov.

Name of Caregiver Program	Description of Program	OAA Funded (Yes / No)	Agency's Comments (Optional)
Caregiver Conferences	Region 9 Area Agency on Aging hosts an annual Caregiver Empowerment & Wellness Conference. This conference invites caregivers of all types, whether caring for a loved one with dementia or a chronic illness to attend. The conference is free of cost including breakfast and lunch. Register at the door for door prizes, given out throughout the day.	Yes	Virtual and In-Person
Dementia Care Consultation Program	The Dementia Care Consultation Program provides family caregivers with information, guidance, and support to help them live a happier, fuller life while caring for someone with dementia. This free program will provide caregivers with tools and strategies to better handle the unique caregiver challenges they face as a dementia caregiver.	Yes	Virtual and In-Person
Support Groups (MI Virtual Support Groups)	Three virtual caregiver support group options (General, Dementia, and Kinship) for Michigan residents to join. These support groups will discuss issues, challenges, and concerns that caregivers face. These groups are informal and provide dialogue along with peer support. Participants can reflect and connect with others in a similar situation.	Yes	Virtual
Journaling Group	The journaling club is a supportive community where words heal, you can process your emotions, and discover the therapeutic magic of journaling. Journaling can give caregivers the tools to find strength, prioritize their well-being, and thrive as a caregiver.	Yes	Virtual
Manual/Guidebooks Caregiver Newsletters Caregiver Press Releases	Each newsletter provides family caregivers with resources, information, and helpful tips to keep local caregivers informed. Register below to receive the quarterly newsletter.	Yes	Virtual and In-Person

Planned FY2026 Kinship Caregiver Programs: Complete the chart below. Include all programs, services and supports offered to Kinship Caregivers. If you have any questions, please reach out to Lacey Charboneau at charboneau2@michigan.gov

Name/Type of Program	State/Federal (OAA) Funds Used? (yes/no)	Description of Program	Agency Comments (optional)
Kinship Care Program	Yes	Kinship Care is a program for relative care providers caring for related children. If you are age 55 or older and caring for a related child under the age of 18, this program may be able to help you with expenses such as recreational activities, school supplies, clothing, needed furniture, and more. Funding is limited.	
Handbook for Grandparents: Raising Grandchildren in Northeast Michigan	No	Region 9 Area Agency on Aging assembled a handbook of helpful materials and publications directed towards Kinship Care providers.	

State Plan on Aging Planning

As the ACLS Bureau looks ahead to planning for the FY 2027-2029 State Plan on Aging, we will work in partnership with the area agencies on aging. Based on your most recent needs assessment(s), client data, locally determined needs, please list and justify the top three issues you would like addressed in the next SPOA, including data to support why your region is identifying these goals.

1. Direct Care Workers

2. Transportation

3.

The ACLS Bureau is interested in partnering with area agencies on aging for listening sessions/public hearings.

Is your region willing to co-host a listening session or public hearing?



Yes



No

If yes, do you have a location or venue in mind?

NEMCSA Headquarters, 2569 US 23 South, Alpena, MI 49707

Other suggestions for collaboration opportunities:

Crawford County Commission on Aging, Grayling, MI



STATE OF MICHIGAN
Michigan Department of Health & Human Services
BUREAU OF AGING, COMMUNITY LIVING, AND SUPPORTS

FY 2026 Annual Implementation Plan

SIGNATURES

This document covers Fiscal Year 2026. This document becomes valid upon approval by the Michigan Commission on Services to the Aging. It may be conditionally approved subject to all general and/or special conditions established by the Commission on Services to the Aging. This signature page may substitute for required signatures on documents within the documents if those documents are specifically referenced on this signature page.

The signatories below acknowledge that they have reviewed the entire document including all budgets, assurances, and appendices and they commit to all provisions and requirements of this Annual Implementation Plan.

<small>Signature of Chairperson, Board of Directors</small> 	<small>Date</small> 6-6-2025
<small>Print Name</small> Peter L. Hennard V	
<small>Signature of Area Agency on Aging Director</small> 	<small>Date</small> 6-6-25
<small>Print Name</small> Laurie L. Sauer	
<small>Area Agency on Aging</small> Region 9 Area Agency on Aging	
<p>Documents referenced by the signature page:</p> <ul style="list-style-type: none">▪ FY 2026 Area Plan Grant Budget▪ FY 2026 Direct Service Budgets▪ Request to Transfer Funds▪ Waiver for Direct Service Provision▪ Assurances and Certifications▪ Assurance of Compliance with Title VI of Civil Rights Act of 1964▪ Regional Service Definitions (If Applicable)▪ Agreement for Receipt of Supplemental Cash-in-Lieu of Commodity Payments for the Nutrition Program for the Elderly (If Applicable)▪ Waiver of Minimum Percentage for a Priority Service Category (If Applicable)	

EVIDENCE-BASED PROGRAMS PLANNED FOR FY 2026

Funded Under Disease Prevention Health Promotion Service Definition

Provide the information requested below for Evidence-Based Programs (EBDP) to be funded under Title III-D.

Title III-D funds can only be used on health promotion programs that meet the highest-level criteria as determined by the Administration for Community Living (ACL) Administration on Aging (AoA). Please see the "List of Approved EBDP Programs for Title III-D Funds" in the Document Library. Only programs from this list will be approved beginning in FY 2026. If funding has been allocated as a single amount for all Title III-D programs for a provider, enter on first line under "Funding Amount for This Service".

Program Name	Provider Name	Anticipated No. of Participants	Funding Amount for Service
<i>Example</i> Arthritis Exercise Program	<i>Example: List each provider offering programs on a single line as shown below.</i> 1) Forest City Senior League Program 2) Grove Township Senior Services 3) Friendly Avenue Services	<i>Example: Total participants for all providers</i> 80	<i>Example: Funding total for all providers</i> \$14,000
Matter of Balance	1. Region 9 AAA (2) 2. Iosco County Commission on Aging (2) 3. Ogemaw County Commission on Aging (2) 4. Montmorency (2) 5. Roscommon (4) 6. Alcona: Harrisville Yoga (2)	168	TBD
Tai Chi: Moving for Better Balance	1. Alcona: Harrisville Yoga	15	TBD
Walk with Ease	1. Otsego COA (4)	50	TBD
Diabetes Personal Action Toward Health and Chronic Pain Personal Action Toward Health	1. Region 9 AAA (1 Virtual)	16	TBD
Drums Alive	1. Crawford COA 2. Alcona COA	40	TBD
Geri-Fit	1. Crawford COA	40	TBD

Area Plan Budget Worksheet

Worksheet: MI Community Service Agency, Inc.

Fiscal Year: 2028

Date: 5/3/2025

Rev: 0

Rev: 0

Rev: 0

Area Plan Budget Overview

Category	Administrative	Program	Capital	Grant	Total
Administration	24,011	1,000	0	0	25,011
Program Development	0	1,000	0	0	1,000
AAA Administration	0	1,000	0	0	1,000
Services	4,317,348	0	0	0	4,317,348
Total	24,011	2,000	0	0	26,011

Base Area Plan Budget amount total equal Allocation to event total (per Statement of Event Award (SEA) total)?

Area Plan Budget Award Total: \$ 4,317,348

Allocation to Event Total: \$ 4,317,348

Difference: \$ 0

Are all SAP budget requirements satisfied?

Yes

Are all SEA requirements satisfied?

Yes

Worksheet Table of Contents

- ADMINISTRATIVE BUDGET
- PROGRAM BUDGET
- GRANT BUDGET
- CAPITAL BUDGET
- OTHER TABLES
- ADMINISTRATIVE BUDGET
- PROGRAM BUDGET
- GRANT BUDGET
- CAPITAL BUDGET
- OTHER TABLES

Other Table

Area Plan Budget Worksheet
Only enter data on this sheet.
Yellow fields are calculated with formulas, but can be overwritten.

Administration Budget

Category	Administrative	Program	Capital	Grant	Total
Administration	24,011	1,000	0	0	25,011
Program Development	0	1,000	0	0	1,000
AAA Administration	0	1,000	0	0	1,000
Services	4,317,348	0	0	0	4,317,348
Total	24,011	2,000	0	0	26,011

Do Administration Resources equal Expenditures?

Revenues: \$ 24,011

Expenditures: \$ 24,011

Difference: \$ 0

Service Summary Budget

Category	Administrative	Program	Capital	Grant	Total
Administration	24,011	1,000	0	0	25,011
Program Development	0	1,000	0	0	1,000
AAA Administration	0	1,000	0	0	1,000
Services	4,317,348	0	0	0	4,317,348
Total	24,011	2,000	0	0	26,011

Services Detail Budget

Category	Administrative	Program	Capital	Grant	Total
Administration	24,011	1,000	0	0	25,011
Program Development	0	1,000	0	0	1,000
AAA Administration	0	1,000	0	0	1,000
Services	4,317,348	0	0	0	4,317,348
Total	24,011	2,000	0	0	26,011



**AREA AGENCY
ON AGING**
A Division of NEMCSA

Serving the counties of:
Alcona - Alpena - Arenac - Cheboygan - Crawford - Iosco
Montmorency - Ogemaw - Oscoda - Otsego - Presque Isle - Roscommon

2569 US-23 South Alpena, Michigan 49707 Phone: 989-356-3474 Fax: 989-358-6604 Toll Free: 800-219-2273 www.nemcsa.org

Please run the following announcement in your newspaper(s) once during the week of April 14-18, 2025.

Any charges may be billed to: Region 9 Area Agency on Aging, 2569 US-23 S, Alpena, MI 49707. Please include a tear sheet. Thank you for your assistance.

Contact: Connie McQuarrie
Region 9 Area Agency on Aging
2569 US-23 South
Alpena, MI 4907
989-358-4661
mcquarriec@nemcsa.org

PUBLIC HEARING ANNOUNCEMENT

The NEMCSA – Region 9 Area Agency on Aging will conduct a public hearing on its proposed Annual Implementation Plan for Fiscal Year 2026. The plan will outline the use of funds and provision of services under the Older Americans Act, for the counties of Alcona, Alpena, Arenac, Cheboygan, Crawford, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle and Roscommon.

The hearing is scheduled for Monday, May 19, 2025 at 1:00 pm at NEMCSA, 2569 US-23 South, Alpena, MI. A virtual option is also available. To register please contact Connie at 989-358-4661 or mcquarriec@nemcsa.org.

A summary of the plan will be available upon request, 15 days prior to the public hearing by calling 989-358-4661. Written testimony or email will be accepted through June 13, 2025.



Contingency Planning

Please provide a description of your contingency planning for potential reduced federal funding, or in the event of a continuing resolution.

Identify specific funding sources if plans include the pursuit of alternative funding.

To anticipate any delays or changes to federal and state budgets, the AAA would consider necessary actions in the event of allocation reductions and make adjustments accordingly that have the least impact on client services. Region 9 AAA is fortunate that all 12 COAs within its service area have dedicated senior millage approvals in place. The dedicated funds for services for older adult services allow for supplemental support should there be a decrease in federal and state funding. The minimal service wait lists in the region can be attributed to this local backing. In addition to the support from local revenue sources, the AAA would seek out additional grant opportunities to meet the prevailing needs of Region 9 AAA.

Additionally, should a government shutdown occur, further scrutinization of the priority system would be implemented and reasonable service reductions may have to occur and a review of any agency contingency funding would be utilized to the extent possible.

SUPPLEMENTAL DOCUMENT E
Waiver Of Minimum Percentage
For A Priority Service Category

Priority Service Category for which Waiver is being requested: Select Service Category

Source of Funds

Access Services

Amount of Funds

\$854,811.61

Amount of Title III-B

\$3,000.00

Rationale Statement: Explain how waiving the respective required minimum percentage will enhance the service delivery system to be implemented under this plan. (For additional context, refer to OSA Transmittal Letter 2005-107, July 27, 2005.)

Region 9 Area Agency on Aging (AAA) is requesting a waiver of minimum percentage for Access Services. Our 12 County Councils/Commissions on Aging are currently providing a total of \$854,811.61 for Access Services as follows: Outreach \$136,555.32; Transportation \$341,720.90; Information and Assistance \$376,535.39

The AAA and the NEMCSA Board of Directors has placed priority on in-home services allowing more funding to be placed in this category. The expansion of existing resources in specific locations is expected to assist families and the general public in accessing services.

