

Strategic Plan 2024 – 2029

Town of Bethlehem Senior Services Department



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I. Executive Summary

Why prepare the Plan?

This plan will help guide the Bethlehem Senior Services (BSS) Department and Bethlehem Senior Projects Inc., (BSP) as they work cooperatively to implement programs and services for older adults in the Town of Bethlehem. **We seek to minimize weaknesses and avoid threats while taking advantage of opportunities that enhance our programs and services.** The current size of the Town's older population (60 and above) is 8,830, which is more than 25% of the Town's total population of 35,000. This percentage is higher than the percentages for similar populations in Albany County and the Capital Region. Furthermore, this age cohort is projected to grow even higher in the coming decades. In fact, by 2050, the Town's population over 65 is projected to increase by more than 2000. This growth trend indicates that there will be unique needs for programs and services aimed at older adults.

To ensure that the unmet needs of older adults in our Town are satisfied to the maximum extent possible, BSS is supported by BSP, a Private Not-For-Profit organization which was established in 1988, primarily to provide funding and other services which BSS alone cannot provide.

This five year plan will be visited at least semi-annually and at that time appropriate adjustments will be made. Therefore, it will be a living document.

Planning Committee

A seven member Strategic Planning Committee of diverse backgrounds was created to guide the preparation of the plan consisting of:

- William Vail—BSS Director
- Marguerite (Peggy) Osborne—Coordinator of Senior Services (Transportation) BSS
- Anna Biggane—Assistant Coordinator of Senior Services, BSS
- Kathy Newkirk—Volunteer Driver
- Joanne Wilson—Volunteer Administrative
- Jane Sanders—BSP Board Member, Former BSS Director
- Rad Anderson—BSP Board Member, Volunteer Driver and Plan Development Advisor

Input was also obtained from BSS staff, BSP Board of Directors, the Town Supervisor, selected older adults, and Albany County Office of the Aging, through their Age Friendly 2020 Action Plan. The Committee also consulted the American Association of Retired Persons (AARP) Domains of Livability, 8-80 Cities (an International Private Not-For-Profit Organization that supports programs in cities for ages 8 to 80), and the Town's 2035 Comprehensive Plan. The Capital Region Transportation Council's (CRTC) Coordinated Public Transit Human Services Transit Plan was also reviewed.

Organization Description

A department of the Town, BSS offers programs in the following key areas: 1). Transportation Services, primarily for medical appointments of various types, weekly grocery shopping trips, trips to the library, for personal care such as hairdressers & barber shops, to banks and pharmacies, and for social programs. BSP and BSS share ownership (50/50) of a fleet of ten vehicles to provide transportation services. 2). Outreach Services which include information and referrals to individuals and families via in-home visits and phone calls. Outreach workers collaborate with the Bethlehem Emergency Management Office (BEMO), the Bethlehem Police and Fire Departments, and Albany County Sheriff's Department among others. 3). Social and Educational Programs are offered throughout the year, on an ongoing basis. While the foregoing programs are solely for residents over 60 years old, the Department also operates a Food Pantry and Durable Medical Equipment Loan Closet that serve those in need, regardless of age.

A staff of seven Town employees constitute the backbone of BSS. They are supported by 141 volunteers who work in the office and the food pantry, assist with social programs, and drive the vehicles. Almost **10,000 hours** of volunteer service were provided in 2022 and close to **75,000 miles** were driven by volunteers.

BSP is administered by a Volunteer Board of Directors. BSP Board members also serve as volunteer drivers and provide other support supportive services to BSS. Section II of the plan provides a more in-depth description of the various programs and services BSS provides.

Vision and Mission Statements

The following vision and mission statements were formulated by the Planning Committee.

Vision: *The Town of Bethlehem strives to be the leader in providing the highest level of aging-related services.*

Mission: *Bethlehem Senior Services provides programs, resources, and services for Town of Bethlehem residents age 60 and above and their support networks to advocate for their well-being, education, socialization, and potential to age in place.*

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

An environmental scan was conducted of BSS' **Strengths**: what it consistently does well, **Weaknesses**: what/where it can do better, **Opportunities**: what areas it might be ignoring or is unaware of, but which could be beneficial, and **Threats**: what activities or events that threaten the successful operation of the organization.

The SWOT Analysis was conducted under a number of program areas, referred to as **Domains**, by the American Association of Retired Persons (AARP). These include 1). Transportation, 2). Housing, 3). Social Participation, 4). Respect and Social Inclusion, 5). Civic Participation and Employment, and finally, 6). Communication and Information. One domain, organization and work environment (Domain 7), not included in the list of AARP's domains, was added by the Planning Committee. See the detailed SWOT analysis in Section IV of the Plan. A few highlights are cited below:

Strengths

- Sizable fleet of vehicles composed of vans and cars that can accommodate those with limited mobility abilities.
- Established and well-recognized transportation services
- Members of the community feel that the BSS department is very important
- Highly skilled and invested professional staff and volunteers

Weaknesses

- Limited space for programs and services
- Off-hours and weekend transportation service not available (e.g.: medical, grocery shopping, etc.)
- Reliance on volunteers for driving
- Shortage of volunteers and staff
- BSS has limited ability to influence senior housing development
- Current housing stock is not conducive to aging in place
- Minimal advertising and presence in social media

Opportunities

- Grant funding to increase transportation fleet as well as programs and services
- CDTA Flex Transportation service could be a viable solution to expand transportation service
- BSP could be a major advocate for aging in place and senior housing options
- Development of new programming to meet the needs for a new generation of residents over the age of 60
- Opportunities to collaborate with several organizations to enhance program delivery
- Use of Municipal buildings and community spaces for programming

Threats

- General shortage of volunteers as drivers and helpers to meet the increase in future demands
- Demand for higher priced housing and lack of affordable housing for older adults
- Financial difficulties of participants
- Recruitment and retention of staff and volunteers

Strategic Goals and Recommendations

These are identified by the seven Domains noted above. They are detailed in Section V of the Plan. Indicated below are examples of some key goals and recommendations.

Goals

- Maximize the use of existing and emerging technology to ensure safe and efficient transportation services
- Ensure that our services are supportive of Aging in Place
- Support affordable housing options
- Attract new participants
- Diversify program offerings
- Encourage respect and social inclusion
- Expand collaboration with community and civic groups
- Provide social opportunities for people of all financial abilities
- Expand intergenerational programs
- Identify and utilize the strong and diverse skills of volunteers
- Increase and improve awareness of array of services provided by BSS
- Provide adequate space to meet the needs of BSS programs and staff

Recommendations

- Establish a multi-generational community center which includes intergenerational programming
- Transition transportation fleet to clean energy sources
- Develop and implement educational programs regarding Aging in Place
- Develop and implement a social media/ marketing plan
- Identify groups/contacts providing aging services
- Establish programs that support the interaction of various age groups
- Recruit a volunteer to monitor national and local trends in housing, review agendas of Town Boards, and attend meetings addressing aging in place and senior housing in general
- Gather information pertaining to affordable housing
- Increase recruitment of volunteers

Key Performance Indicators (KPIs)

To monitor progress in the implementation of this plan, performance indicators will be employed. These include scheduling recommendations for specific timeframes with quarterly or semi-annual reviews. Performance measures will include: number and types of programs delivered, workshops conducted and supported, completion of updating the volunteer application process, space needs of BSS clients and staff improved, etc.

Target Customers

Town residents aged 60 and older are our primary target clients. This age cohort, as of 2018-21, accounted for 25% of the Town's population. The US 2020 Census indicates that the older population (age 65 and older) will increase an additional 2,000 by 2050.

Since BSS and BSP cannot provide all the needs of the targeted customers, it will work in partnership with other Town Departments, community organizations, and organizations at the county, state and national levels. The Albany Guardian Society, Community Caregivers, faith-based groups, the Albany County and State Office for the Aging, and the American Association of Retired Persons are some of the organizations that BSS will work with to ensure the successful implementation of this plan. Both BSS and BSP will be responsible for marketing the plan. BSP, as a 501 (c)(3), not-for-profit organization, will be critical in taking actions on programs and projects which BSS cannot be involved in as a governmental entity.

Plan Implementation Team

While BSS staff and BSP will have primary leadership role in the implementation of this plan, other Town staff and peer organizations will be called upon where appropriate.

Action and Tracking Plan

Finally, an action and tracking plan has been prepared to assist with this Plan's implementation. The recommendations have been identified by goal, domain, implementation timeframe, and an entity responsible for overseeing implementation. See Section XI.

Appendices

The recently completed and approved Town of Bethlehem Comprehensive Plan includes a wealth of information that supports programs and services for the Town's older adults. For example, the Comprehensive Plan identified the following value statements in support of older Town residents:

- *We value our diverse age cohorts and multiple generations of families that choose to live in the Town.*
- *We value racial, ethnic, economic, gender, and disability inclusion and diversity throughout the Town for all who want to live, work and visit.*
- *We value active service programs that enable residents to live in their homes and remain active community members.*
- *We value the Senior (active adult) service programs that enable residents to live in their homes and remain active community members... ”*

A key recommendation of the plan states [that the Town should] “***Consider development of a Community and Recreation Center to accommodate senior programs and activities.***” Albany County Office for the Aging Needs Assessment for Countywide Age Friendly 2020 Action Plan and Goals are also supportive. Relevant sections of these documents are included in the appendices as well as a listing of Peer Organizations that help the Town of Bethlehem Senior Services Department fulfill its mission and vision.

II. Organization Description

Town of Bethlehem Senior Services Department

Bethlehem Senior Services (BSS) provides direct assistance to residents of the Town, age 60 and above, so they can live independently as long as possible. BSS also helps these older residents indirectly by supporting their family members and caregivers where necessary.

As of 2023, the department is managed by a Director, and six full-time staff. The Organization Chart (Figure 1) shows the authorized staffing positions and their various responsibilities.

A cadre of volunteers, primarily retirees, and Bethlehem Senior Projects (BSP) Inc., also provide substantial support to the department. BSP is a not-for-profit organization created in 1988 specifically to provide non-governmental funding and other resources to the department to ensure its mission is fulfilled. BSS also collaborates with various aging providers at the local, county, and state levels.

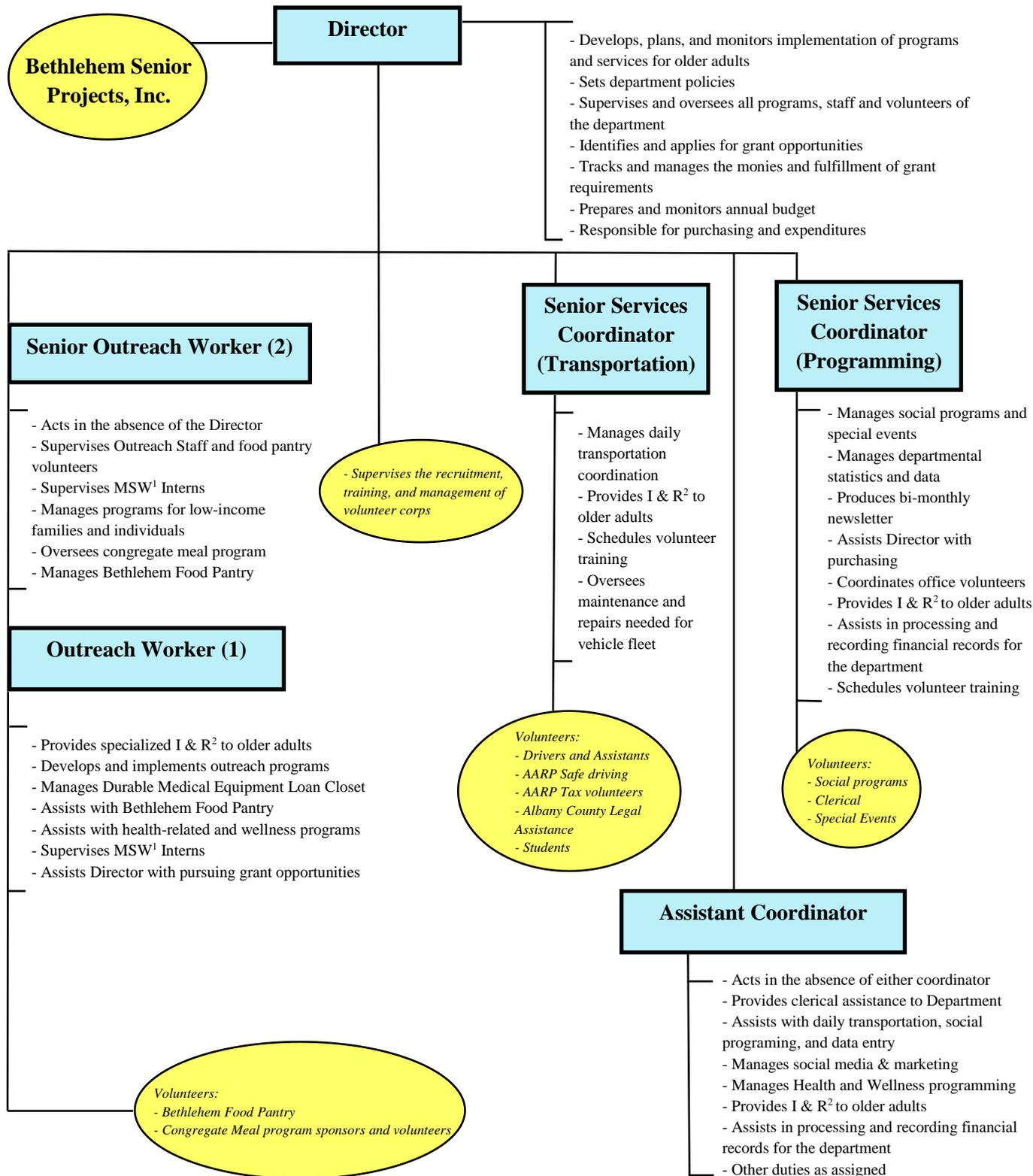
The primary services that the department and its corps of volunteers provide include: Transportation, Social and Educational Programs, Information and Referrals, Outreach, Community Loan Closet and Food Pantry. A detailed description of these services are described throughout this section.

¹Masters of Social Work
²Information and Referrals
 (Yellow indicates Volunteers)
 (Blue indicates Staff)

Town of Bethlehem Senior Services Department

-Figure 1-

Staff and Volunteer Organizational Chart

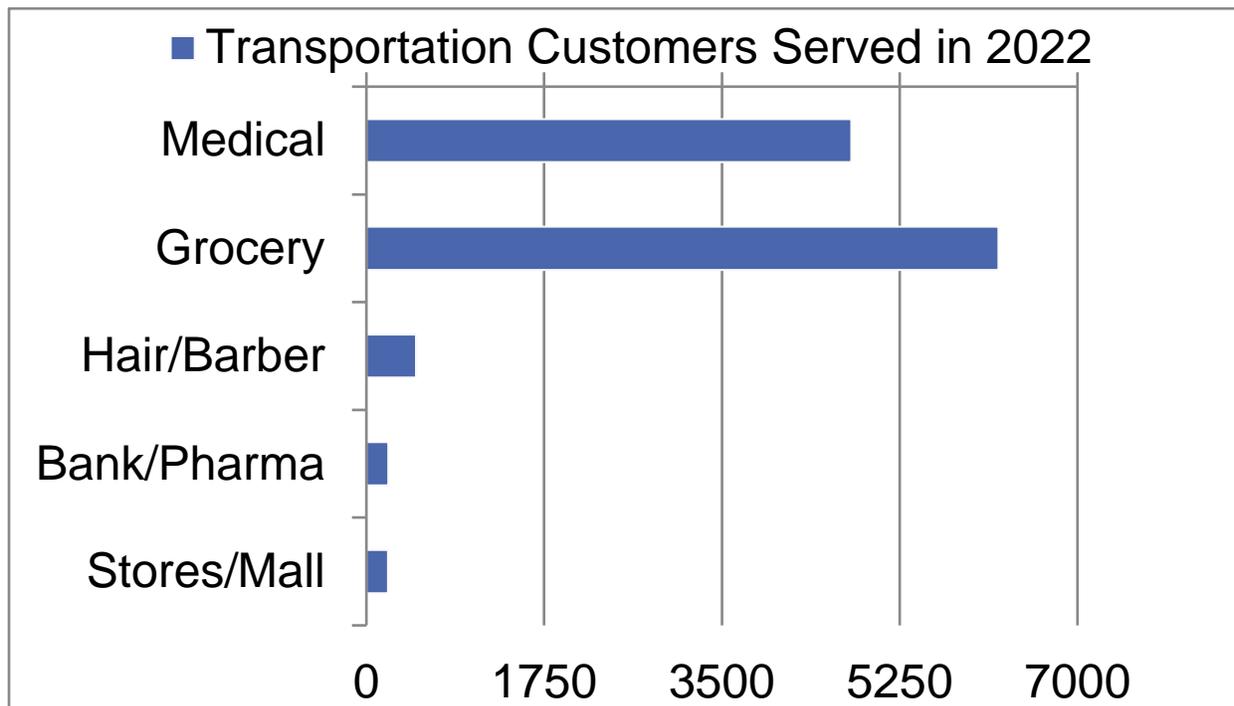


Transportation

During 2022, more than 75,000 miles were driven by BSS volunteers, which included over 11,900 individual trips. Indicated below are various scheduled activities for which the department's vehicles are used.

- Medical appointments of various types; 4,770 trips. These may include: dental, optical and medical exams, chemotherapy/radiation treatments, dialysis, infusions, physical/occupational therapy, and mental health counseling.
- Weekly grocery shopping trips to local markets; over 6,220
- Hairdressers & barber shops in town
- Banks and pharmacies
- BSS social programs
- Weekly trips to the library
- Trips to the town park pool complex during the summer

-Figure 2-





Social and Educational Programs

About 2,450 registrations resulted in various programs attended, including:

- Lectures, presentations, and discussions on topics such as Health and Wellness, music, and history
- Dining out
- Mind, body & health activities
- Dance performances, concerts, sporting events
- Performing arts centers & theaters
- Monthly shopping trips to local retail stores and mall
- Arts and Crafts
- Picnics and barbeques
- Movie nights
- Other miscellaneous events and activities



Information and Referrals

BSS provides assistance to individuals and their caregivers in the categories listed below.

- Housing options
- Financial Assistance Programs
- Life changes/ supportive counseling
- Legal Assistance Programs

- Veteran's Benefits Counseling
- Nutritional Programs (e.g. Meals on Wheels)
- How to live independently and age in place

Outreach

Outreach activities performed by BSS include, but are not necessarily limited to the following:

- Assess needs of seniors and members of their support systems to provide information and referrals as needed such as housing options, financial assistance programs, etc.
- Home visits, one-on-one office visits, and phone evaluations
- Coordination of service plans with medical and non-medical professionals
- Plans and directs nutrition and social programs for older adults
- Coordinates community food drives
- Manages the Bethlehem Food Pantry, Community Loan Closet, and assigned volunteers
- Organize and facilitate support groups (Grief support, Caregivers support)
- Partnership with Bethlehem Emergency Management Office (BEMO) in planning and implementation for public safety
- Ongoing collaborative work with the Bethlehem Police, Fire, EMS, and Albany County Sheriff's Departments

Community Loan Closet

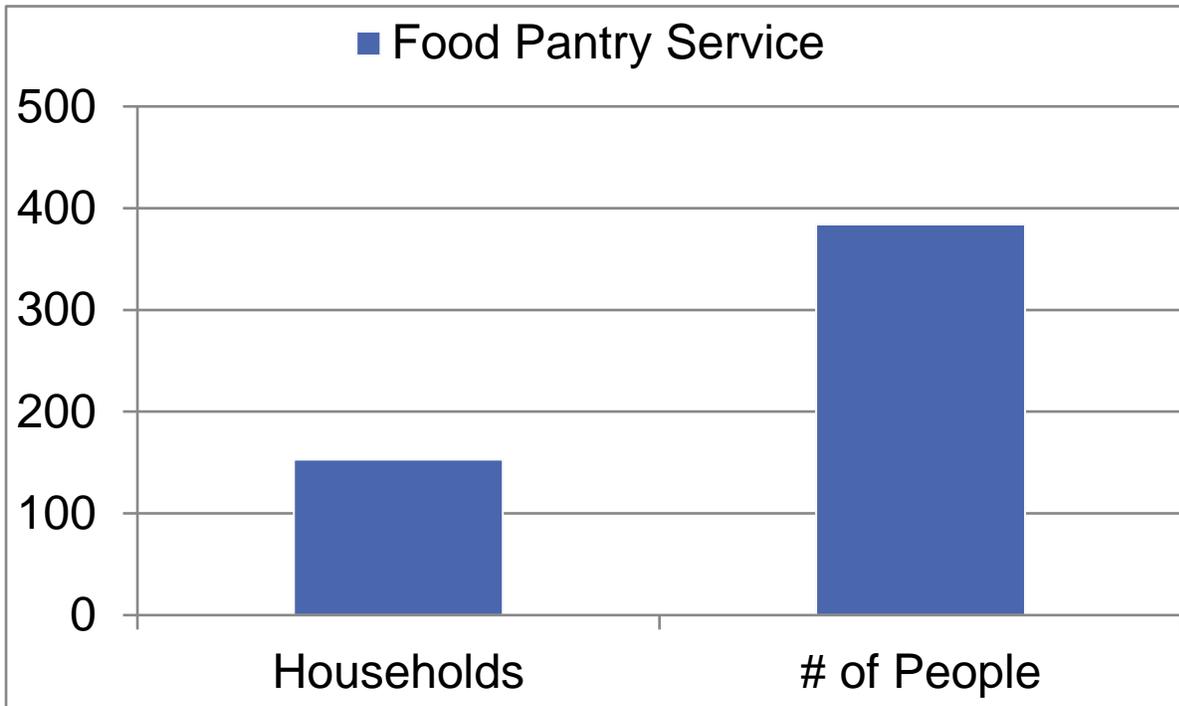
The Community Loan Closet is available for Town residents of all ages. It includes the following types of equipment: wheelchairs, walkers, canes, and other durable medical equipment. The loan closet is a valuable resource for those who need any of the available pieces on a short-term basis. A total of 399 loans were made in 2022.



Food Pantry

BSS manages the Bethlehem Food Pantry that helps to address the issue of food insecurity for all residents of the Town, regardless of age and income. The pantry is stocked with food and personal care items donated by individuals and various local organizations. BSP also provides funds to purchase needed food, supplies, equipment, shelving, etc. Figure 3 shows the number of households and people served during 2022. 153 families and 384 individuals were served multiple times.

- Figure 3-

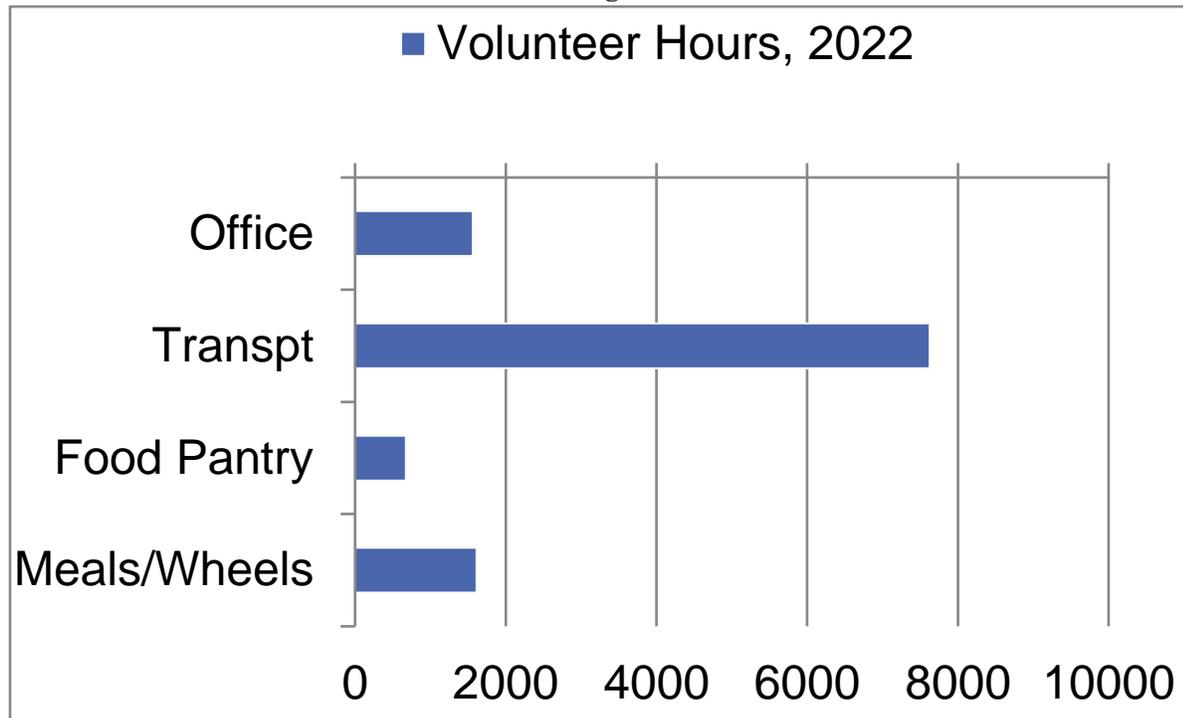


Volunteers

Currently, a total of 141 volunteers support the department. At its peak, there were more than 200 volunteers. For various reasons, and particularly during the COVID public health emergency, the number of volunteers has declined.

A total of 9,860 volunteer hours were provided in support of BSS programs and services in 2022. The vast majority of volunteer hours are provided for transportation and office support; 7,625 and 1,560 respectively during 2022. Volunteer hours also include assistance for social and educational activities, as well as the food pantry. Most volunteers serve an average of four hours per week.

- Figure 4 -



Bethlehem Senior Projects Inc. (BSP)

BSP Inc. is a 501 (c) (3), private not-for-profit organization, that was established in 1988, primarily to seek and provide funding support to the Town’s Department of Senior Services. BSP is administered by an all-volunteer Board of up to eleven members. Its mission is: “To raise funds which are used to supplement services provided to residents via the Town of Bethlehem Senior Services Department.” Board members contributed at least 140 hours in 2022.

Bethlehem Senior Projects Inc., Board	
President	Vice President
Treasurer	Assistant Treasurer
Secretary	
6 Additional Board Members	

III. Vision and Mission Statement

Vision

The Strategic Planning Committee with input from BSS staff, BSP Board of Directors, and selected older adults, formulated the following vision statement to guide BSS and BSP in the implementation of programs and services for older adults in the Town:

The Town of Bethlehem strives to be the leader in providing the highest level of aging-related services.

Mission

As with the Vision Statement, the involved group formulated the following Mission Statement:

Bethlehem Senior Services provides programs, resources, and services for Town of Bethlehem residents age 60 and above and their support network to advocate for their well-being, education, socialization, and potential to age in place.

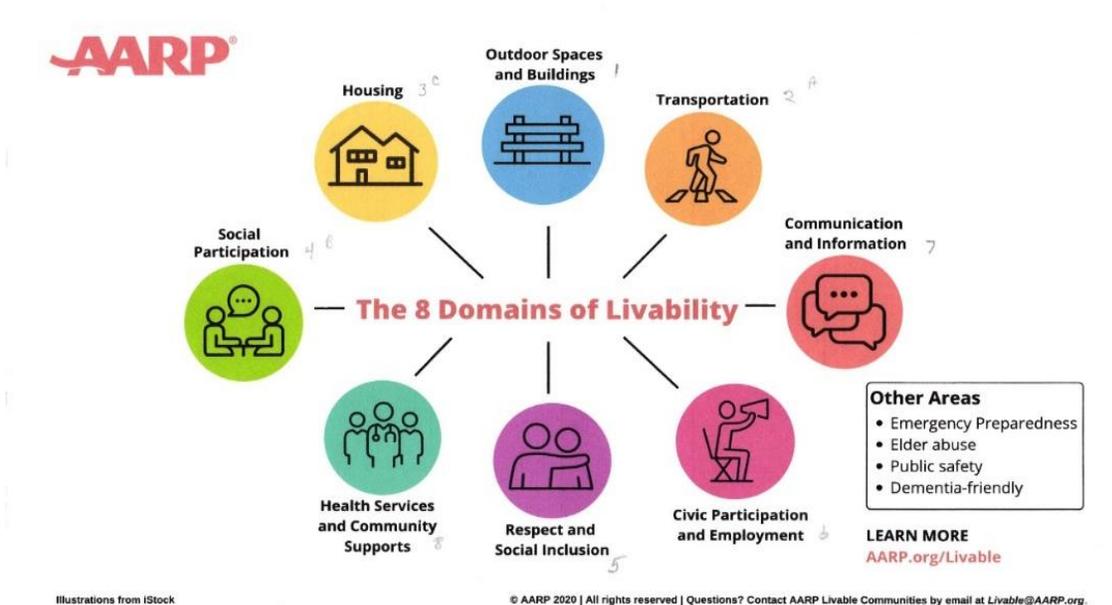
IV. SWOT Analysis

An essential element of a Strategic Plan is the review and assessment of the organization’s **Strengths**—what it is doing well; **Weaknesses**—areas that need improvement; **Opportunities**—potential areas for growth; and **Threats**—factors that could negatively affect the success of the organization.

The following groups were asked to provide input to the SWOT Analysis: staff members of BSS, the Board members of BSP Inc., members of the volunteer corps, and selected citizens who are known to use the department’s programs (note: not all responses were returned). The Strategic Planning Committee also provided input to the SWOT process. To facilitate the process, a SWOT Analysis Template and a description of the concept were distributed to all.

Following the submission from the various groups, the planning team reviewed, edited and consolidated the comments under six of the eight Domains of Livability, designated by the American Association of Retired Persons (AARP). See Figure 5 below. The domains “Outdoor Spaces and Buildings” and “Health Services and Community Supports” were omitted as the relevant activities are handled by other departments in the Town. A Domain (category) titled Organization and Work Environment was identified for comments which did not fit under the AARP designated Domains but were determined to be important to BSS and considered essential to the plan. Organizing the SWOT Analysis under the specified Domains ensures consistency with the aging “industry” standards and areas of concern.

- Figure 5 -



Domain 1) Transportation

<p>STRENGTHS</p>	<ul style="list-style-type: none"> —BSP provides support beyond the Town’s contribution, each owning 50% of vehicle fleet —Newer fleet of vehicles that are wheelchair accessible —Sizable fleet of vehicles including vans and cars that can accommodate those with limited abilities —Experienced and professional coordination —Established and well-recognized transportation services —Relied on and preferred by many seniors and their families —Financially accessible to all seniors
<p>WEAKNESSES</p>	<ul style="list-style-type: none"> —Reliance on volunteer drivers limits flexibility of transportation services. —Size of full-time staff to assist volunteers when needed —Off-hours and weekend transportation service not available (e.g. for medical, grocery shopping, etc.) —No shelter for vehicles during the winter —Insufficient number of parking spaces
<p>OPPORTUNITIES</p>	<ul style="list-style-type: none"> —New technology and incentives for transportation services —Grant funding to increase transportation fleet as well as programs and services —CDTA Flex Transportation service could be a viable solution to expand transportation service
<p>THREATS</p>	<ul style="list-style-type: none"> —Continued uncertainty about any major public health emergencies, which could limit the availability of volunteers and full-time staff —General shortage of volunteers as drivers and helpers to meet the increase in future demands —Fiscal constraints due to the economic environment at the national, state, and local levels

Domain 2) Housing

<p>STRENGTHS</p>	<p>—Aging in place is possible with many inter-agency collaborations; e.g., Albany Guardian Society, Bethlehem Neighbors, and Community Caregivers</p> <p>—Aging in place is manageable with many intra-agency collaborations; e.g., Town Building Department, Assessor, Water Department</p>
<p>WEAKNESSES</p>	<p>—Lack of coordinated approach to ensure that Aging in Place is supported by all institutions</p> <p>—BSS has limited ability to influence senior housing development</p> <p>—Limited supply of affordable and subsidized housing in the town.</p> <p>—Current housing stock is not conducive to aging in place</p>
<p>OPPORTUNITIES</p>	<p>—Aging in Place initiatives have been gaining acceptance across the board</p> <p>—The town’s 2035 Comprehensive Plan recognizes and supports the need for senior housing</p> <p>—Initiatives to help educate and assist community members to age safely in their homes</p> <p>—BSP could be a major advocate for aging in place and senior housing options</p>
<p>THREATS</p>	<p>—High cost of independent living, assisted living, and memory care facilities</p> <p>—The demand for higher priced housing and lack of affordable housing for older adults development and construction</p> <p>—Difficulty finding reliable/reasonably priced services such as home care cleaning, repairs, inside and outside work, and landscaping</p>

Domain 3) Social Participation

STRENGTHS	<ul style="list-style-type: none"> —Staff skilled at providing and organizing services —Programs offered by BSS and in coordination with other departments or organizations such as the Parks & Rec Department and Bethlehem Public Library
WEAKNESSES	<ul style="list-style-type: none"> —Shortage of volunteers and staff —Lack of programming space —Insufficient communication and advertising —Perception that current programs are not aimed at younger active older adults —Cancellation of programs due to lack of enrollment
OPPORTUNITIES	<ul style="list-style-type: none"> —Development of new programming to meet the needs for a new generation of residents over the age of 60 —Social media outreach —Virtual and hybrid programs —Grants for future program opportunities
THREATS	<ul style="list-style-type: none"> —Mental and physical abilities of participants —Fear of public health and safety

Domain 4) Respect and Social Inclusion

STRENGTHS	—Seniors feel that the BSS department is very important —BSS staff works hard to accommodate seniors needing rides to other than medical appointments, and to answer questions about the services provided
WEAKNESSES	—Limited intergenerational programs —Perceived lack of programming for age ranges of younger seniors (ages 60 – 70) —Lack of technical knowledge and accessibility to IT is a barrier to some older adults —Language barriers
OPPORTUNITIES	—Working with outside organizations to increase sensitivity and accessibility —Re-establish collaboration with community and civic groups to assist with programs
THREATS	—Financial difficulties of participants —Pre-conceived notions, cultural/racial biases, and ageism

Domain 5) Civic Participation and Employment

STRENGTHS	<ul style="list-style-type: none"> — Varied opportunities for volunteering — Highly skilled volunteers within the local community — Dedicated volunteers — Excellent professional staff
WEAKNESSES	<ul style="list-style-type: none"> — No volunteer coordinator — Volunteer application process is cumbersome ---Some volunteers have difficulty adapting to new technology (i.e. smartphones) —Lack of volunteer recruitment process
OPPORTUNITIES	<ul style="list-style-type: none"> —Streamline volunteer application (make it less cumbersome) —Opportunity to recruit volunteer coordinator
THREATS	<ul style="list-style-type: none"> —Volunteer shortage —Competition with other community volunteer organizations (competition with getting volunteers)

Domain 6) Communication and Information

STRENGTHS	<ul style="list-style-type: none">—Aging in place is encouraged with many inter-/intra- agency collaborations—BSS strengths include the knowledge, skills and talents of staff—Well established array of services—Positive “word of mouth” within the community—Vehicles used as publicity—Sister relationship with BSP—Strong liaisons between the BSS department and other aging-related agencies, civic groups, and places of worship
WEAKNESSES	<ul style="list-style-type: none">—Little to no presence in local print/online media, television, and radio—Lack of knowledge in the community about BSS—Inadequate communication within the community—Lack of publicity, exposure, getting word out about BSS—Valuable input from vulnerable seniors who may not access BSS
OPPORTUNITIES	<ul style="list-style-type: none">—Use newsletters, posters, websites, reminders, etc. to reach the appropriate groups—Explore the opportunity to expand services including in-person, virtual, and by phone—Wealth of organizations with similar goals with which to collaborate with to enhance program delivery (Parks and Rec Department, and other organizations such as the Bethlehem YMCA, Five Rivers Environmental Education Center, the Bethlehem Public Library, etc.)—Improve communication throughout the Town of Bethlehem and Town Departments—Community involvement in planning BSS services—Inviting lawmakers to attend a BSS program

	<ul style="list-style-type: none"> —Meet with legislative representatives at State and County levels to inform and advocate for BSS —Increase interactions with County and State offices associated with aging
THREATS	<ul style="list-style-type: none"> —Financial difficulties of participants, despite the perception of affluence within the community —Negative attitudes about government services in the public —Mindset of younger seniors not yet in need of services

Domain 7) Organization and Work Environment

STRENGTHS	<ul style="list-style-type: none"> —Supportive Town Board and Supervisor —Strong working relationships with some departments and BSS office —BSS is well-respected in the aging community —Location in Town Hall in regards to having access to other departments —Partnership with University at Albany supervising MSW Interns —Partnership with high school students for community services —Supportive volunteers
WEAKNESSES	<ul style="list-style-type: none"> —Technological limitations due to the town’s security measure – No public Wi-Fi in the building —Confidentiality of our senior’s sensitive information (peer place accessibility, not having a dedicated space to meet with our seniors one-on-one) —BSS’ physical office and programming space. Potential hindrance towards opportunities for program and services growth. —No formalized on-going volunteer training program —Office space isn’t conducive to a healthy working environment (example: poor ventilation and crowding) —Lack of an established policy and procedural manual for the office (including contents) —Lack of security at Town Hall —Leadership turnover in Town Government
OPPORTUNITIES	<ul style="list-style-type: none"> —Governmental grants and programs —BSP’s ability to apply for grants to support BSS —Provide staff the opportunity to make public presentations within the community —Build rapport with various Town departments

	—Use of Municipal buildings and community space for programming
THREATS	—The potential of a significant economic downturn and its effect on funding —Increase in the cost of benefits, materials, and equipment needed for ongoing operation —Lack of a staff succession plan —Recruitment and retention of staff and volunteers

V. Strategic Goals and Recommendations

This section of the plan contains key goals and recommendations based on feedback from the SWOT analysis. These goals and recommendations are listed based on priorities of BSS.

Domain 1: Transportation	
Goals	Recommendations
1. Maximize the use of existing and emerging technology to ensure safe and efficient transportation services	<ul style="list-style-type: none"> • Add tracking/location applications to transportation phones • Research and implement, if feasible, scheduling software • Transition transportation fleet to clean energy sources
Domain 2: Housing	
Goals	Recommendations
1. Ensure that our services are supportive of Aging in Place	<ul style="list-style-type: none"> • Determine needs and desires of senior population (perform needs assessment) • Develop and implement educational programs regarding Aging in Place
2. Support affordable housing options	<ul style="list-style-type: none"> • Gather information pertaining to affordable housing • Recruit a volunteer to monitor national and local trends in housing, review agendas of Town Boards, and attend meetings addressing aging in place and senior housing in general
Domain 3: Social Participation	
Goals	Recommendations

1. Attract new participants	<ul style="list-style-type: none"> • Develop and implement a social media/ marketing plan
2. Diversify program offerings	<ul style="list-style-type: none"> • Expand steering committee to include older adults within the community to advice on program offerings.

Domain 4: Respect and Social Inclusion

Goals	Recommendations
1. Encourage respect and social inclusion	<ul style="list-style-type: none"> • Evaluate all BSS publications and social media to ensure social inclusion is acknowledged and addressed • Provide in-service trainings for staff and volunteers
2. Expand collaboration with community and civic groups	<ul style="list-style-type: none"> • Identify groups/ contacts providing aging services
3. Provide social opportunities for people of all financial abilities	<ul style="list-style-type: none"> • Continue supporting Financial Assistance Program for volunteers and participants • Seek collaborative relationships with local businesses to support programs
4. Expand intergenerational programs	<ul style="list-style-type: none"> • Establish programs that support the interaction of various age groups

Domain 5: Civic Participation and Employment

Goals	Recommendations
1. Strengthen and expand the volunteer program	<ul style="list-style-type: none"> • Establish a new Volunteer Coordinator position in BSS • Ensure consistency and up-to-date training • Streamline volunteer application process • Increase recruitment of volunteers

	<ul style="list-style-type: none"> • Create volunteer and participant spotlights • Establish an Assistant Volunteer Coordinator
2. Identify and utilize the strong and diverse skills of volunteers	<ul style="list-style-type: none"> • Expand volunteer opportunities and roles based on KSA (Knowledge, Skills, and Abilities)
Domain 6: Communication and Information	
Goals	Recommendations
1. Increase and improve awareness of array of services provided by BSS	<ul style="list-style-type: none"> • Increase advertising presence in a variety of media sources and locations
2. Strengthen inter-department relationships	<ul style="list-style-type: none"> • Identify areas for collaboration between town departments
Domain 7: Organization and Work Environment	
Goals	Recommendations
1. Provide adequate space to meet the needs of BSS programs and staff	<ul style="list-style-type: none"> • Establish a multi-generational community center which includes intergenerational programming
2. Ensure strong intra-departmental working relationships	<ul style="list-style-type: none"> • Continue to build relationships with colleagues
3. Collect various forms of data to support the mission of the office	<ul style="list-style-type: none"> • Establish an advisory committee to determine the scope and parameters of data to be collected

VI. Key Performance Indicators (KPIs)

To monitor progress in the implementation of this plan, performance indicators will be employed.

Recommendations are assigned by the following implementation periods:

- Year 1. Years 1 & 2. Years 3 & 4. Year 5. Ongoing

In addition to using the established timeframes for studies or projects, the implementation team will also use the appropriate performance indicators below as an assessment tool:

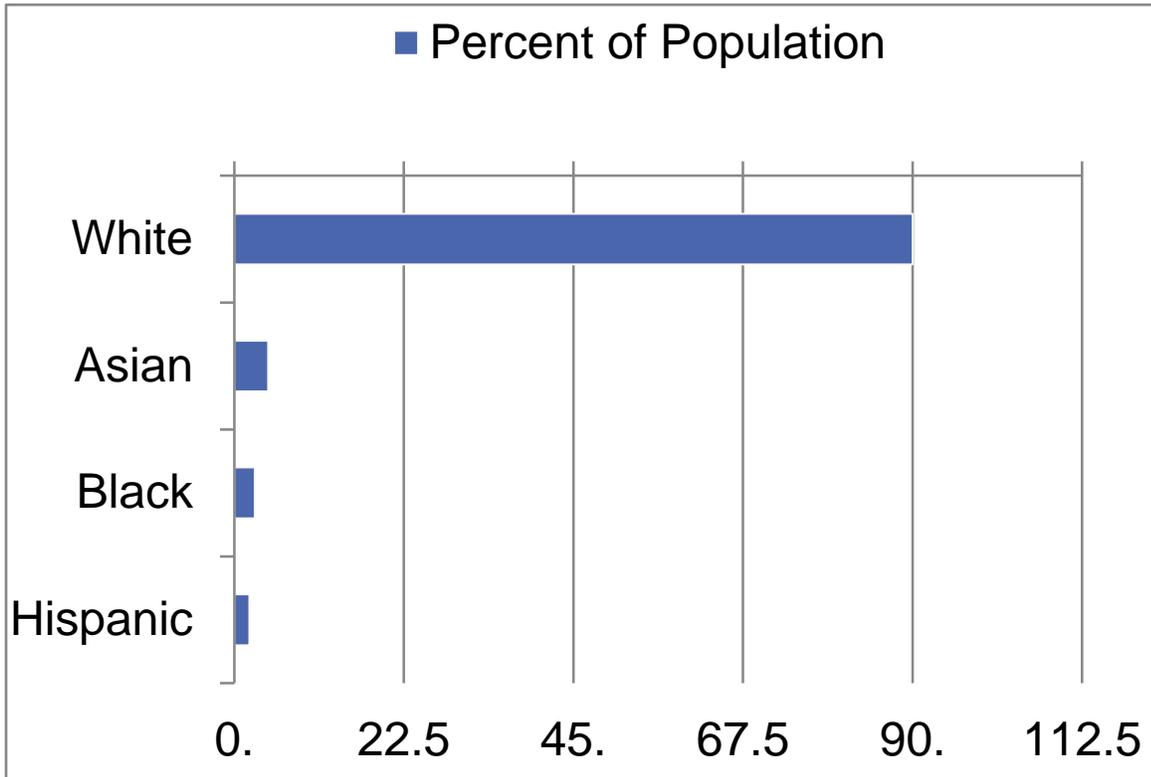
- Study commenced, In progress, Concluded, Accepted, Goals met
- Project implemented, Desired outcome achieved
- Number and types of social programs (new and existing) delivered during selected time period. Programs accepted and supported
- Total number of clients served— New and repeat participants
- Increase in the participation/demand for programs and services
- Number of collaborative programs/projects implemented
- Amount of grant funding awarded
- Volunteer application process updated/streamlined
- Volunteer/staff training conducted
- Volunteers assigned numerous roles. Program delivery expanded
- Multi-media communication programs implemented. Internal and external results noted and quantified
- BSS Advisory Board established and providing recommendations on an ongoing basis
- BSS in regular contact with local aging providers. Type and number of contacts quantified
- Office visits. Home visits. Phone calls. Information and referrals.
- Objective screening and application processes for financial programs
- Standard operating procedure developed for the department
- Space needs for BSS improved—new building/expanded space

VII. Target Customers

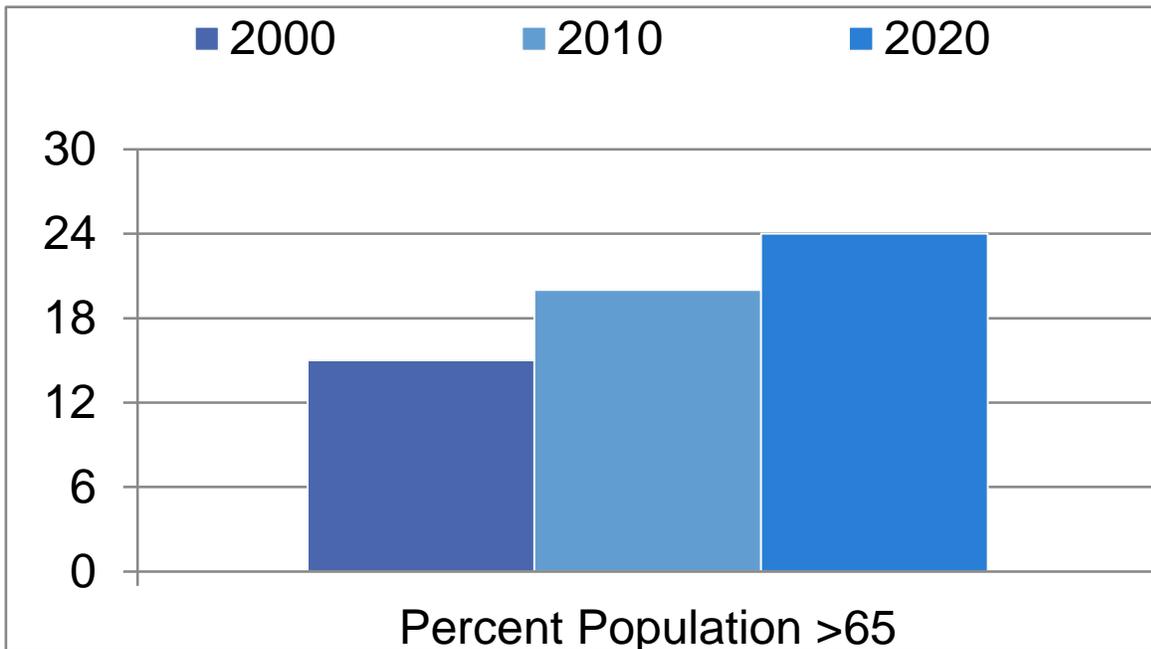
While the focus of this plan is on residents of the Town of Bethlehem over 60 years of age, it is essential that the demographic characteristics of the Town's population in general be reviewed. To that end, the following are key:

- Bethlehem's current population is approximately 35,000 residents.
- A large percentage of the population have high educational attainment levels; 33% of residents have graduate or professional level degrees compared to 11.8% for the nation as a whole.
- Town residents have average or above average income levels, with a median household income of \$96,384 in comparison to \$65,743 for the Albany Metropolitan Area.
- Approximately 90% of residents self-report as White, Non-Hispanic. The next largest racial groups are Asian at 4.5% of the population, Black or African American at 2.7%, and Hispanic or Latino at 2%. Native American/Alaskan Native people made up .02% of the population. People identifying as two or more races comprised about 1.6%, and people identifying with another race were about .2% of the population.
- About three quarters of residents own their homes, which is above average compared to the Albany metropolitan area.
- On average, Bethlehem is a middle-age to older community, with a median age of 43.5 years. The Population growth in the Town has historically been faster than the State and Albany County.
- The current size of the Town's older population (60 and above) is 8,830, more than 25% of the Town's total population of 35,000. This percentage is higher than similar percentages in Albany County and the Capital Region. Furthermore, this age cohort is projected to grow higher in the coming decades.
- Roughly one-third of the population of Bethlehem is between the ages of 55 and 84. Those over 65 years account for 19% of the town's population.
- Age cohort projections show an aging population, with an increase in the 65-74 and 75+ age group of almost 2,000 people by 2050.
- The recently adopted Town Comprehensive Plan Update recommends that consideration be given to housing for the new growth based on age cohort projections.

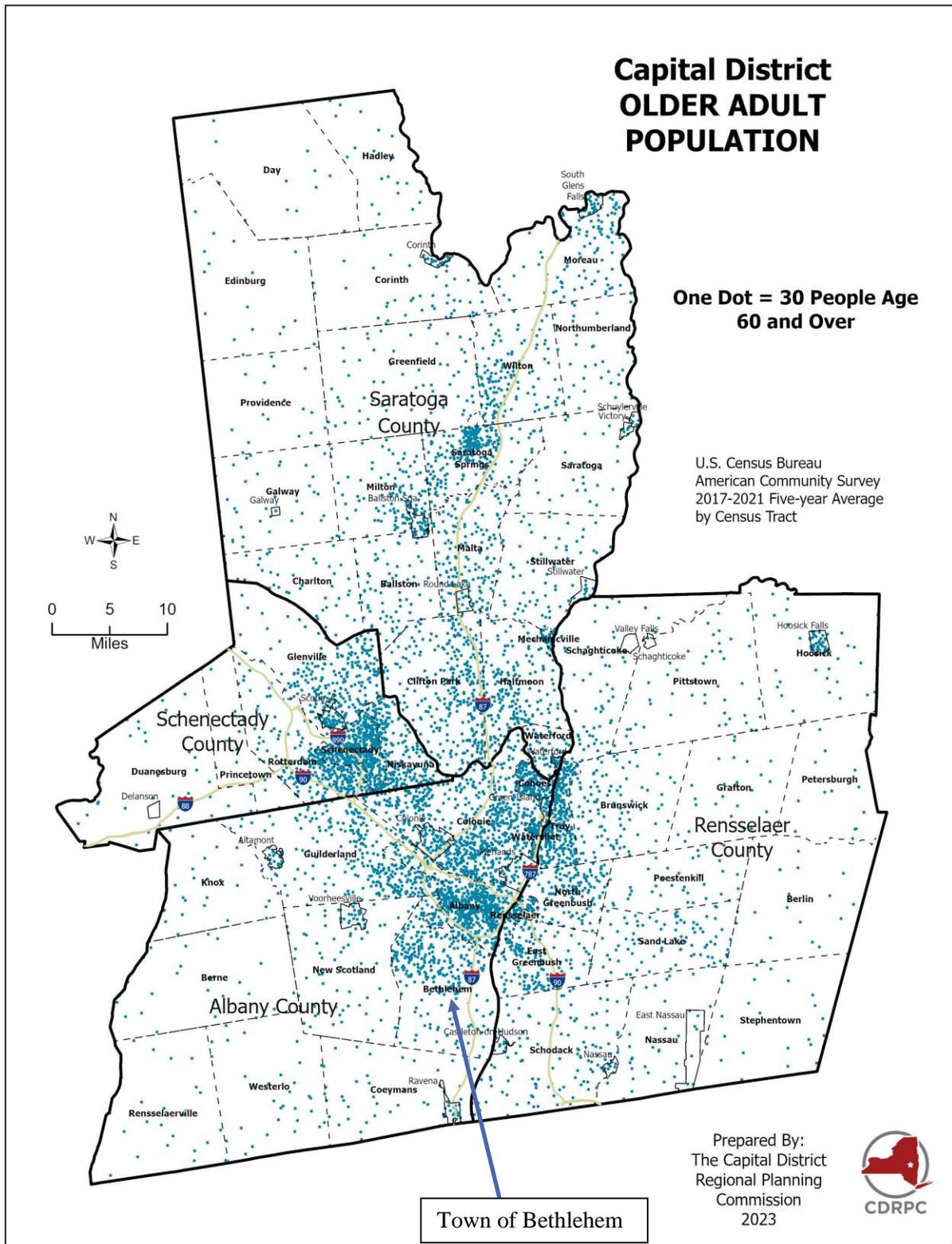
- Figure 6 -



- Figure 7-



The map below of the Capital Region shows the distribution of population over the age of 60 in the Capital Region.



VIII. Advertising and Marketing Plan

The plan will be marketed by both BSS and BSP.

BSS efforts may involve public outreach including presentations to senior housing complexes, civic and faith organizations, and the use of various social media platforms. A detailed will be developed by representatives of BSS.

BSP will develop and implement its own marketing plan to support the goals and recommendations of this plan.

IX. Implementation Team

Who are involved, who will make it happen?

- Bethlehem Senior Services Staff
- Volunteers
- Participants
- BSP Inc.
- Town Departments
- Peer Community Organizations

X. Action and Tracking Plan

This section of the plan identifies the key recommendations, the suggested implementation timeframes, the entities that are responsible for overseeing implementation, as well as a status tracking framework.

Domain 1: Transportation

Goal	Recommendation	Timeframe (Years)	Responsibility	Status
1. Maximize the use of existing and emerging technology to ensure safe and efficient transportation services	a.) Add tracking/location applications to transportation phones	6 mos. – 1 yr.	BSS	In progress
	b.) Research and implement, if feasible, scheduling software	1-3	BSS	In progress
	c.) Transition transportation fleet to clean energy sources	3-5	BSS/ BSP	Not yet started

Domain 2: Housing

Goal	Recommendation	Timeframe (Years)	Responsibility	Status
1. Ensure that our services are supportive of Aging in Place	a.) Determine needs and desires of senior population (perform needs assessment)	1-2	BSS/ BSP	Not yet started
	b.) Develop and implement educational programs regarding Aging in Place	1-5	BSS	Ongoing
2. Support affordable housing options	a.) Gather information pertaining to affordable housing	1-5	BSS/ Planning Department	Ongoing
	b.) Recruit a volunteer to monitor national and local trends in housing, review agendas of Town Boards, and attend meetings addressing aging in place and senior housing in general	1-5	BSS/ BSP/ Planning Department	Not yet started

Domain 3: Social Participation

Goal	Recommendation	Timeframe (Years)	Responsibility	Status
1. Attract new participants	a.) Develop and implement a social media/ marketing plan	6 mos. – 1 yr.	BSS/ BSP	In progress/ Ongoing
2. Diversify program offerings	a.) Expand social and education committee to include older adults and increase/ formalize the ways to receive input on program offerings	6 mos. – 1 yr.	BSS	In progress/ Ongoing

Domain 4: Respect and Social Inclusion

Goal	Recommendation	Timeframe (Years)	Responsibility	Status
1. Encourage respect and social inclusion	a.) Evaluate all BSS publications and social media to ensure social inclusion is acknowledged and addressed	1-5	BSS	In progress
	b.) Expand in-service trainings for staff and volunteers	1-2	BSS	In progress
2. Expand collaboration with community and civic groups	a.) Identify new groups/ contacts providing aging services	1-5	BSS	In progress/ Ongoing
3. Provide social opportunities for people of all financial abilities	a.) Continue supporting Financial Assistance Program for volunteers and participants	1-5	BSP/ BSS	In progress/ Ongoing
	b.) Seek new collaborative relationships with local businesses to support programs	1-5	BSS/ BSP	Ongoing

4. Expand intergenerational programs	a.) Establish new programs that support the interaction of various age groups	1-5	BSS	In progress
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Domain 5: Civic Participation and Employment

Goal	Recommendation	Timeframe (Years)	Responsibility	Status
1. Strengthen and expand the volunteer program	a.) Establish a new Volunteer Coordinator position in BSS	2	BSS	Not yet started
	b.) Ensure consistency and up-to-date training	1-5	BSS	In progress/ Ongoing
	c.) Streamline volunteer application process	1	BSS	Not yet started
	d.) Increase recruitment of volunteers	6 mos. – 1 yr.	BSS/ BSP	Not yet started
	e.) Create volunteer and participant spotlights	1-5	BSS/ BSP	Ongoing
	f.) Establish an Assistant Volunteer Coordinator	3	BSS	Not yet started
2. Identify and utilize the strong and diverse skills of volunteers	a.) Expand volunteer opportunities and roles based on KSA (Knowledge, Skills, and abilities)	2	BSS	Not yet started

Domain 6: Communication and Information

Goal	Recommendation	Timeframe (Years)	Responsibility	Status
1. Increase and improve awareness of array of services provided by BSS and BSP	a.) Increase advertising presence in a variety of media sources and locations	1-5	BSS/ BSP	In progress/ Ongoing
2. Strengthen inter-department relationships	a.) Identify areas for collaboration between town departments	1-5	BSS	Ongoing

Domain 7: Organization and Work Environment

Goal	Recommendation	Timeframe (Years)	Responsibility	Status
1. Provide adequate space to meet the needs of BSS programs and staff	a.) Establish a multi-generational community center which includes intergenerational programming	2-5	BSS/ BSP, Parks & Recreation, Town Board, Friends of Parks	Not yet started
2. Ensure strong intra-departmental working relationships	b.) Continue to build relationships with colleagues	1-5	BSS	Ongoing
3. Collect various forms of data to support the mission of the office	c.) Establish an advisory committee to determine the scope and parameters of data to be collected	1-2	BSS	Not yet started

XI. Appendices

APPENDIX 1.

2035 Town Comprehensive Plan: Values and Recommendations related to Bethlehem's older population

Value Statements

—We value our diverse age cohorts and multiple generations of families that choose to live in the Town

—We value racial, ethnic, economic, gender, and disability inclusion and diversity throughout the Town for all who want to live, work and visit

—We value active service programs that enable residents to live in their homes and remain active community members

—We value the Senior (active adult) service programs that enable residents to live in their homes and remain active community members.

—We value a variety of housing options which meet the needs of different lifestyles, and a range of income levels, allowing residents to age in place.

—We value affordable rental and ownership housing for those representing elderly, low to moderate income, and disabled families and individuals.

—We value our park system and recreation programs, private preserves, and seek to expand facilities with diverse activities and programs for all age groups and abilities.

—We value equity for all population groups. It is interwoven throughout all goals presented in this document, and specifically seek to reduce impacts on vulnerable population groups and marginalized communities. Vulnerable or at-risk members of our community may include our seniors, children, low-income families, residents with limited transportation choices, people with disabilities, and those who are not proficient in the English language.

Recommendations

—Evaluate the potential for an intra-town transit between all hamlets, serving the transportation needs of underserved residents and businesses.

The CDTA transit service does not reach significant portions of the town. The Town (Planning and Highway Departments) should remain in routine contact with the CDTA as they expand their Flex Transportation Program in an effort to attract the service to Bethlehem. The Flex Transportation Program provides customers with on-demand pickup at their home to specific destinations in the Region. Bethlehem is currently not in the service zones, but residents would benefit from CDTA's expansion of the service zone within the Town.

Further, the Town should explore the feasibility of expanding the Town's senior transportation service to provide intra-town mobility. The current senior transportation service is staffed by volunteers. The assessment will need to consider the resource (staffing and funding) implications as part of a cost benefit analysis...

—Continue to support the Senior Services Department / Volunteers as they assist with public outreach and warnings to at risk populations.

—**Consider development of a Community and Recreation Center to accommodate senior programs and activities.**

APPENDIX 2.

Albany County Age Friendly 2020 Action Plan

DOMAIN 1 Public Spaces

Hold outreach events in warmer weather months with pop-up tents to provide information and assistance at farmers markets and other public spaces.

Develop an Age-Friendly sign and logo to be posted in age-friendly businesses and key community hubs including faith communities, YMCA and health facilities, libraries, community centers, theaters, and other identified meeting spaces.

Work with local organizations to provide and promote community events for older persons including movies and entertainment events.

Purchase 5-10 informational kiosks to provide information on NY Connects, aging services, and Age-Friendly programs located in libraries, physical fitness centers, grocery stores and other community centers.

DOMAIN 2 Transportation

Work with Uber Health to provide funding for medical transportation at times when other services are not available.

Work with public transportation providers to develop more convenient access to carrier.

DOMAIN 3 Housing

Enable older New Yorkers to remain in their homes with high quality of life for as long as possible through the provision of home and community-based services, including supports for family caregivers.

Work with local builders and realtors associations to promote affordable senior housing which is built with universal design elements.

Develop and promote home repair services through existing programs as well as providing vetting of area home maintenance businesses.

Promote programs for homeowners to improve the energy efficiency of their homes and use renewable resources for electricity and heating.

DOMAIN 4 Social Participation

Develop a Campus of Creative Learning within an established village-type community.

Provide education and cultural opportunities through partnerships with arts organizations.

DOMAIN 5 Respect and Social Inclusion

Provide meals to groups who have specific dietary requirements for religious reasons to help build community.

Provide trainings to promote the rights of older persons to prevent elder abuse, neglect and exploitation; work with legal community and area banks to promote protections for older persons.

Promote intergenerational projects with local schools for interaction between elders and students in learning activities such as interviewing and writing bios of older persons.

DOMAIN 6 Work and Civic Engagement

Promote the village movement in the county by supporting existing villages in Bethlehem, and support efforts to create villages in the City of Albany neighborhoods, Town of Guilderland, and other areas where community leaders organize to plan for village projects.

Promote voluntarism as a healthy lifestyle and addresses social needs; hold volunteer fairs.

Work with local college and university retired professors, and clergy to increase awareness of public, community and cultural issues.

Promote the value of older workers' expertise to meet business and community needs; support efforts to establish flexible working arrangements and volunteer internships for older persons.

DOMAIN 7 Communications and Public Relations

Increase awareness of NY Connects and increase public relations through expanded public media campaigns.

Develop targeted outreach to faith-based communities.

Provide training to local library staff about senior services and programs, and how to offer educational programming.

DOMAIN 8 Health and Community Services

Develop a "Blue Zone" campaign to promote habits for longevity in nutrition and lifestyle.

Promote exercise programs including walking and biking in public spaces, parks and trails.

Develop and train a corps of community supports navigators to assist older persons in care transitions such as post-hospital care, as well as in medication management and benefits.

Support older New Yorkers to make informed decisions and have access to existing health, long-term care services and supports and other service options.

Train first responders and have lists of vulnerable persons to help in the event of power outages and other emergencies.

Conduct health literacy programs such as “The Doctor is In” series on a regular basis to have area physicians provide information and education to seniors and family caregivers about chronic illnesses and wellness.

Work with local health providers to promote and integrate Age-Friendly health systems practices.

APPENDIX 3.

2019 Needs Assessment Older Adults in Bethlehem, New York												
Economic Security Needs By Municipality												
Municipality	Affordable Housing			Ability to pay rent/ mortgage or taxes			Ability to pay heat and utilities			Food Security		
	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need
Bethlehem	22%	68%	9%	27%	64%	9%	21%	70%	9%	13%	78%	8%
Independent Living Needs by Municipality												
Municipality	House Chores			Outside of home maintenance			Help to perform repairs in-home			Getting to medical appointments		
	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need
Bethlehem	24%	68%	8%	30%	58%	11%	39%	48%	14%	12%	77ss%	11%
Independent Living Needs by Municipality												
Municipality	Getting Groceries and running errands			Getting to social and recreational activities			Driving Own Car					
	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need			
Bethlehem	9%	78%	13%	9%	77%	14%	16%	70%	14%			
Self-Care Needs by Municipality												
Municipality	Ability to shop and cook			Ability to maintain healthy weight			Ability to follow special diet			Ability to manage chronic health conditions		
	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need
Bethlehem	16%	74%	10%	35%	58%	7%	14%	72%	14%	25%	62%	14%
Access to Services/Resources Needs by Municipality												
Municipality	Access to respite services			Access to Senior Centers			Access to transportation options			Access to in-home personal care services		
	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need
Bethlehem	9%	77%	15%	10%	74%	16%	11%	76%	13%	9%	77%	14%
Access to Services/Resources Needs by Municipality												
Municipality	Access to meals (congregate and in- home delivery)			Access to help in applying to government services								
	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need						
Bethlehem	8%	73%	20%	17%	64%	18%						
Cognitive Abilities Needs by Municipality												

Municipality	Understanding Medicare options			Understanding low-income health insurance			Understanding long-term care services/support			Understanding long-term care insurance options		
	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need
Bethlehem	42%	54%	4%	17%	63%	19%	33%	54%	13%	29%	56%	15%
Safety Needs by Municipality												
Municipality	Recurring falls at home			Sense of safety in the community								
	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need						
Bethlehem	15%	69%	16%	27%	64%	8%						
Caregiving Needs by Municipality												
Municipality	Getting services for care recipients			Getting someone to talk to			Getting time for self			Ensuring safety for care recipient		
	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need
Bethlehem	13%	67%	20%	11%	71%	17%	14%	71%	15%	12%	70%	17%
Caregiving Needs by Municipality												
Municipality	Getting information on where to go for assistance			Handling financial matters for care recipient			Being overwhelmed with challenges of care			Meeting needs of care recipients with Alzheimer's or dementia		
	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need	High Need	Moderate Need	No Need
Bethlehem	17%	65%	18%	9%	73%	18%	10%	71%	20%	9%	71%	20%

APPENDIX 4.

Peer Organizations

Town

Organization/POC & Contact Information	What They Do/Who They Serve
<p><i>Bethlehem Central School District</i></p> <p>700 Delaware Ave. Delmar, NY 12054 518-439-4921 https://www.bethlehemschools.org</p> <p>POC: Andrew Irons airons@bethlehemschools.org</p>	<p>The Bethlehem Central School District is a public school system serving approximately 4,100 students. The district currently operates five neighborhood elementary schools, one middle school, and one high school across the district.</p> <p>Specific areas of assistance provided:</p> <ul style="list-style-type: none"> • Utilization of District bus wash and snow clearing machine • Community service by high school students (Participation in Government class) • Bethlehem Central Middle School community vegetable garden • Food drives
<p><i>Bethlehem Chamber of Commerce</i></p> <p>318 Delaware Ave., Ste. 27 Delmar, NY 12054 518-439-0512 www.bethlehemchamber.com</p> <p>POC: Terri Egan, President tegan@bethlehemchamber.com</p>	<p>The Bethlehem Chamber of Commerce is a local, community-based Chamber focused on serving residents and businesses in the hamlets of Bethlehem.</p> <p>Specific areas of assistance provided:</p> <ul style="list-style-type: none"> • Regular postings of BSS activities, programs and news through their bi-weekly newsletter. • Promotes collaboration between BSS, local businesses, and community groups. • Informs members about regulations and news pertinent to conducting business in New York. • Works on a local and regional level to advance economic development for the town and the region.
<p><i>Bethlehem Community Fund</i></p> <p>PO Box 341 Delmar, NY 12054</p>	<p>Bethlehem's Community Fund quietly helps children, families, individuals, and older adults living in the Bethlehem community whose needs</p>

<p>518-462-6731 bethlehemcommunityfund@gmail.com</p> <p>POC: Karen Harmon, 518-369-6459 Harmonk55@gmail.com</p>	<p>fall through the cracks of traditional financial assistance programs.</p> <ul style="list-style-type: none"> • Helps with rent, repairs, bill payment, educational programs, and more.
<p><i>Bethlehem Neighbors</i></p> <p>P.O. Box 796 Glenmont, NY 12077 United States of America (518) 227-1115 https://www.bethlehemneighbors.org/</p> <p>POC: Sylvia Wheeless info@bethlehemneighbors.org</p>	<p>Bethlehem Neighbors partners with existing community resources, aiming to help older residents of Bethlehem age safely and engage in meaningful activities. Members share their skills and abilities in mutual support for each other, with the aim of aging safely in their own homes.</p> <p><u>Activities include:</u> dinner outings, guided walks, coffee hours, and more.</p> <p><u>Services include:</u> help with chores, pet care, gardening, and transportation – along with providing guidance and assistance in using other available community resources.</p>
<p><i>Bethlehem Public Library</i></p> <p>451 Delaware Ave. Delmar, NY 12054 518-439-9314 www.bethlehempubliclibrary.org</p> <p>POC: Geoffrey Kirkpatrick geoffrey@bethpl.org</p>	<p>The Bethlehem Public Library provides equal and uncensored access to resources and services that encourage lifelong learning, cultural enrichment, and professional growth.</p> <p>Specific areas of assistance provided:</p> <ul style="list-style-type: none"> • Collaborate with BSS and BSP to provide programing. • Maintains a collection box for the Bethlehem Food Pantry. • Delivers books to people both in-person, at the library, and via delivery service. • Helps promote BSS through the distribution of information, their monthly Newsletter, and the Bethlehem Community Network Television (BCN-TV) • Provides space and meeting rooms for BSS activities.
<p><i>Bethlehem YMCA</i></p> <p>900 Delaware Ave.</p>	<ul style="list-style-type: none"> • Offers Active Older Adult programs (AOA) designed to improve a person’s quality of life

<p>Delmar, NY 12054 (518) 439-4394 https://cdymca.org/locations/bethlehem-ymca</p> <p>POC: info-beth@cdymca.org</p>	<p>through appropriate and regularly scheduled activity.</p> <ul style="list-style-type: none"> - All Active Older Adult programs are free for members. • Hosts a collection box for donations to the Bethlehem Food Pantry. • Ongoing collaborative programming and services with BSS including health fairs, fitness classes, and transportation.
<p><i>Local Community Churches</i></p>	<ul style="list-style-type: none"> • Hosts site for congregate meals and provides room for BSS programs including: <ul style="list-style-type: none"> - Monday Meals - Seminars - Trainings - Annual Community Christmas Day Dinner - Support Groups - AARP Tax Preparation • Loan Medical Equipment • Collects personal care and food items for the food pantry • Collect funds for the Senior Emergency Heating Fund • Provides volunteer groups to help with projects
<p><i>Local Civic Groups and Businesses</i></p>	<ul style="list-style-type: none"> • Sponsors and hosts picnics and other events • Helps seniors obtain glasses and hearing aids • Donates food to the food pantry • Hosts BSS staff members as featured speakers at their meetings • Helps seniors apply for Veterans Benefits • Provides space for BSS programming • Service projects

Other Town

Organization/POC & Contact Information	What They Do/Who They Serve
<p><i>Town of Bethlehem Municipal Government</i> <i>Departments</i></p> <p>445 Delaware Ave. Delmar, NY 12054 518-439-4955 www.townofbethlehem.org</p> <p>POC: David Van Luven, Town Supervisor</p>	<p>The Town of Bethlehem is a dynamic and diverse community with a population of over 35,000. The town includes the hamlets of Delmar, Elsmere, Glenmont, Selkirk, Slingerlands, and North and South Bethlehem.</p> <p>Specific areas of assistance provided:</p> <ul style="list-style-type: none"> • Assessor • Building Division • Comptroller • Economic Development & Planning • Emergency Management • Highway • Human Resources • Management of Information Services • Parks & Recreation • Police • Public Works • Senior Services • Supervisor • Tax • Town Attorney • Town Clerk • Town Historian • Youth Court • Youth Employment Services

County and Regional

Organization/POC & Contact Information	What They Do/Who They Serve
<p><i>Albany County Department for Aging</i></p> <p>162 Washington Ave. Albany, NY 12210 Phone (518) 447-7177 https://www.albanycounty.com/departments/aging</p> <p>POC: Deb Riitano, Commissioner</p>	<p>Albany County Department of Aging works to connect adults age 60+ and their families/caregivers with community resources that promote independence, self-direction, dignity, and improved quality of life.</p> <p>Provides access to a comprehensive and coordinated system of supports and services including:</p> <ul style="list-style-type: none"> • Information & assistance • Congregate meals • Home delivered meals • Nutrition counseling • Adult day care • In-home health services • Caregiver support programs • Volunteer opportunities
<p><i>Albany County Sheriff's Office</i></p> <p>58 Verda Ave. Clarksville, NY 12041 contactsheriff@albanycounty.com www.albanycountysheriff.com</p> <p>POC: Linda Nash, Coordinator of the Evacuation Functional Needs 911 Registry 518-720-8030</p> <p>Garry Horn, Supervisor 518-720-8029</p> <p>Tom Remmert, Emergency Manager 518-765-2351</p>	<p><u>Evacuation Functional Needs 911 Registry</u></p> <p>The program is designed to assist residents with special needs who would need help to evacuate their homes during an emergency situation such as a natural or manmade disaster. Additionally, applicants are entered into the County's 911 system (including the Bethlehem Police Department), allowing emergency responders to instantly identify any special needs of callers from their residence. BSS maintains this list and canvasses it at the direction of the Bethlehem Emergency Management Office (BEMO).</p> <p><u>Project Lifesaver</u></p> <p>The program consists of a band and transmitter placed on the ankle or wrist. This band transmits a specific FM radio frequency, which can be located by trained Sheriff Deputies during an incident.</p>

<p><i>Albany Guardian Society</i></p> <p>12 Corporate Woods Blvd. Albany, NY 12211 518 434-2140</p> <p>POC: Gretchen Moore, <i>Community Outreach Specialist</i>, Gretchen@agsnys.org</p>	<p>Albany Guardian Society’s mission is to improve the lives of seniors in the Capital Region, their families, and their caregivers through information, education, research, and collaboration.</p> <ul style="list-style-type: none"> • AGS provides educational presentations for seniors and professionals in the aging services.
<p><i>Capital Region Transportation Council</i></p> <p>1 Park Place, Suite 101 Albany, NY 12205 518-458-2161 https://www.capitalmpo.org</p> <p>POC: Carrie Ward, Senior Transportation Planner cward@capitalmpo.org</p>	<p>CRTC is our area’s public transportation planning and programming agency, and the designated Metropolitan Planning Organization (MPO) for Albany County.</p> <p>Specific areas of assistance provided:</p> <ul style="list-style-type: none"> • 5310 Grant • Regional Transportation Coordination Committee quarterly meetings • Trainings on transportation topics, e.g., Tools of the Trade • Information and updates on regional transportation issues
<p><i>Community Caregivers</i></p> <p>2021 Western Ave., Suite 104 Albany, NY 12203 518-456-2898 https://www.communitycaregivers.org/</p> <p>POC: info@communitycaregivers.org</p>	<p>Provides services that enable individuals of all ages to maintain independence, dignity, and quality of life within their homes and communities.</p> <p>Serves residents in Albany County, for example the Towns of Berne, Bethlehem, Guilderland, Knox and New Scotland and the City of Albany.</p> <p>Specific areas of assistance provided:</p> <ul style="list-style-type: none"> • Transportation to and from scheduled appointments • Grocery shopping and prescription pickup • Basic paperwork tasks • Referrals to other agencies and services • Home visitation and telephone assurance calls • Respite time for home caregivers (up to 1.5 hours once a week)

	<ul style="list-style-type: none"> • Educational workshops and support for caregiving
<p><i>Food Pantries of the Capital District</i></p> <p>32 Essex St. Albany, NY 12206 518-458-1167 https://thefoodpantries.org/contact/</p> <p>POC: 518-458-1167</p>	<p>The organization consists of a coalition of more than 65 food pantries in Albany, Rensselaer, Saratoga, and Schenectady Counties, working together to feed the hungry.</p> <ul style="list-style-type: none"> • Food Pantries of the Capital District support their pantries by funding, purchasing, collecting, and delivering food. <p>They provide a forum for networking, coordination of services, education, and training for pantry staff and volunteers.</p>
<p><i>Legal Aid Society</i></p> <p>95 Central Ave. Albany, NY 833-628-0087 https://www.lasnny.org/</p> <p>POC: 518-462-6765</p>	<p>“The Legal Aid Society of Northeastern New York fights for fairness, dignity, and justice for those living in poverty and for a society which is inclusive and equitable for all.”</p> <p>They:</p> <ul style="list-style-type: none"> • Provide access to legal help for people to protect their livelihoods, health and families. • Make it easier to access information so people can know their rights. • Provide a range of services—including legal assistance and representation; self-help centers and other court-based services, free legal clinics and pro-bono assistance, and access to web-based information and forms <p>Legal Aid also handles civil, non-criminal, cases such as:</p> <ul style="list-style-type: none"> • Domestic violence • Housing • Public Benefits
<p><i>Regional Food Bank</i></p> <p>965 Albany-Shaker Rd. Latham, NY 12110 518-786-3691</p>	<p>The Regional Food Bank’s mission is to alleviate hunger and prevent food waste. The organization ensures that all products available for donation reach the Food Bank and are distributed judiciously to member agencies actively</p>

<p>https://regionalfoodbank.net/</p> <p>POC: info@regionalfoodbank.net</p>	<p>participating in the community to increase awareness of hunger and poverty.</p> <p>The Regional Food Bank serves 23 counties.</p> <p>The Food Bank provides food assistance to charitable agencies serving hungry and disadvantaged people, including:</p> <ul style="list-style-type: none"> • Food pantries • Soup kitchens • Emergency shelters • Youth programs • Senior programs • Programs for the disabled
<p><i>Albany County VA Hospital</i></p> <p>Samuel S. Stratton VA Medical Center 113 Holland Ave. Albany, NY 12208</p> <p>POC: 518-626-5000</p>	<ul style="list-style-type: none"> • VA Albany Healthcare System offers a wide range of health, support, and facility services for Veterans. • They have a food pantry and clothing pantry for veterans located within the hospital.
<p><i>New York State Department of Veterans' Services</i></p> <p>17 Computer Drive West, Room 815 Albany, NY 12205 518-626-5133</p> <p>POC: Bruce Pentland, 518-270-2761, Bruce.Pentland@veterans.ny.gov</p>	<ul style="list-style-type: none"> • Connects veterans with their benefits and answers questions about service related issues. • Comes to Bethlehem Town Hall monthly for appointments to meet with veterans and their families to assist and answer questions that are service-related.
<p><i>Albany County Adult Protective Services</i></p> <p>162 Washington Ave. Albany, NY 12210 518-447-7177 https://www.albanycounty.com/departments/social-services/adult-services</p> <p>POC:</p>	<p>Adult Protective Services is a system of care and services for those facing abuse and/or neglect. Specific areas of assistance provided:</p> <ul style="list-style-type: none"> • Collaborative work with law and code enforcement • Crisis intervention • Resource referrals and intensive, short-term, case management

<p>albanycountynyconnects@albanycountyny.gov</p>	
<p><i>Cornell Cooperative Extension – CCE</i></p> <p>24 Martin Rd. Voorheesville, NY 12186 518-765-3500 https://albany.cce.cornell.edu/about-us</p> <p>POC: Lisa Godlewski, Executive Director albany@cornell.edu</p>	<p>CCE delivers education programs, conducts applied research, and encourages community collaborations. It provides assistance with the following programs:</p> <p><u>Food & Nutrition</u> – CCE of Albany County offers free or low-cost educational workshops and lots of useful information on food-related topics from food safety and nutrition, to healthy eating on a limited budget.</p> <p><u>SNAP-Ed</u> – This program provides free evidence-based nutrition education and obesity prevention programming.</p> <p><u>Energy</u> – CCE-Albany has resources designed to help people learn ways to reduce energy consumption and use energy resources more efficiently.</p> <p><i>Home Energy Assistance Program (HEAP)</i> – Can help eligible New Yorkers heat and cool their homes.</p> <p><i>EMPOWER NY</i> – Assists low and limited income residents with cost-effective electric reduction measures, particularly lighting and refrigerator replacements, as well as other home performance strategies such as insulation, and health and safety measures.</p>
<p><i>LifePath</i> (Formerly Albany Senior Services)</p> <p>28 Colvin Ave., Suite 2 Albany, NY 12206 518-465-3322 https://lifepathny.org/</p> <p>POC: info@lifepathny.org</p>	<p>LifePath’s mission is dedicated to keeping our older neighbors and friends healthy and safe by providing effective programs and supports to help them stay connected to their communities.</p> <p>Programs and services provided include:</p> <ul style="list-style-type: none"> • Dining Options <ul style="list-style-type: none"> - Meals on Wheels; Community Dining; Meals on Demand • Caregiver Support Services

	<ul style="list-style-type: none"> - Caregiver Connections – consultation, seminars, telephone seminars - Respite Care - Adult Day Programs - Telephone Support Group • Providing Assistance and Support to Seniors in Transition (PASST) - PASST program will help transition after being discharged from the hospital or a rehabilitation center, reducing the likelihood of re-admission • Social Adult Day where individuals, aged 60 or older can make new friends, share a meal, exercise their bodies and brains, learn new activities and connect with others
<p><i>Pride center of the Capital Region</i></p> <p>332 Hudson Ave. Albany, NY 12210 518-462-6138</p> <p>POC: Nathaniel Gray, Executive Director ngray@capitalpridecenter.org</p>	<ul style="list-style-type: none"> • The mission of the Pride Center of the Capital Region is to promote the well-being of all lesbian, gay, bisexual, transgender, and queer-identified people and those affected by discrimination based on gender identity and expression. • Aging with Pride; helps educate local agencies on how to create a welcoming environment for seniors aging with pride. • Provides presentations for staff on how to best support the aging LGBTQ community.

State

Organization/POC & Contact Information	What They Do/Who They Serve
<p><i>NYS Office for the Aging (NYSOFA)</i></p> <p>2 Empire State Plaza 5th Floor Albany, NY 12223 1-844-697-6321 NYSOFA@aging.ny.gov Website: https://aging.ny.gov/</p> <p>POC: Greg Olsen, Directors</p>	<p>The New York State Office for the Aging's (NYSOFA's) home and community-based programs provide older adults with access to in-home and other supportive services to maximize the ability to age in the community and avoid higher levels of care and publicly financed care. NYSOFA achieves this through a network of 59 area agencies on aging and provides the following core services in coordination with local partners:</p> <ul style="list-style-type: none"> • Home delivered meals (HDM) • Congregate meals • Nutrition counseling and education • Senior center programming • Health and wellness promotion • Volunteer opportunities • Respite and caregiver supports • Home modifications, repairs • Elder abuse prevention and mitigation • Health Insurance Information, Counseling and Assistance Program (HIICAP) • Personal Care • Case management • Ancillary services, such as Personal Emergency Response System (PERS) and assistive devices • Social adult day services • Transportation to medical appointments, community services, and activities • Long-Term Care Ombudsman Program
<p><i>Association on Aging in New York</i></p> <p>515 Broadway STE 402 Albany, NY 12207</p>	<p>The mission of the Association is to support and enhance the capacity of New York's local Area Agencies on Aging and to work in collaboration with the aging network to</p>

518-570-6023

<https://agingny.org/>

POC:

Becky Preve, Executive Director

promote independence, preserve dignity, and advocate on the behalf of aging New Yorkers and their families.

Services are provided through the programs below, which are funded through the federal Older Americans Act, New York State, county government, and other sources.

- Group Meals
- Nutrition Counseling
- Information and Assistance
- Caregiver Support Services
- Health Insurance Information & Assistance
- Home Energy Assistance
- Long-Term Care Information through NY Connects
- Adult Day Services
- In-home Services
- Legal Services
- Volunteer Opportunities

National

Organization/POC & Contact Information	What They Do/Who They Serve
<p>AARP</p> <p>1-888-687-2277</p> <p>https://www.aarp.org</p>	<p>AARP works to strengthen communities and advocate for health security, financial stability, and personal fulfillment. AARP also produces a range of digital and print media, including the nation's most read.</p> <p>Specific areas of assistance provided:</p> <ul style="list-style-type: none"> • AARP Tax Assistance • AARP Defensive Driving course • Information and seminars on Health and Wellness, Social Security and Medicare, Family caregiving, Work, Advocacy, Livable Communities, Entertainment and much more.
<p><i>Older Americans Act of 1965</i></p>	<p>The Older Americans Act (OAA) passed by congress in 1965, established authority for grants to states for:</p> <ul style="list-style-type: none"> • Community planning and social services • Research and developmental projects • Personnel training in the field of aging • Organization and delivery of social and nutrition services • Community service employment for low-income older Americans • Training, research, and demonstration activities in the field of aging; and vulnerable elder rights protection activities. <p>This law established the Administration on Aging (AoA) to administer the newly created grant programs and to serve as the federal focal point on matters concerning older persons.</p> <p>2020 Reauthorization of the OAA</p> <p>The Supporting Older Americans Act of 2020 reauthorizes programs for FY 2020 through FY 2024.</p>

	<p>It includes provisions that:</p> <ul style="list-style-type: none">• Aim to remove barriers to the aging network, increasing business acumen and capacity building, provide states and localities with the flexibility of deciding the allocation of National Family Caregiver Services between the populations served• Extends authorization of the RAISE Family Caregiver Act• Supporting Grandparents Raising Grandchildren Act by one additional year.
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