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## A Report of an Internship with Senior Services, Incorporated, Kalamazoo, Michigan

Monroe H. Johnson  
*Western Michigan University*

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A REPORT OF AN INTERNSHIP WITH  
SENIOR SERVICES, INCORPORATED,  
KALAMAZOO, MICHIGAN

by

Monroe H. Johnson

A Project Report  
Submitted to the  
Faculty of The Graduate College  
in partial fulfillment of the  
requirements for the  
Degree of Specialist in Education  
Department of Educational Leadership

Western Michigan University  
Kalamazoo, Michigan  
December 1983

A REPORT OF AN INTERNSHIP WITH  
SENIOR SERVICES, INCORPORATED,  
KALAMAZOO, MICHIGAN

Monroe H. Johnson, Ed.S.

Western Michigan University, 1983

This report summarizes a 15-week internship with Senior Services, Incorporated, of Kalamazoo, Michigan, served during the Spring and Summer terms, 1983.

The purpose of the internship was to acquaint the intern with the leadership performance, duties, responsibilities, and actions of the executive director and field supervisor in increasing and maintaining a low income minority senior citizen's nutritional outreach service. The objectives of increasing the number of low income minority senior citizen participants and prepared nutritional sites were the major emphasis of this internship. In addition, the intern was involved with proposal writing and the hiring of two outreach workers.

## ACKNOWLEDGMENTS

Many of my colleagues have given me encouragement and assistance throughout my pursuit of this degree and, thus, this internship. I wish to express gratitude to all of these, but especially to five individuals. To Mr. Richard Fink, executive director of Senior Services, Incorporated, of Kalamazoo, Michigan, I offer my sincere gratitude, not only for permitting me the opportunity to serve my internship under his guidance, but also for his continuing support of my educational and professional goals. Ms. Patricia Albertson, field supervisor, deserves my gratitude for her cooperation and sense of humor during my internship. Charles Jeter and Dr. Gail Sydnor, outreach workers, also deserve my gratitude for their unyielding support during the internship experiences. Finally, I wish to thank Dr. Carol F. Sheffer, who offered me not only academic assistance and support, but also leadership which means more to me that I can suitably express.

Monroe H. Johnson



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JOHNSON, MONROE H.

A REPORT OF AN INTERNSHIP WITH SENIOR SERVICES,  
INCORPORATED, KALAMAZOO, MICHIGAN

WESTERN MICHIGAN UNIVERSITY

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## CHAPTER I

### INTRODUCTION

This document describes the experiences of an internship completed to fulfill the requirements of a Specialist in Education Degree at Western Michigan University. The internship was served at Senior Services, Incorporated, of Kalamazoo, Michigan. It was a unique experience in that I was placed in a setting different from my employment in public school administration. My advisor, in adhering to departmental practice of placing interns in experiences other than their place of employment, made it possible for me to focus my experiences in areas of greatest interest to me. My major concern was that the assignment done in the internship be of significant value to me, the sponsoring organization, and the community to which I was assigned. Senior Services, Incorporated, of Kalamazoo, Michigan, provided me with exactly that type of experience as well as the satisfaction of observing the results of my endeavors after the internship was completed.

Senior Services, Incorporated, of Kalamazoo, Michigan, is a nonprofit organization. It was created to assist older adults in maintaining a dignified and independent life style. The organization provides a multiplicity of programs aimed at the particular needs of senior citizens in Kalamazoo County who are 60 years of age or older. The services of the organization include the following:

1. Barrier free renovations.

2. Congregate meal sites.
3. Individual and family counseling.
4. Day center therapy.
5. Drug and alcohol abuse.
6. Employment.
7. Home care.
8. Home repair.
9. Information and referral.
10. Loans.
11. Meals on wheels.
12. After care medication.
13. Nursing home ombudsman.
14. Nutrition consultation for low income senior citizens.
15. Community outreach.
16. Field trips.
17. Volunteer opportunities.

The organization receives financial support from federal, state, local, and private sources. It receives cooperation from the Department of Social Services of Kalamazoo County and from other local human services agencies.

This internship was served primarily in the nutritional services of the organization with emphasis on the "outreach" nutritional service for low income minority senior citizens of the Kalamazoo area that reside in Census Tracts 2 and 3.

Prior to the internship, the executive director of Senior Services, Incorporated, of Kalamazoo, Michigan, was desirous of

increasing minority participation in the congregate meal sites located in Census Tracts 2 and 3. His desire to achieve that increase and participation prompted my interest in serving my internship with Senior Services, Incorporated, of Kalamazoo, Michigan. I, too, saw a need for minority senior citizens of Kalamazoo to more fully utilize the services of the organization.

Once my university advisor had approved my placement with Senior Services, Incorporated, of Kalamazoo, Michigan, the executive director and I discussed methods of recruitment and maintenance of new low income minority senior citizens of Census Tracts 2 and 3. We then outlined what he expected of me as an intern, and I prepared a prospectus integrating those expectations and my goals (see Appendix A).

I was able to assist in the planning for recruitment and maintenance of low income minority senior citizens participation in the congregate meal sites by organizing a nutritional outreach program. Other activities in which I was involved included: participating in the hiring of two outreach workers, arranging work details for the new personnel, supervising the scheduling of all personnel involved in the outreach program, determining and controlling costs of the program, working with an assigned supervisor, and becoming involved with other personnel and services of the interning organization. I had access to all needed materials from the organization's bookkeeper and accountant. Further, I was provided secretarial and clerical assistance from the organization's voluntary secretarial staff.



Due to my prior canvassing experience in Census Tracts 2 and 3, I was able to arrange interviews with directors of local agencies and consult with business and church leaders to explain the program prior to the beginning of the outreach work. This was extremely important since the confidence and cooperation of the community was essential for the success of the canvassing plan.

As my log indicated, this was a very full 15 weeks, which provided me with a multiplicity of valuable and rewarding experiences.

## CHAPTER II

### THE INTERNSHIP EXPERIENCES

The purpose of this log was to record my daily experiences and reactions while serving an administrative internship with Senior Services, Incorporated, of Kalamazoo, Michigan.

The executive director of the senior services organization had held the position for the past 5 years and exhibited excellent leadership ability for the organization. For example, the organization had outgrown its old quarters and needed more space. Under the executive director's leadership, the entire organization was able to acquire more adequate quarters. The organization from the new quarters was able to offer a higher quality of nutritional service and leadership.

Essentially, then, the organization had highly effective leaders exerting stable administrative procedures and philosophies for senior citizens throughout the community, especially, those in critical need.

Once the need assessment had been completed, the organization's leaders showed that 79,000 seniors 60 years and older lived in Kalamazoo County in 1983. The critical needy of that number totaled 1,995. The criteria for selecting the critical needy were as follows: those with the greatest economic need, 1,235; minorities with the greatest social need, 285; and handicapped clients with the greatest social need, 475.

My field supervisor and I took ample time to discuss the recording of the log, the internship, and my goals for the experience.

Since I was granted approval for this internship, I immediately prepared a time schedule for the outreach program. I allowed the following: 2 weeks at 16 hours per week for agency orientation and congregate meal sites visitation, 6 weeks at 16 hours per week for contacts and interviews with formal organizations and significant persons, and 7 weeks at 16 hours per week for canvassing designated areas of Census Tracts 2 and 3. Log entries were made daily at the beginning of the internship and during the time schedule. The daily entries were organized into weekly summaries for convenient reporting.

The Spring and Summer terms and full number of required hours (240) were spent completing those items specified in my prospectus.

My priority for beginning each objective and its scheduled completion were as follows:

May 2 to May 13--Agency orientation and getting acquainted with all personnel involved with the nutritional outreach project, congregate meal sites visitation, pay, and time for scheduled tasks.

May 16 to May 23--Contacts and interviews with formal organizations and significant leaders of the target community.

June 24 to August 18--Canvassing Census Tracts 2 and 3 for 7 weeks and using the week of August 15 through 18 for follow-up, recording data, writing the concluding experiences in the log, and completing evaluation forms.

My daily log was organized into major topics of experiences, such as:

1. Introduction to staff and orientation to Senior Services, Incorporated, of Kalamazoo, Michigan.
2. The hiring of new employees and their orientation.
3. Establishing the outreach program.
4. Major focus of efforts for implementation of the outreach program.
5. Evaluation of the outreach program and staff.
6. Conclusion.
7. Evaluation of the internship experience.

#### Introductory Experience--Week of 2 May

Having been given approval for the internship, I met with the executive director of Senior Services, Incorporated, of Kalamazoo, Michigan, and discussed my plans for an outreach minority low income senior citizen's nutritional service for the senior services organization. The executive director was interested in the plans and related that the senior services organization's leaders were presently investigating ways to increase low income minority senior citizens' participation in the existing nutritional congregate meal sites of Census Tracts 2 and 3. Since more time was needed for exploring all possible avenues for an outreach program, I suggested, and the executive director agreed, that a meeting with other interested staff members should be scheduled to discuss the feasibility of the plans.

At the scheduled meeting, I was introduced to the following: secretary of food operations, director of meals on wheels, director of nutritional services, congregate meal sites' manager, and the organization's field supervisor. My plans for an outreach program were discussed, recommended, and approved by the assembled staff. However, the question of required personnel for the outreach program was discussed at great length, and it was decided that two additional part-time persons would be needed for the project.

I was given the responsibility of exploring all possible methods of implementing the outreach program as planned. This responsibility was begun by reviewing books and current literature on aging and outreach work.

As the outreach plans were advanced, I spent additional time getting acquainted with other support personnel and their duties.

The field supervisor presented me referral forms and other forms that could be useful in the outreach work. Some editing of those forms was necessary. I began that editing immediately. After the completion of the editing, I presented the field supervisor with a summary of the outreach plans, edited forms, and estimates regarding cost of the outreach operation. The field supervisor, after discussing my rationale for various phases of the outreach program, recommended implementation of the plans.

The Hiring of New Employees and Their  
Orientation--Week of 9 May

The executive director and I screened and interviewed applicants for the two part-time outreach positions. After several candidates and interviews, the first part-time outreach worker was hired. The screening and interviewing of applicants for the second part-time outreach position continued until the worker was chosen. The field supervisor and I had agreed that after the hiring of the second part-time outreach worker an operational outreach meeting was to be held. So, a meeting was planned for the afternoon of 16 May.

The orientation of the new outreach part-time workers to the senior services organization and staff was my responsibility. I carefully explained the goals, philosophies, and expectations of the organization so the new outreach part-time workers would have specific guidelines to follow while working in the target area. The orientation of the outreach workers continued as I acquainted them with the mileage form, the biweekly time sheets, working hours, and conditions that were to be in effect during the outreach time period. Before their orientation was completed, I had explained the meals on wheels operation and the plans for the outreach program. After their orientation, the outreach workers were instructed to be present at the 16 May outreach operational meeting.

Establishing the Outreach Program--Week of 16 May

The planned outreach operational meeting was held. In attendance were the following: the executive director; field supervisor;

coordinator for Southcentral Michigan Commission on Aging; manager for the nutritional department of Senior Services, Incorporated, of Kalamazoo, Michigan; two outreach workers; and myself. The planning centered around the scheduling of hours for the outreach workers, the visitation of the 14 existing sites, six designated areas of Census Tracts 2 and 3, door-to-door canvassing, name tag identification, and feedback (see map in Appendix P for six designated zones of Census Tracts 2 and 3).

The composition of each congregate meal site and its importance to the progress of the outreach program was explained by the executive director. Since the progress of the outreach program was important to the congregate meal sites' level of existence, I assigned an outreach worker as the liaison person for keeping them informed about the progress of the program.

As the planning continued, the coordinator for Southcentral Michigan Commission on Aging stressed that each site had to maintain at least 25 participants daily to meet funding requirements. All involved staff were informed that the task would be difficult, since one-third of the 14 congregate meal sites were operating below the required funding level.

With the planning and implementation work completed, I began preparing brochures, maps, bus schedules, and other needed materials for the outreach program.

After reviewing the plans and consulting with the executive director, my outreach plans were ready for implementation. The project was to be introduced in six phases:

Phase 1. The orientation and visitation of congregate meal sites by the outreach workers.

Phase 2. Interviews with organizations and significant persons in the target area.

Phase 3. Trial canvassing at North Wind Apartments.

Phase 4. Door-to-door canvassing in the six designated zones of Census Tracts 2 and 3.

Phase 5. Evaluation of the outreach program and staff.

Phase 6. Evaluation of the internship experience.

I checked schedules with the field supervisor and support staff in order to avoid or keep conflict at a minimum as I began to integrate my plans with those of the interning organization. The consolidation of the plans made my explanations easier as I arranged for the outreach workers' orientation.

#### Major Focus of Efforts for Implementation of the Outreach Program--Week of 23 May

The orientation and visitation of congregate meal sites by the outreach workers was the first phase for implementing the program.

The orientation of the outreach workers was begun by introducing them to the senior services organization's support staff. Following those introductions, slides were shown giving an overview of the senior services' organization and its 19 services.

During the latter part of the week, I took the outreach workers on a visit of four congregate meal sites. There were concerns, such as the role of the site managers and participants, that were



recorded and prepared for discussion at the Monday's meeting. Also, during the visits, I discovered that each site had its own personality and reasons for existing. These were very important discoveries because they would be useful in the success of the outreach program.

After the completion of the four congregate meal sites visitations, I met with the executive director to discuss the weekly summary of the intern experience. He summarized the progress of the outreach plans and was very pleased with the progress. He also reminded me that the pressing goals of the organization were to increase the number of minority low income senior citizen participants in the existing congregate meal sites in Census Tracts 2 and 3 and to maintain that number.

From my research, I discussed and presented the organizations targeted for interviews in the six designated areas of Census Tracts 2 and 3 and they were as follows: Douglas Community Association, The Department of Social Services, The Family Health Center, The North Side Housing Association, The Department of Human Services, Patwood Association, and The North Side Ministerial Alliance. My role in the interviewing was to manage the process and follow-up when needed.

After the summary meeting, I drew plans for the division of the targeted interviews and assigned each outreach worker an equal share of interviews.

Near the end of the week, I presented my faculty-approved internship prospectus to the executive director, and we discussed

the goals and objectives for the outreach work and my expectations from the experience. From that meeting, I arranged a meeting with the faculty advisor, the executive director, and myself for Thursday 11:00 a.m. on 26 May.

At the end of the week, I discussed with the field supervisor the means of keeping the effectiveness of the organization high while managing the different leadership styles throughout the organization. For examples, the open style of the executive director, the defensive style of some congregate site managers, the autocratic style of department leaders, and my participative style. She responded by stating, "Regardless of the leadership styles, the goals and philosophies of the senior services organization had to be adhered to at all times." From my point of view, this answered my question and gave me more understanding of how the organization maintained its positive thrust in the community.

My Thursday's appointment with the faculty advisor and the executive director was kept as planned. We reviewed my goals and objectives in the prospectus and discussed what I could do for the senior services organization and what I hoped to gain from the internship experience. After being satisfied with what I could do for the senior services organization and what I hoped to gain from the internship experience, my prospectus was approved. This second meeting with my faculty advisor proved to be very beneficial to me in that I was able to continue my assignment with the internship as planned.

Interviews With Leaders of Organizations and  
Significant Persons in the Target Area--  
Week of 31 May

This week was the beginning of the scheduled interviews in the target area. The outreach workers began their scheduled daily interviews by 10:00 a.m. and returned to the office by 4:00 p.m. I checked the progress of the interviews daily and was pleased to learn that most of the organizations interviewed received the information with great enthusiasm and requested follow-up as the project progressed. Some members of the interviewed organizations reported that they had never heard of the services of the senior services organization and wanted to know more about the organization. In the follow-up calls, I assured the concerned members that I would make information about the senior services organization available to their group and keep them informed about the progress of the outreach work.

While doing other follow-up appointments, I met with the director of The Ministry With the Community organization, who was a member of The North Side Ministerial Alliance, to explain the outreach program and the services offered by the senior services organization. That meeting was not too fruitful because the director of The Ministry With the Community believed that the senior services organization was only offering referral services and nothing tangible for the senior citizens of low income status. Of course, that was not the case, but I knew that good and accurate information had to be communicated to the targeted community if the outreach work was

to be successful. So, I included more public relations materials to be used by the outreach workers when interviewing organizations and persons in the target area. Once the threatening concerns about the senior services organization were abated, the interviews became more productive and the goals of the organization less threatening.

While the interviews and follow-ups were in progress, the field supervisor requested that I handle a problem from one of the congregate meal sites. The problem consisted of a site manager wanting relief from managing two sites. The problem was solved by encouraging the manager to remain on both jobs until a person could be hired to fill one of the positions.

As the interviews continued, I had to constantly rearrange schedules for the outreach workers and follow-up periods. Those changes were gladly accepted by the outreach workers.

#### Three Barriers to the Door-to-Door Canvassing--Week of 6 June

The executive director began the weekly summary meeting by reviewing how the outreach work was progressing and related that he was pleased with the positive reports from the interviews. At that time, the first phase of the low income minority senior citizens' outreach work was completed and the second phase was moving ahead at a satisfactory pace.

From the interviews, it was learned that three barriers needed to be overcome before the door-to-door canvassing could be effective. They were: transportation, the congregate site managers' attitudes,

and the community's lack of knowledge about the services of the senior services organization. The plan of attack for the barriers was to face each situation as it presented itself and positively solve the problem, keeping in mind the goals and objectives of the senior services organization.

The interviewing in the target area continued during the week and follow-ups were referred to the proper support personnel.

The means of seeking new funds to assist with the outreach work were discussed with the field supervisor who introduced me to the Michigan Foundation Directory (3rd ed.). I studied the directory very carefully so that I could prepare myself for a meeting with the board of directors and answer questions concerning short and long term planning for organizational funds. The meeting with the board of directors was held and questions concerning the following were answered: funding, the progress of the low income senior citizens minority outreach program, and the level of support from the senior services organization. The board members were sympathetic to my concerns and goals for new funds. They informed me that everything possible would be done to assist with my request.

When the end of the week drew near, I visited the North Wind Apartments' congregate meal site manager and arranged for the trial door-to-door canvassing.

The final plans for the follow-up interviews were reviewed with the outreach workers at the end of the week. After reviewing the final plans and follow-ups, the outreach workers completed the

interviews and returned to the office for information on the door-to-door canvassing of the North Wind Apartments.

Trial Canvassing at North Wind Apartments--  
Week of 13 June

The outreach workers were met by me at the North Wind Apartments where the trial run door-to-door canvassing was scheduled. We completed part of the canvassing on 10 June and the remainder on 16 June. The trial run period gave the outreach workers the experience required prior to door-to-door canvassing in the six designated zones of Census Tracts 2 and 3.

The weekly summary meeting featured the progress of the low income minority senior citizens outreach project. I asked the executive director if there were changes needed in the outreach plans, and he suggested that the interview follow-ups from the North Wind Apartments' trial door-to-door canvassing needed to be acted upon as soon as possible. I concurred and placed a note in my plans to that effect. As the meeting continued, the progress of the goals and objectives in my prospectus were discussed and the executive director and field supervisor gave assurance that they were satisfied with the results.

After the meeting, I began analyzing data from the analysis of meals served for minority senior citizen participants in the congregate meal sites of Census Tracts 2 and 3 from October to June. I found that the attendance for the minority senior citizens of that area remained about the same. That was the reason why a different

approach for increasing the participants was welcomed, especially, when funding requirements were threatened. From all information gathered and analyzed, the minority figures for the entire county was below 40 out of a possible 285. That caused me great concern.

I realized by the end of the week that if the outreach program was going to be successful, I would need more support from the target community. To gain that support, I was required to remain in the target area for longer periods of time.

Strategy for Canvassing Census Tracts 2 and 3--  
Week of 20 June

The phases as mentioned on page 11 of this report were a part of the strategy for canvassing Census Tracts 2 and 3. The executive director and field supervisor were encouraged by the progress of the strategy and wanted information on the remainder of the program. I explained that the outreach workers were ready for the door-to-door canvassing of the six designated zones of Census Tracts 2 and 3.

Before the summary meeting had adjourned, the executive director requested that I assist with a press release explaining the low income minority senior citizens nutritional outreach program and the services provided by the senior services organization. I gladly gave my support for the information requested and prepared additional information for future press releases.

At the completion of the meeting, I discussed with the executive director, the field supervisor, and the outreach workers the planned strategy for the planned canvassing of the six designated

zones of Census Tracts 2 and 3. I assigned each outreach worker specific zones and furnished supplies that had been prepared for Phase 4 of the program.

I accompanied the outreach workers to Zones 1 and 2 of the target area and assisted with the first day of canvassing.

The end of the week drew near as allotted time was spent analyzing data and concerns from Zones 1 and 2 of the canvassed areas. With the data tabulated and concerns satisfied, the outreach workers were able to pinpoint the progress of the door-to-door canvassing.

Problems Facing Senior Citizens Living in  
Census Tracts 2 and 3--Week of 27 June

The weekly summary meeting was begun by my explaining the progress of the outreach work which was in its fourth phase. There were some reported problems like senior citizens of Zones 1 and 2 being prisoners in their own homes or apartments because of being attacked for their meager possessions by younger people of the community. The executive director stated that it was the kind of information that the community needed to know about and that he would go to the Kalamazoo City Commission and explain the conditions that the outreach workers had discovered. Other problems included the outreach workers' fear of vicious dogs in the canvassing areas. That problem was solved by my supplying the workers with paralyzers (mace) and information on the use of the substance.

Some time was spent reporting data from the congregate meal sites' attendance and comparing the increases. There were gains of



10 or more new senior citizens in Census Tracts 2 and 3. Everyone agreed that the work and plans were moving smoothly. The positive attitude of the staff and support personnel was good assurance to me that the outreach work was being successful.

Prior to the end of the week, I discussed plans for the start of canvassing in Zones 3 and 4 with the outreach workers. When that was completed, I worked on follow-up concerns from Zones 1 and 2.

The Completed Terminal Skills of the Prospectus--  
Week of 11 July

The executive director and field supervisor were in attendance at the weekly summary meeting where we discussed the completed terminal skills of my prospectus which were as follows: the compiled data list for sources of aid for the outreach work, a flow chart for support personnel, recorded minutes of team meetings with support personnel, weekly progress of outreach plans, a list of congregate meal sites and participants, a proposal for a new congregate meal site, ranked goals of the organization in order of importance, a data list of community repressions, a list of things or actions for stabilizing change, and evaluation forms for the outreach work and workers (see Appendix A). The completed terminal skills of my prospectus were given enthusiastic approval by the executive director and field supervisor.

After the meeting, I began preparing for the implementation of canvassing in Zones 3 and 4.

The middle of the week was spent canvassing door-to-door in Zones 3 and 4 with the outreach workers. From the completed areas, data were compiled which showed an increase of 50 new low income minority senior citizens at the congregate meal sites of Census Tracts 2 and 3. That increase was good news for the senior services' nutritional department because it meant its funding requirements for the year would be met.

Near the end of the week, some time was spent preparing materials for the outreach workers and keeping the office personnel informed on the solutions to problems from the canvassed areas.

The office staff gave me praise for the success of the progress of the outreach work when the increased figures were reported, but I reminded them that it was the effort of all the staff that made the difference.

The remainder of the week was spent in meetings with concerned citizens of the target area where I explained the major issues arising from the outreach canvassing. They were: transportation, loneliness, older citizens being prisoners in their homes or apartments, and high rent for seniors by absentee landlords.

Attendance at the Target Meal Sites Increased--  
Week of 18 July

The weekly summary meeting was very informative. Fifty new low income minority senior citizens had been added to the congregate meal sites in Census Tracts 2 and 3, the final plans for canvassing Zones 5 and 6 were ready for implementation, and plans for a

farewell party for the intern and outreach workers were reported.

Early in the week, after reviewing what had been accomplished with the outreach program, I assured the outreach workers that the task would be completed on time.

My main task by the week's end was to prepare a list of the fears of the senior citizens from the canvassed zones for inclusion with the senior services organization's next press release. That was one method of keeping the community informed.

The Final Plans of the Outreach Experience--  
Week of 25 July

The outreach workers had reported that they had finished canvassing in Zones 3 and 4 and were ready for canvassing Zones 5 and 6. The report was accepted as a sigh of relief was voiced by the executive director.

The remainder of the week was spent preparing for the final plans of the internship and the move to new quarters.

The canvassing of Zones 5 and 6 was part of the final plans and was begun prior to the move of the senior services organization to its new quarters.

The Preparation of Evaluation Forms--  
Week of 2 August

In the weekly summary meeting, I gave the status of the outreach work and everyone was pleased to know that we were in the final zones of the project and would complete the entire program in 2 weeks.

During the first part of the week, I reorganized and prepared evaluation forms for the evaluation of the outreach program and staff. I also gave instructions to the outreach workers before they left for canvassing the remainder of Zones 5 and 6.

The last part of the week was spent finalizing the financial arrangements for operating a new congregate meal site as suggested in my prospectus (see Appendix O).

A Proposal for a New Congregate Meal Site--  
Week of 8 August

In the summary meeting, I told of the progress in canvassing Zones 5 and 6 and explained that evaluation forms were ready for staff evaluation.

The early part of the week was used for follow-ups from the previously canvassed areas. I also met with the accountant for the senior services organization, prior to the planned meeting on the new congregate meal site, and showed my financial budget for the new site. After carefully scrutinizing every aspect of the budget, it was approved for the planned proposal meeting. At that meeting, my new meal site proposal was submitted to the executive director. The proposal was the one that I had prepared for funding as mentioned in my goals and objectives (see Appendix O). The executive director examined the proposal and concluded that he would submit it with next year's funding requests.

On 10 August I recorded the final report from Zones 5 and 6 and congratulated the outreach workers on a job well done.

Evaluation of the Outreach Program, Staff, and  
Internship Experience--Week of 15 August

The evaluation of the outreach program and staff concluded Phase 5 of the program.

The remainder of the week was spent getting completed evaluation forms from the staff on the success or failure of the outreach program. The results, after tabulation and analyzation, were very favorable since a total of 150 new minority low income senior citizens had become participants in the congregate meal sites of Census Tracts 2 and 3.

After evaluation of the outreach project, the staff and outreach workers were evaluated. Once I had collected and analyzed the results, which were positive, my plans for the outreach program were completed.

The outreach program and workers proved to be very beneficial to the senior services organization of Kalamazoo, Michigan, because of sustaining the funding revenues through the increase of low income minority senior citizens' participation in the congregate meal sites of Census Tracts 2 and 3.

After the completion of the evaluation of the outreach program and staff, I met with the executive director and reviewed the internship. Since all phases of the prospectus had been completed to his satisfaction, I felt very good about the experience. I had learned much about organization, agency operation, community resources, and personnel. I was pleased that the two outreach workers hired were my choice. I was assured by the executive director that my labors

during the spring and summer would be of benefit to the senior services organization, the staff, community, minority seniors, and helping agencies as well as to me.

At the close of the meeting, all completed evaluation forms were returned to the proper personnel.

Later in the week, time was spent editing, organizing, and preparing the records of the internship experience.

When the week ended, I had completed all daily entries for the log and terminated the experience. Also, a farewell party for the outreach workers and intern was held. Everyone expressed their gratitude as we departed.

## CHAPTER III

### ACHIEVEMENT OF OBJECTIVES

In the course of my internship with Senior Services, Incorporated, of Kalamazoo, I was able to meet all stated objectives as listed in the prospectus (see Appendix A). The following outlines and statements explain the achievements.

#### Organizational Goal: Maintenance of the Organization

The stated conceptual objectives of this heading involved reviewing and analyzing data on prepared nutritional services for minority senior citizens of Kalamazoo County, especially in terms of budgeted cost and understanding the operation of a senior services administrative structure. Human objectives included learning about personnel hiring; meeting with support personnel external and internal to the organization; analyzing leadership styles; and communication with staff and community through news media, pamphlets, brochures, and outreach workers. Technical skills objectives revolved around the mechanics of outreach workers' training, strategy for canvassing the zones of the target area, and subdivision of Census Tracts 2 and 3 (see Appendix P).

#### Organizational Goal: Blending of Goals

The conceptual objectives under this heading included the goals of the organization and how new goals are incorporated into the

agency. Human objectives included how different staff members applied the various goals of the organization. Technical objectives included acquiring skills for determining goals of the organization.

#### Organizational Goal: Conformity

The conceptual objectives for this heading included becoming acquainted with areas involved with implementation of short and long term planning, understanding organizational and community approval and repressions, and determining sources of change for the organization's programs. Human objectives included becoming aware of my administrative leadership style, analyzing a crisis, and determining actions for the crisis. Technical objectives involved understanding different leadership styles for various situations throughout the organization, comprehending the role of the executive director as initiator of goals, and becoming familiar with methods that stabilize change.

#### Organizational Goal: Proficiency

Under this heading, the conceptual objectives included becoming familiar with the guidelines and job descriptions of outreach personnel. It also included becoming acquainted with guidelines for evaluating staff, meal sites, and programs. Human objectives included acquiring an awareness of my assessment of proficiency for the individual outreach worker. Evaluation measures were also included in this objective for assessing outreach staff proficiency. Technical objectives included determining procedures for increasing



agency financial proficiency and acquiring knowledge of areas and methods for maintaining that proficiency.

My log indicated that much of my time was spent in the conceptual and human areas. Technical skills, not stated in the prospectus, were developed by working closely with the field supervisor, the executive director, the senior services organization's accountant, the Senior Services' bookkeeper, director of Counterloneliness, the senior services organization's nutritional director, and Senior Services' secretarial staff.

The internship provided me opportunity to meet my objectives by exhibiting my expected terminal skills to the satisfaction of my field supervisor, executive director, and university supervisor. The extent to which I successfully met these objectives was indicated by the positive response I received to the outreach plans I presented to the field supervisor, and my own observation of acceptance to my door-to-door canvassing approach of outreach work and follow-up by outreach workers and staff personnel.

Organizational Goal: Maintenance  
of the Organization

Conceptual Skills Objectives

Objective A.1. To review the available information on prepared nutritional services for minority senior citizens in Kalamazoo County.

Consulting professional literature, newspapers, and books on aging provided the theoretical base for the conceptual skills needed

for accomplishment of this goal. Of greatest interest was a book by Anderson (1979) which specified many of the same problems with seniors and nutrition which were prevalent in Kalamazoo County. The solution to these problems for Anderson (1979) included an outreach process similar to that which was implemented in this internship at Senior Services, Incorporated, of Kalamazoo, Michigan.

Utilizing information available from the staff at Senior Services, Incorporated, completed the pursuit for rationale and theory in canvassing door-to-door.

Objective A.2. To analyze the data and determine what information is useful for increasing participants and sites for minority senior citizens of Census Tracts 2 and 3.

The Senior Services' staff, specifically the field supervisor, furnished most of the need information for this objective. The nutritional director and secretaries of the organization described the time constraints, the 30 minority participants, and other problems with minority participation which indicated the need, at Senior Services, Incorporated, for an outreach program. Finally, a check of the 1980 census figures showed 285 minority seniors living in Census Tracts 2 and 3. This provided the senior services' staff enough input to encourage implementation of such a program (see Appendix B).

Objective A.3. To gain knowledge of plans and rationale for organization management.

Review of literature helped with the completion of this goal. However, the human resources available to me, especially the field supervisor, provided me with the necessary information and materials to understand how the Senior Services' budget reflect plans for organizational management and how such costs as community outreach work and provisions for new sites, as indicated in my prospectus, can be compared to previous plans for organizational management methods of dealing with such problems.

Objective A.4. Discover community relationships with Senior Services, Incorporated.

This objective was accomplished by researching the sources of Senior Services' funding (see Appendix C).

Objective A.5. To acquire an understanding of the operation of a senior service administrative structure.

My many meetings with the executive director and his staff proved both interesting and very informative. Regular team meetings, as well as personal conversation, provided me with valuable insight concerning operative and administrative procedures for a senior services organization. The executive director also shared many of the goals and administrative lines of procedures for accomplishing assigned tasks. This information from support personnel expanded my view of the services of the organization which proved to be useful throughout the internship (see Appendix D).

### Human Skills Objectives

Objective B.1. To become familiar with programs and objectives of various social agencies having potential or actual relationships with nutritional services for senior citizens.

I reviewed materials and guidelines of the Michigan League for Human Services and the Kalamazoo Loaves and Fishes, Incorporated, to accomplish this objective. The services of the Department of Social Services of Kalamazoo and the Salvation Army were examined for additional information to see if their guidelines could be relaxed to include more seniors.

Objective B.2. To become acquainted with support personnel involved in the outreach operation.

Working with the support staff during morning team meetings gave me ample time and opportunity to become acquainted with individuals and how they solved problems through the referral system (see Appendices E through L).

Objective B.3. To develop communication skills involved with explaining the outreach service.

The drawing of plans, subdividing Census Tracts 2 and 3, and the making of organizational flow charts were valuable experiences, since they involved not only communication skills but also required familiarity with government census recording and diagram procedures. They further required developing organizational skills to present the materials in a logical, sequential manner. Since the outreach

door-to-door canvassing was new to the organization, it was necessary to have in-service training for the entire support personnel. To present this to the staff in a clear, concise, but not-too-threatening way was a rewarding experience for me. The outreach plans contained needed information regarding door-to-door canvassing and specific suggestions regarding workers' roles in referral of seniors for organizational services.

Working with the staff in planning for and implementing the minority door-to-door outreach plans required explicit verbal communication and an ample amount of reassuring encouragement, since the door-to-door canvassing was new to all staff and there was much apprehension that the plans would not work.

The North Side Ministerial Alliance provided personnel for a training session regarding minority seniors' participation in a nutritional outreach program. This was presented 4 weeks prior to canvassing in the neighborhood. With this informative presented information, I also had the opportunity to talk with individual ministers reinforcing what was stated in the outreach plans.

Objective B.4. To discuss progress with field supervisor regularly.

As mentioned earlier, my field supervisor was available to me during the entire internship. Her discussions with me covered not only those areas specifically covered by this internship, but also many other features of directorship and various leadership roles in

the senior services organization. I also discussed progress weekly with the executive director.

#### Technical Skills Objectives

Objective C.1. To acquire the needed skills to organize and operate a prepared nutritional meal site.

Reading from agencies' files, professional journals, and government publications provided the background for organizing and operating a prepared nutritional meal site. The information gathered from other meal sites in the area provided the input needed to initiate a new site, determine participants, staffing needs, and cost. The outreach process for increasing minority participation in the meal sites proved that door-to-door canvassing worked.

Objective C.2. Differentiate situations requiring different avenues for funding.

Senior Services, Incorporated's, statements of revenues, expenses, and fund balances were used to accomplish this goal (see Appendices M and N).

Objective C.3. Understand the role of the executive director as initiator of proposals for funding and operation of the service center.

This objective involved working with the executive director in assessing the need for a new meal site and locating funding for the operation. I completed this objective by preparing and submitting

a proposal to Senior Services, Incorporated, through the Whole Truth Church of God in Christ (see Appendix O).

Organizational Goal: Blending of Goals

Conceptual Skills Objectives

Objective A.1. To acquire an understanding of the goals of the senior services organization.

Again, the executive director provided me with the goals of the organization and explained how they were formed. Services for seniors are the main goals of the organization, he further explained, and should not be confused when providing for the care of seniors. When I presented my newly formed goals to the executive director, I was instructed to ascertain the policies regarding their implementation so that there would be no conflict between my objectives and the goals of the organization.

Objective A.2. To learn the operational goals of the senior services organization.

This objective involved working with the entire staff and watching their behavior in accomplishing daily services for seniors while observing the main goals of the organization.

Objective A.3. To understand how new goals are incorporated into the organizational goals.

The executive director, field supervisor, and staff were consulted when my new goals were introduced for consideration. A

lengthy debate and discussion followed which aided in their incorporation and implementation.

#### Human Skills Objectives

Objective B.1. To become familiar with individual staff member's preference for application of a specific goal.

This objective was accomplished by observing individuals and discussing their different methods of implementing particular goals.

#### Technical Skills Objectives

Objective C.1. To acquire skills for determining goals of the organization.

To accomplish this objective, I discussed with the executive director, field supervisor, and staff sources of statements for determining a goal. I was informed that most of the goals and guidelines are derived from funding sources of the organization.

Organizational Goal: Conformity

#### Conceptual Skills Objectives

Objective A.1. To become acquainted with areas involved with implementation of short and long term planning.

In accomplishing this objective, I became active in planning the process for short and long term goals in the daily team meetings.

Objective A.2. To acquire an understanding of organizational and community approval and repressions.



In meeting the requirements for this objective, favorable organization approvals were closely examined so that factors which alert repressions could be avoided.

Objective A.3. To determine sources of change for the programs of the organization.

This objective was satisfied by reading and becoming familiar with the history of funded programs of the organization.

#### Human Skills Objectives

Objective B.1. To become aware of my administrative or leadership style.

In accomplishing this objective, the minority outreach program was planned and implemented with a participative style of leadership. This style was discussed with the field supervisor, who gave favorable compliments on its use in the implementation of the outreach program.

Objective B.2. Analyze the nature of crisis and determine my course of action.

When vicious dogs in the canvassing areas began to frighten the outreach workers, a crisis developed and threatened the success of the outreach plans. My course of action was to arrange a meeting and discuss the problem with all concerned personnel and finalize a solution. From this meeting, I provided paralyzers (mace) for the workers, which was very effective.

### Technical Skills Objectives

Objective C.1. Comprehend the different situations requiring different leader involvement throughout the organization.

My supervisors were available to me throughout the internship for discussions about situations requiring different leader involvement, such as the executive director directing all services and policy matters while bookkeeping and outreach work require different leader involvement.

Objective C.2. Comprehend the role of the executive director as initiator of goals.

Observing and communicating with the executive director concerning initiation of goals provided me with much insight about the degree of initiation for certain goals. This aided me in accomplishing this objective.

Objective C.3. To become familiar with methods which stabilize change.

This objective was accomplished by observing, analyzing, and recording methods for stabilizing change. From the recorded list, the executive director, field supervisor, and I discussed the methods for change and formed a consensus of opinion for the list. At other times, when change required stabilization, the executive director applied his philosophy which stated that living with dignity was a right and help was not charity, but justice for seniors.

This philosophy seemed to work where other attempts at stabilization failed.

Organizational Goal: Staff Proficiency

Conceptual Skills Objectives

Objective A.1. To become familiar with the guidelines and job descriptions of all outreach personnel.

Review of available statements on outreach job descriptions and résumés of outreach personnel's qualifications assisted the completion of this objective.

Objective A.2. To become acquainted with guidelines for evaluation of staff, meal sites, and programs.

This objective was completed by closely reviewing all written guidelines, evaluation statements, forms, time periods, and informal methods of evaluations.

Human Skills Objectives

Objective B.1. To acquire an awareness of my assessment of proficiency for individual outreach personnel.

My regular discussions and meetings with the field supervisor provided insight and valuable information for involvement with situations requiring assessment of proficiency. This knowledge expanded my awareness for assessing the proficiency of each outreach worker.

Objective B.2. To use evaluation measures for assessing proficiency of the outreach staff.

Prepared evaluation forms were used for completing this objective. The degree of proficiency for the outreach staff was rated on a scale of 1 to 10, with 10 being excellent and 1 being poor. At the conclusion of the outreach program, I rated the outreach staff and individually discussed their evaluation. Since the outreach program was successful, I rated the workers excellent.

#### Technical Skills Objectives

Objective C.1. To determine procedures for increasing proficiency.

Positive remarks, rewarding good results, and eliminating repressions where possible are the responses I used for accomplishing this objective.

Objective C.2. To acquire knowledge of areas and methods used for increasing the financial goals of the organization and their proficiency.

This objective was accomplished by seeking new sources of funding and introducing new public relations methods for maintaining and increasing the financial goals of the organization.

## CHAPTER IV

### SUMMARY OF THE STUDY

The purpose of the internship was to acquaint the intern with the leadership performance, duties, responsibilities, and actions of the executive director and field supervisor in increasing and maintaining a low income minority senior citizen's nutritional outreach service.

The major focus of the internship experience was to develop strategy for recruitment and maintenance of new low income minority senior citizens of Census Tracts 2 and 3 of Kalamazoo County who would participate in the nutritional meal sites of the area. The strategy developed was an outreach program with teams canvassing door-to-door in Census Tracts 2 and 3.

Some of the highlights of the outreach experience were: interviews with leaders of organizations and significant persons of the target area, door-to-door canvassing, problem solving, becoming aware of my leadership style, the fears of senior citizens of the target area, and the evaluation of the outreach program and staff.

The outreach program accomplished two things:

1. It increased the low income minority senior citizens' participation in the congregate meal sites of Census Tracts 2 and 3 from 30 to 150. The total minority low income figure for Census Tracts 2 and 3 was 285.

2. It brought to the attention of the community four major issues facing senior citizens living in Census Tracts 2 and 3. They were as follows: (a) transportation, (b) loneliness of senior citizens, (c) senior citizens paying high rent to absentee landlords, and (d) senior citizens being prisoners in their homes or apartments.

Since there were no easy and quick solutions to the above mentioned issues, the following recommendations were presented to the City Commission of Kalamazoo, Michigan, for their consideration:

1. A combined effort of all human services organizations to solve the problems facing low income senior citizens of Census Tracts 2 and 3.

2. More security for low income minority senior citizens in Census Tracts 2 and 3.

3. More investigations of senior citizens living in other parts of the city of Kalamazoo to find if they are faced with the same problems that existed in Census Tracts 2 and 3.

From this internship experience, I have become better informed about the problems facing the low income minority senior citizens of Kalamazoo County and other cities.

In the future, I would like to pursue as a career, the job of solving problems facing the elderly.

## APPENDICES

## Appendix A

### Internship Prospectus



INTERN: MONROE H. JOHNSON

SPONSORING ORGANIZATION: Senior Services, Incorporated  
616 Locust Street  
Kalamazoo, Michigan 49007

FIELD SUPERVISORS: Mr. Richard Fink, Executive Director,  
Senior Services, Incorporated, and  
Ms. Patricia Albertson

UNIVERSITY SUPERVISOR: Dr. Carol F. Sheffer  
Department of Educational Leadership  
Western Michigan University

MAJOR FOCUS OF EXPERIENCE: An outreach prepared nutritional service  
for low income minority senior citizens  
of the Kalamazoo area that reside in  
Census Tracts 2 and 3

DURATION: 240 hours; 16 hours per week for 15  
weeks--2 May through 19 August 1983

RATIONALE:

Outreach involves the initiative of a director and group working toward agreed upon goals. Effective directorship requires a knowledge of and working ability with conceptual and human skills. In community service organizations, these skills could be specified by an analysis of the director's roles and behaviors in a given community setting. With this in mind, the leadership of the director could be analyzed for striving toward the attainment of such organizational goals as: maintenance of the organization and the individual programs under consideration, blending of goals of the outreach staff with those of the service organization, conformity to change whether planned or unplanned, and staff proficiency.

It is believed by the intern that a focus on the procedures and rationale for management of human and material resources of the community relating to the perceived goals of the service organization

will provide insight and skills relevant to the director's roles.

The following pages outline conceptual, human, and technical objectives, experiences, contacts, and terminal skills by which the intern's success at meeting each objective will be evaluated.

This internship shall increase the number of participants and prepared nutritional sites for minority senior citizens in Census Tracts 2 and 3 of the Kalamazoo area and communicate the need for such services to the concerned organizations of the community.

## PROJECTED NATURE OF INTERNSHIP EXPERIENCE

Organizational Goal: Maintenance of the Organization

Objectives	Experiences and contacts	Terminal skills
<u>A. Conceptual</u>	The intern will:	The intern will be able:
1. To review the available information on prepared nutritional services for minority senior citizens in Kalamazoo County.	Study and examine existing programs relating to prepared nutritional services.	To compare and explain the strengths and weaknesses of the programs.
2. To analyze the data and determine what information is useful for increasing participants and sites for minority senior citizens of Census Tracts 2 and 3.	Institute a program for a meal site for the target area.	To produce data from the new and existing sites of the area.
3. Gain knowledge of plans and rationale for organization management.	Observe procedures, read all plans, and discuss the rationale with the director.	To prepare a list of measures to manage the outreach program.
4. Discover community relationships with Senior Services, Incorporated.	Consult responsible persons and listen for available community resources.	To list addresses and aid offered by individuals and agencies.
5. To acquire an understanding of the operation of a senior service administrative structure.	Observe the day-to-day working requirements and relationships.	To prepare a flow chart of the administrative lines of authority.

Organizational Goal: Maintenance of the Organization  
(Continued)

Objectives	Experiences and contacts	Terminal skills
<u>B. Human</u>	The intern will:	The intern will be able:
1. To become familiar with programs and objectives of various social agencies having potential or actual relationships with nutritional services for senior citizens.	Arrange interviews and appointments with directors or leaders of organizations such as: a. Douglas Community Association b. North Side Ministers Alliance c. Family Health Center, Inc. d. Department of Social Services e. Ministry With the Community	To show or indicate the relevance of each agency to the prepared nutritional service.
2. To become acquainted with support personnel involved in the outreach operation.	a. Meet with Senior Services staff as necessary throughout the internship. b. Go door to door in the target area and explain the planned prepared nutritional program.	To record meetings and information gained in a daily log.
3. To develop communication skills involved with explaining the outreach service.	Assist in increasing the number of meal sites and minority senior citizen participants.	To provide leadership for the meal sites and record the day-to-day operation of the sites.
4. To discuss progress with field supervisor regularly.	Seek assistance of the field supervisor as needed and make modifications as required.	To record weekly progress as evaluated by the field supervisor.

Organizational Goal: Maintenance of the Organization  
(Continued)

Objectives	Experiences and contacts	Terminal skills
<u>C. Technical</u>	The intern will:	The intern will be able:
1. To acquire the needed skills to organize and operate a prepared nutritional meal site.	Determine and record the number of participants at each site.	To present to the field supervisor a master list of all participants.
2. Differentiate situations requiring different avenues for funding.	Discuss rationale with field supervisor for each situation.	To gain sufficient knowledge to analyze cost differences between existing and proposed nutritional sites.
3. Understand the role of the director as initiator of proposals for funding and operation of the service center.	Observe interactions and net working skills of the director.	To prepare a proposal for a nutritional meal site.  To implement the outreach service. by September 1, 1983.

## Organizational Goal: Blending of Goals

Objectives	Experiences and contacts	Terminal skills
<u>A. Conceptual</u>		
	The intern will:	The intern will be able:
1. To acquire an understanding of the goals of the Senior Services organization.	Investigate goals of the organization and ascertain policies regarding their implementation.	To compile the statements of goals.
2. To learn the operational goals of the Senior Services organization.	Observe the behavior of the staff in performing the goals of the organization.	To point to the goals under which the organization operates.
3. To understand how new goals are incorporated into the organizational goals.	Consult with the director and staff in the implementation of new goals.	To discuss a goal in short and long range planning.
<u>B. Human</u>		
1. To become familiar with individual staff member's preference for application of a specific goal.	Discuss with the organizational director the different ways of implementing particular goals.	To rank the goals according to the preference of the director and note readiness of staff to accept differences.
<u>C. Technical</u>		
1. To acquire skills for determining goals of the organization.	Discuss with the director and staff sources of statements for determining a goal.	To record the process of goal development by the director.

## Organizational Goal: Conformity

Objectives	Experiences and contacts	Terminal skills
<u>A. Conceptual</u>	The intern will:	The intern will be able:
1. To become acquainted with areas involved with implementation of short and long term planning.	Become active in the planning process of short and long term goals.	To present to the director outlined areas of change and the desired results.
2. To acquire an understanding of organizational and community approval and repressions.	Point to factors which affect conformity to desired goals.	To produce data which obstruct or support change.
3. To determine sources of change for the programs of the organization.	Assist in learning the history of the changes.	To list the sources of changes.
<u>B. Human</u>		
1. To become aware of my administrative or leadership style.	Assist in planning the new outreach program with the assigned staff.	To analyze the interaction of the staff to determine personal leader style.
2. Analyze the nature of crisis and determine my course of action.	Discuss the crisis action with the director.	To record responses and incidents.

## Organizational Goal: Conformity (Continued)

Objectives	Experiences and contacts	Terminal skills
<u>C. Technical</u>	The intern will:	The intern will be able:
1. Comprehend the different situations requiring different leader involvement throughout the organization.	Discuss the rationale with the director for each situation requiring different leaders.	To develop a philosophy of director's role in confronting change.
2. Comprehend the role of the director as initiator of goals.	Observe the initiating procedure to determine the degree of initiation.	To produce a list for initiating change.
3. To become familiar with methods which stabilize change.	Observe the responsibility of the director.	To produce a list of methods for stabilizing change.



## Organizational Goal: Staff Proficiency

Objectives	Experiences and contacts	Terminal skills
<u>A. Conceptual</u>	The intern will:	The intern will be able:
1. To become familiar with the guidelines and job descriptions of all outreach personnel.	Observe and read available state-ments of outreach personnel job descriptions.	To assign desired tasks to the proper outreach personnel.
2. To become acquainted with guidelines for evaluation of staff, outreach sites, operation of the sites, and programs.	Closely review all written guidelines, evaluation state-ments, and forms.  Become acquainted with informal meth-ods of evaluation.	To produce samples of guidelines and evaluation forms.
<u>B. Human</u>		
1. To acquire an awareness of my assessment of proficiency for individual outreach personnel.	Become involved in situations requiring assessment of proficiency.  Read policies concerning proficiency evaluation.	To make a list for assessing proficiency.
2. To use evaluation measures for assessing proficiency of the outreach staff.	Assist supervisor in an assessment situation.	
<u>C. Technical</u>		
1. To determine procedures for increasing proficiency.	Observe the action of the director in beginning an outreach program.  Discuss with the director procedures for a new outreach program.	To list the procedures for a new program.

Organizational Goal: Staff Proficiency  
(Continued)

Objectives	Experiences and contacts	Terminal skills
<u>C. Technical</u> (continued)	The intern will:	The intern will be able:
2. To acquire knowledge of areas and methods used for increasing the financial goals of the organization and their proficiency.	Observe the director's operational plans relating to changes in proficiency.	To record changes for increasing proficiency.

Appendix B

Kalamazoo County Low Income Minority Senior  
Citizens' 1980 Census Figures  
for Tracts 2 and 3

Kalamazoo County Low Income Minority Senior  
Citizens' 1980 Census Figures  
for Tracts 2 and 3

Name of town	Tract	Total	Black	Non-White other
Kalamazoo				
	0001	290	68	1
	0002.01	34	14	
	0003	386	203	2
Totals		710	285	3

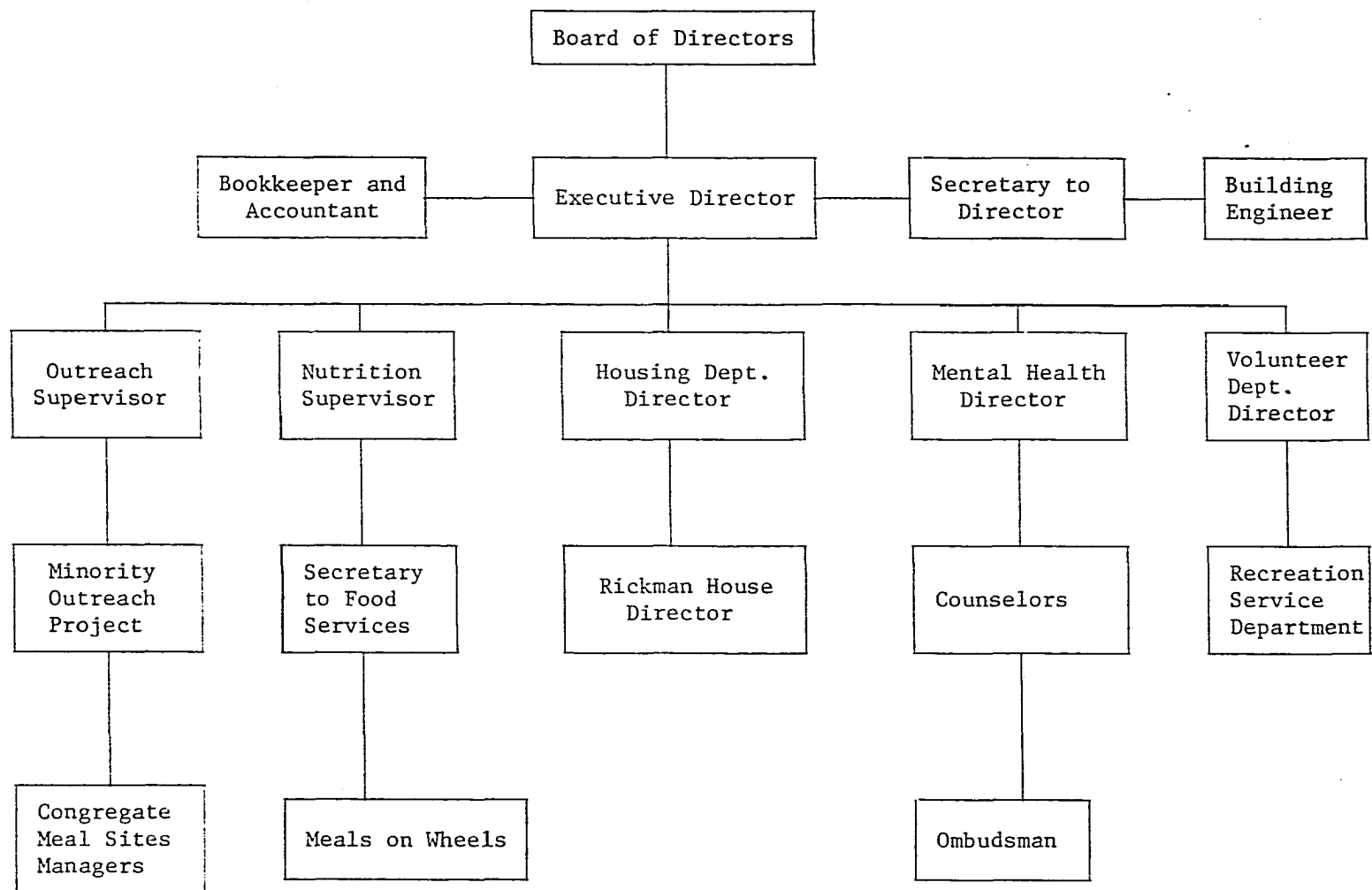
Appendix C

Funding Sources of Senior Services,  
Incorporated, of Kalamazoo,  
Michigan

1. Action--Community Development Revenue Sharing: City of Kalamazoo, Michigan.
2. Community Service Administration and Senior Opportunities and Services: Kalamazoo Human Services Commission.
3. Dalton Foundation.
4. Donations.
5. General Revenue Sharing: City of Kalamazoo, Michigan.
6. Greater Kalamazoo United Way.
7. Kalamazoo Foundation.
8. Michigan Department of Mental Health: Kalamazoo County Community Mental Health Board.
9. Michigan Department of Public Health: Michigan Office of Substance Abuse Services.
10. Michigan State Office of Services to the Aging: Southcentral Michigan Commission on Aging.
11. Title 111-B of Older American Act: Southcentral Michigan Commission on Aging.
12. Title 111-C of Older American Act: Southcentral Michigan Commission on Aging.
13. Title V of Older American Act: Southcentral Michigan Commission on Aging.

Appendix D

Flow Chart of Administrative Lines of Authority  
for Senior Services, Incorporated,  
of Kalamazoo, Michigan





Appendix E

Senior Services, Incorporated,  
Intake Report

**Senior Services, Inc.**  
**INTAKE REPORT**

Interview Date: \_\_\_\_\_  
Worker: \_\_\_\_\_  
M.H. or Cit. #: \_\_\_\_\_

Client Name: \_\_\_\_\_ Birthdate: \_\_\_\_\_  
Address: \_\_\_\_\_ Telephone: \_\_\_\_\_

<b>Family / Social Support</b>	Emergency Contact:	Relatives / Significant Others:	Relationship:	Address:	Phone Number:
	<input type="checkbox"/>	_____	_____	_____	_____
	<input type="checkbox"/>	_____	_____	_____	_____
	<input type="checkbox"/>	_____	_____	_____	_____
	Comments: _____				
Previous / Current Employment:			Location:	Retirement / Termination Date	
Diversional Activities: (list) _____					

<b>Financial</b>	Monthly Income:		Monthly Expenses:		Amount in Bank	
	Employment:	\$ _____	Rent / Mortgage:	\$ _____	<input type="checkbox"/> Under \$1,500	
	Social Security:	_____	Utilities:	_____	<input type="checkbox"/> Between \$1,500 - \$2,000	
	SSI:	_____	Telephone:	_____	<input type="checkbox"/> Between \$2,000 - \$4,000	
	Pensions:	_____	Medical Bills:	_____	<input type="checkbox"/> Over \$4,000	
	Other:	_____	Medications:	_____	Donation for Service:	Paid by:
		_____	Insurance:	_____	MOW:	_____
		_____	Transportation:	_____	H.C.:	_____
		_____	Food:	_____	Day Care:	_____
		_____		_____	Other:	_____
Total: \$ _____		Total: \$ _____				
Comments: _____						

<b>Medical</b>	Medicare # _____		Medicaid # _____			
	BC/BS # _____		Other Insurance _____			
	Health Problems / Allergies:	OTC / Rx Medications	Dosage / Time	Physician:	Phone Number	Contact
	_____	_____	_____	_____	_____	_____
	_____	_____	_____	_____	_____	_____
	_____	_____	_____	_____	_____	_____
	_____	_____	_____	_____	_____	_____
	_____	_____	_____	_____	_____	_____
	Returning from: Hospital (name) _____		Nursing Home (name) _____			
	Reason(s) for admission: _____					
Significant prior hospitalizations (date, place, reason): _____						
Comments: _____						

<b>Relevant History</b>	_____
	_____
	_____
	_____
	_____

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Appendix F

Senior Services, Incorporated,  
Agency Referral Form

<b>END COPY OF COMPLETED ACTION TO:</b> _____ Information and Referral _____ G.L. Department Director _____ Other (Specify) _____		<b>SENIOR SERVICES, INC.</b> <b>INTRA- INTER-AGENCY</b> <b>REFERRAL FORM</b> #	<b>DATE:</b> _____ <b>CONTACT SOURCE:</b> Telephone _____ Letter _____ Mealsite Referral _____ Walk-In _____ Other _____
<b>CLIENT NAME:</b> _____ <b>AGE:</b> _____ <b>TELEPHONE:</b> _____			
<b>ADDRESS:</b> _____ <div style="display: flex; justify-content: space-between; width: 100%;"> <span>(street)</span> <span>(city)</span> <span>(zip)</span> </div>			
<b>REFERRAL MADE BY:</b> _____ <b>RELATIONSHIP</b> _____ <b>PHONE:</b> _____ <div style="display: flex; justify-content: space-between; width: 100%;"> <span></span> <span>(role or agency)</span> </div>			
<b>REFERRAL RECEIVED BY:</b> _____ <b>PRELIMINARY ASSIGNMENT:</b> _____			
<b>ACTIVE FILE</b> _____ <b>TERMINATED FILE</b> _____ <b>FILE NEEDED</b> _____			
<b>REASON FOR REFERRAL:</b> (complaint, problem, need, or concern as told by client or referral source)			

**TAFF INPUT AT POINT OF REFERRAL:** (initial observations, impressions, instructions, comments)

**ACTION TAKEN** (if no file developed):

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Appendix G

Senior Services, Incorporated,  
Observation Form

## SENIOR SERVICES, INC.

## OBSERVATIONS

Interview Date \_\_\_\_\_

Worker \_\_\_\_\_

M.H. or C.H. # \_\_\_\_\_

Client Name \_\_\_\_\_ Birthdate \_\_\_\_\_

## \* HEARING

\_\_\_ Adequate \_\_\_R \_\_\_L  
 \_\_\_ Impaired \_\_\_R \_\_\_L  
 \_\_\_ Deaf \_\_\_R \_\_\_L  
 \_\_\_ Hearing Aid \_\_\_R \_\_\_L  
 \_\_\_ Other \_\_\_\_\_

## \* VISION

\_\_\_ Adequate \_\_\_R \_\_\_L  
 \_\_\_ Impaired \_\_\_R \_\_\_L  
 \_\_\_ Blind \_\_\_R \_\_\_L  
 \_\_\_ Glasses  
 \_\_\_ Contacts  
 \_\_\_ Other \_\_\_\_\_

## \* COMMUNICATION

\_\_\_ Adequate  
 \_\_\_ Impaired  
 \_\_\_ Speech Defect  
 \_\_\_ Language Problem  
 \_\_\_ Mute  
 \_\_\_ Aphasia (\_\_\_E \_\_\_R)  
 \_\_\_ Other \_\_\_\_\_

## \* CHRONIC ILLNESS

List \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## \* COMFORT

\_\_\_ No pain  
 \_\_\_ Current pain  
 Location \_\_\_\_\_

Severity \_\_\_\_\_  
 How Often \_\_\_\_\_

## \* ACTIVITY

\_\_\_ Independent  
 \_\_\_ Up in Chair  
 \_\_\_ Up with Assistance  
 \_\_\_ Not Ambulatory  
 \_\_\_ Able to Transfer  
 \_\_\_ Bed Patient  
 Reason \_\_\_\_\_

## \* MOBILITY

\_\_\_ Mobile  
 \_\_\_ Slow Mobility  
 \_\_\_ Walker  
 \_\_\_ Cane  
 \_\_\_ Crutches  
 \_\_\_ Wheelchair  
 \_\_\_ Other \_\_\_\_\_

## \* SPECIAL EQUIPMENT

List \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## \* PERSONAL HYGIENE

\_\_\_ Independent  
 \_\_\_ Body Odor  
 \_\_\_ Hair Disarray  
 \_\_\_ Scalp Problem  
 \_\_\_ Hair Dirty  
 \_\_\_ Skin Dirty  
 \_\_\_ Nails Uncut  
 \_\_\_ Dental Problem  
 \_\_\_ Other \_\_\_\_\_

## \* ELIMINATION

\_\_\_ Independent  
 \_\_\_ Bladder Incontinent  
 \_\_\_ Catheter  
 \_\_\_ Bowel Incontinent  
 \_\_\_ Other \_\_\_\_\_

## \* SKIN PROBLEMS

\_\_\_ None Apparent  
 \_\_\_ Dryness  
 Edema \_\_\_\_\_  
 (Where) \_\_\_\_\_  
 \_\_\_ Discoloration  
 (Where) \_\_\_\_\_

\_\_\_ Localized Temperature Change  
 \_\_\_ Broken Area (Dirty)  
 \_\_\_ Broken Area (Clean)  
 (Where) \_\_\_\_\_  
 \_\_\_ Other \_\_\_\_\_

## \* APPEARANCE

\_\_\_ Normal  
 \_\_\_ Overweight  
 \_\_\_ Thin  
 \_\_\_ Emaciated  
 \_\_\_ Deformity  
 (Where) \_\_\_\_\_  
 \_\_\_ Other \_\_\_\_\_

## \* NUTRITION

\_\_\_ Good Appetite  
 \_\_\_ Poor Appetite  
 \_\_\_ Special Diet  
 (Type) \_\_\_\_\_  
 \_\_\_ M.D. Diet Order on File  
 \_\_\_ Irregular Meals  
 \_\_\_ Other \_\_\_\_\_

## \* HOUSEKEEPING STATUS

\_\_\_ Clean  
 \_\_\_ Cluttered  
 \_\_\_ Dirty  
 \_\_\_ Unsanitary  
 \_\_\_ Soiled Laundry  
 \_\_\_ Other \_\_\_\_\_

## \* REST AND SLEEP

\_\_\_ Normal Sleep Pattern  
 \_\_\_ Irregular Sleep  
 (List Pattern) \_\_\_\_\_

\_\_\_ Easily Disturbed  
 \_\_\_ Mechanical Sleep Device  
 \_\_\_ Sleeping Pills  
 (List type and amount) \_\_\_\_\_  
 \_\_\_ Naps or Rest Periods  
 (List times) \_\_\_\_\_  
 \_\_\_ Other \_\_\_\_\_

## \* PSYCHOLOGICAL

\_\_\_ Depressed  
 \_\_\_ Elevated mood  
 \_\_\_ Optimistic about self  
 \_\_\_ Unusual behavior/emotions  
 \_\_\_ Preoccupation with health  
 \_\_\_ Open to questions  
 \_\_\_ Conversational  
 \_\_\_ Forgetful  
 \_\_\_ Relaxed  
 \_\_\_ Substance Abuse \_\_\_ Alcohol \_\_\_ Medications  
 Comments \_\_\_\_\_

## \* SUPPORT SYSTEMS

\_\_\_ Drives \_\_\_ Bus \_\_\_ Taxi \_\_\_ Other  
 \_\_\_ Shopping  
 \_\_\_ Finances  
 \_\_\_ Housekeeping  
 \_\_\_ Yard Work  
 \_\_\_ Laundry  
 \_\_\_ Meal Preparation  
 \_\_\_ Social  
 \_\_\_ Person Caring for Client in Home  
 (Name) \_\_\_\_\_  
 Comments \_\_\_\_\_

## \* HOUSING

\_\_\_ Own or \_\_\_ Rent Home \_\_\_ Rent Apartment  
 \_\_\_ Mobile Home \_\_\_ Relative's Home  
 \_\_\_ AFC or \_\_\_ Nursing Home \_\_\_ Rent Room  
 \_\_\_ Poor Toilet Facilities  
 \_\_\_ Running Water Unavailable  
 \_\_\_ No Water Heater \_\_\_ Poor Lighting  
 \_\_\_ No Refrigerator \_\_\_ Refrigerator Broken  
 \_\_\_ No Stove \_\_\_ Stove Broken  
 \_\_\_ Furnace in Disrepair \_\_\_ No Door Locks

## \* OTHER OBSERVATIONS

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

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Appendix H

Senior Services, Incorporated,  
Intervention Service  
Plans Form

SENIOR SERVICES, INC.

Review Date \_\_\_\_\_

Interview Date \_\_\_\_\_

Supervisor C.K. \_\_\_\_\_

## INTERVENTION SERVICE PLAN

Warner \_\_\_\_\_

MM of CIL # \_\_\_\_\_

Client Name \_\_\_\_\_ Birthdate \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

[illegible][illegible]

DEGREE OF CLIENT UNDERSTANDING OR AGREEMENT TO INTERVENTION PLAN.

OUTSIDE AGENCIES/PERSONS PRESENTLY INVOLVED IN PLAN OR PROVIDING SERVICES				
DATE BEGAN	NAME	AGENCY/RELATIONSHIP	TELEPHONE	SERVICE

REFERRED TO:	DATE	REFERRED TO:	DATE
Emergency		Friendly Visitor	
Meals on Wheels		Group Shopping	
Outreach Services		Gravel Fund	
Mental Health Counseling		Mail Site	
Substance Abuse		RSVP	
Nursing Home Ombudsman		Older Workers Specialist	
Home Repair		Operation Gifts	
Barrier Free Renovations		Legal Assistance	
Day Center		Nutrition Consultation	
Energy Assistance		Upjohn Medications	
Homemaking		Telephone Reassurance	
Personal Care		Shopping Assistance	
Books in Bags		Other (list)	
Outside agency (Name)	(Purpose)	(Date)	
Outside agency (Name)	(Purpose)	(Date)	
Outside agency (Name)	(Purpose)	(Date)	

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Appendix I

Senior Services, Incorporated,  
Client Progress Report Form



Appendix J

Senior Services, Incorporated,  
Client Status Report Form

**SENIOR SERVICES, INC.****CLIENT  
STATUS REPORT**

Recording Date \_\_\_\_\_

Worker \_\_\_\_\_

M.H. or Ctl. # \_\_\_\_\_

Client Name \_\_\_\_\_ Birthdate \_\_\_\_/\_\_\_\_/\_\_\_\_

(To be used to elaborate assessment information and/or describe changes in the client's status or service plan.)

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Appendix K

Senior Services, Incorporated,  
Termination Report Form

Senior Services, Inc.  
TERMINATION REPORT

Client Name \_\_\_\_\_ Client # \_\_\_\_\_

Date of Termination \_\_\_\_\_

Reason for Termination:

Total Goals \_\_\_\_\_

☐ Client refused services

☐ Hospitalized

Goal Attainment \_\_\_\_\_

☐ Deceased

☐ Family took over

☐ AFC, Home for Aged

☐ Moved

☐ Nursing Home

☐ Other

☐ Met Goals, No Additional Needs

☐ Met Goals, Additional Needs - Referred to \_\_\_\_\_

☐ Needed More Care - Referred to \_\_\_\_\_

Client Satisfaction with Services:

☐ Extremely Satisfied

☐ Moderately Satisfied

☐ Somewhat Satisfied

☐ Not Satisfied

☐ N/A

Method of Determination:

☐ Client Interview

☐ Relative / Significant Other Report

☐ Agency Staff

☐ Case Record

☐ Other

Likelihood of Subsequent Agency Contact Around Same Issues:

☐ High

☐ Moderate

☐ Low

☐ N/A

Impact of Services on Each Goal:

Unresolved Issues:

Other Recommendations / Comments:

Worker Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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Appendix L

Senior Services, Incorporated,  
Statistical Face Sheet Form

Senior Services, Inc.

STATISTICAL  
FACE SHEET

Interview Date: \_\_\_\_\_

M H or O H # \_\_\_\_\_

Full Name \_\_\_\_\_ Worker \_\_\_\_\_

Sex:

☐ Female☐ Male

Birthdate: (mo., day, yr.)

\_\_\_\_/\_\_\_\_/\_\_\_\_

Social Security Number:

\_\_\_\_-\_\_\_\_-\_\_\_\_

Census Tract:

\_\_\_\_-\_\_\_\_

Handicapped:

☐ Yes ☐ No

Female Head of Household:

☐ Yes ☐ No

Own Home:

☐ Yes ☐ No

Ethnic Group:

☐ American Indian☐ Hispanic☐ Asian☐ White☐ Black☐ Other

Marital Status:

☐ Married☐ Divorced☐ Separated☐ Widowed☐ Never Married☐ Other

Education:

Code: \_\_\_\_

Employment Status:

Code: \_\_\_\_

Income Range:

Code: \_\_\_\_

Source of Referral:

Code: \_\_\_\_

Current Living Arrangement:

Code: \_\_\_\_

## CODES

Education		Employment Status	
01-12	Use actual grade	01	Employed Full Time
13	Some college	02	Employed Part-time
14	College graduate	03	Laid Off
15	Graduate studies	04	Retired
		05	Homemaker
		06	Disabled
		07	Never Worked
		08	Looking for Work
		09	Other

Monthly Income Range		Source of Referral		Current Living Arrangements	
01	Less than \$ 167	01	Agency initiated	01	Living alone
02	\$ 168 - \$ 249	02	Self	02	Living with family or friend
03	\$ 250 - \$ 333	03	Family or friends	03	Dependent
04	\$ 334 - \$ 416	04	Church	04	Living with family or friend
05	\$ 417 - \$ 499	05	Physician	05	Independent
06	\$ 500 - \$ 583	06	Police	06	Jail/Prison
07	\$ 584 - \$ 666	07	Through employment	07	Adopted home
08	\$ 667 - \$ 749	08	School	08	Group home
09	\$ 750 - \$ 833	09	Hospital	09	Congregate facility
10	\$ 834 - \$ 999	10	Jail/Prison	10	Nursing home
11	\$1,000 - \$1,249	11	Other community agency	11	Substance abuse treatment
12	\$1,250 - \$2,083	12	Department of Social Services	12	State Hospital
13	\$2,084 or more	13	Dependent living facility	13	Other dependent care
		14	State Hospital	14	Other
		15	Court		
		16	Other		

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Appendix M

Senior Services, Incorporated,  
Statements of Revenues and  
Expenses for One Month

SENIOR SERVICES, INC.EXHIBIT BSTATEMENT OF REVENUES AND EXPENSESONE MONTH AND EIGHT MONTHS ENDED MAY 31, 1983

	<u>ONE MONTH</u>	<u>YEAR TO DATE</u>
<u>REVENUES:</u>		
4010 Contributions-individuals	\$ 172.15	\$ 4,424.00
4020 Foundations & trusts	8,158.47	25,120.67
4022 Restricted gifts	502.50	8,202.46
4030 Sustaining memberships	-0-	-0-
4040 United Way	7,250.00	57,112.56
4200 Special events - trips	5,108.00	32,736.09
5010 Purchase of Service Fees	15.00	415.00
5020 Grants	61,742.67	490,494.17
6210 Client Payments for services	3,921.34	26,865.96
6220 Non-Title III USDA	25.50	2,309.97
6220C Regular USDA	7,350.88	51,110.56
6240 Title IIIC Meals	4,315.48	33,763.59
6241 MOW - Meals	6,552.75	36,765.65
6250 Third party payments	1,502.20	1,813.80
6420 Senior Sentinel subscriptions	886.40	3,595.80
6530 Rickman income	-0-	385.75
6540 Investment income-interest	203.27	2,417.02
6900 Miscellaneous	350.00	379.70
	<u>108,056.61</u>	<u>777,912.75</u>
<u>EXPENSES:</u>		
7010 Salaries-Administrative	10,035.00	80,836.88
7050 " Full time (+35 hrs.)	27,754.50	218,539.03
7080 " Reg. part time (+20)	5,780.85	45,647.31
7090 " Part time (-20)	5,440.38	43,552.30
7095 Accrued leave exp.	-0-	-0-
7110 Employee medical benefits	1,730.03	13,328.06
7115 Dental/Life benefits	394.24	2,975.20
7120 Retirement	-0-	14,433.30
7210 FICA	3,283.73	26,034.54
7220 Unemployment	-0-	3,263.29
7230 Workmen's compensation insurance	-0-	3,500.00
8020 Legal fees	-0-	353.33
8030 Auditing & accounting fees	-0-	3,400.00
8090 Other purchased service	1,110.00	10,930.00
8091 Trip expense	7,051.75	30,630.20
8110 Office supplies	510.81	3,115.35
8120 Craft supplies	2.74	60.73
8130 Kitchen disposables	822.40	3,325.98

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SENIOR SERVICES, INC.EXHIBIT BSTATEMENT OF REVENUES AND EXPENSESONE MONTH AND EIGHT MONTHS ENDED MAY 31, 1983EXPENSES: (con't.)

8140	Other supplies	163.56	993.57
8200	Telephone	515.86	4,439.90
9300	Postage	892.89	2,972.37
8410	Rental of space	-0-	440.00
8420	Utilities	389.33	2,620.41
8430	Care of buildings & grounds	324.18	2,768.27
8440	Multi-peril insurance	-0-	4,478.84
8460	Meal Site expense	279.57	2,026.87
8510	Equipment rental	86.92	294.37
8520	Office equipment repair	328.00	943.55
8610	Outside printing	511.64	4,054.51
8620	Newsmedia advertising	109.38	318.16
8630	Subscriptions & publications	84.90	366.05
8640	Office copy	1,379.74	6,072.65
8710	Mileage payments	1,572.28	13,546.33
8720	Volunteer mileage	614.18	4,974.14
8730	Agency vehicle operating expense	706.05	5,901.04
8750	Auto insurance	-0-	1,791.50
8810	Conferences, conventions & meetings	[211.73]	6,798.24
8888	Rickman expense	150.00	-0-
8890	Rickman kitchen expense	-0-	-0-
8920	Clients - Loans & grants	-0-	-0-
8930	" Medical & dental	-0-	-0-
8960	" Food purchases	29,922.04	211,092.33
8980	" Operation gifts	-0-	320.00
8990	" Other assistance	7,787.75	30,794.20
9050	Organization dues & memberships	167.00	592.00
9400	Miscellaneous expenses	144.85	1,184.33
9420	Bonding insurance	460.00	460.00
9430	Interest expense	-0-	-0-
9510	Depreciation	-0-	-0-
9910	Office equipment - over \$300	929.49	929.49
9935	Food equipment	-0-	-0-
9940	Program equipment	-0-	12.78
	TOTAL EXPENSES	<u>111,224.31</u>	<u>815,111.40</u>
	EXCESS (DEFICIT) OF REVENUES OVER EXPENSES	<u>\$ [3,167.70]</u>	<u>\$[37,198.65]</u>

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Appendix N

Senior Services, Incorporated,  
Analysis of Fund Balances  
for 8 Months Ended  
31 May 1983

SENIOR SERVICES, INC.EXHIBIT CANALYSIS OF FUND BALANCESEIGHT MONTHS ENDED MAY 31, 1983

	FUND BALANCE [DEFICIT] 10-1-82	REVENUES	EXPENSES	FUND BALANCE [DEFICIT] 5-31-83
100 General Fund	\$[3,055.30]	\$ 50,400.14	\$ 74,936.67	\$[27,591.83]
110 Title IIIC	-0-	207,565.05	207,263.84	301.21
130 Meals on Wheels	6,305.89	140,231.78	141,360.63	5,177.04
142 RSVP	-0-	17,966.95	17,966.95	-0-
143 RSVP	-0-	29,193.24	26,916.85	2,276.39
160 Trips	-0-	31,699.54	34,547.25	[2,847.71]
170 Mental Health	-0-	23,335.78	23,075.70	260.08
183 CDBG	-0-	57,880.91	57,880.91	-0-
190 Title IIIB-N.H. Consult.	-0-	11,902.86	11,939.21	[36.35]
200 Transportation	-0-	11,102.45	11,107.02	[4.57]
210 Outreach	-0-	45,491.82	45,487.32	4.50
220 I & R	-0-	18,499.50	16,802.00	1,697.50
240 Home Care	-0-	30,381.46	29,594.86	786.60
250 Housing	58.59	-0-	-0-	58.59
260 Coover Fund	4,267.98	17,685.28	13,191.54	8,761.72
270 Personal Care	-0-	37,672.43	37,269.63	402.80
230 Title IIIB-Day Center	-0-	13,086.16	17,708.16	[4,622.00]
290 Substance Abuse	-0-	15,070.41	15,030.41	40.00
300 Assessment	-0-	2,766.57	2,766.54	.03
310 Title V	-0-	10,784.84	10,725.42	59.42
320 Clinical Supervision	-0-	-0-	-0-	-0-
330 Senior Center	-0-	5,195.58	5,195.58	-0-
350 Rickman House	-0-	-0-	12,975.67	[12,975.67]
360 Rickman Kitchen	-0-	-0-	1,369.24	[1,369.24]
TOTALS (EXHIBIT A)	\$ 7,577.16	\$777,912.75	\$815,111.40	\$[29,621.49]

\*This fund balance has been reduced by the accrued vacation liability [\$15,709.43]. This is in accordance with new accounting policies adopted by Senior Services after recommendation from our auditors.

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Appendix O

Senior Services, Incorporated,  
A Proposal for Funding

Nutritional Proposal & Request For Funding  
(Meal Site Manager)  
to

Senior Services Inc.  
345 N. Burdick Mall  
Kalamazoo, Michigan 49007  
Telephone (616) 382-0515  
care of  
Michigan State Office of Services to the  
Aging-Southcentral Michigan Commission on Aging

1. Date of this Proposal & Request: August 9, 1983
2. Proposal Submitted by:
  - a. Name of Organization or Agency:
 

Whole Truth Church Of God in Christ Inc.

Address: Street 4055 S. 29th Street

City Kalamazoo State Michigan Zip 49002

Telephone: Area Code 616 No. 385-2437
  - b. Name of Person Submitting Request:
 

Name Reverend Amos Walker

Address 520 Thomas Apt. 3

City Kalamazoo State Michigan Zip 49004

Telephone: Area Code 616 No. 327-6326 (Residence)
3. Total Amount of Project Request: \$5.30¢ an hour

Amount Granted: \$                     

Source & Amount of other funds supporting this project:

Transportation will be provided by The Whole Truth Church of God in Christ.

Total expenditures for gas calculation would be 20¢ a mile.
4. Briefly answer the following questions:
  - a. Describe the project: Congregate Meal Site to provide nutritious hot lunches. Recreational and educational activities are also available.

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- b. What are the goals or objectives of this program:

To provide a daily nutritional hot lunch for low income

Seniors.

- c. Racial or ethnic composition of those participating in the program:

Primarily Low-income minority Senior Citizens and other Senior

Citizens of the area who are in need. (see attached list) confidential -  
not included.

- d. Is this a new program (check) Yes (x) No ( )

If answer is "No" how long has the program received support?

- e. Do those participating in the program or benefitting from its services share in the planning and direction of the program?

Yes (x) No ( )

Respectfully Submitted,

*Rev Amos Walker / Monroe H. Johnson*  
Pastor Amos Walker / Intern, Monroe H. Johnson

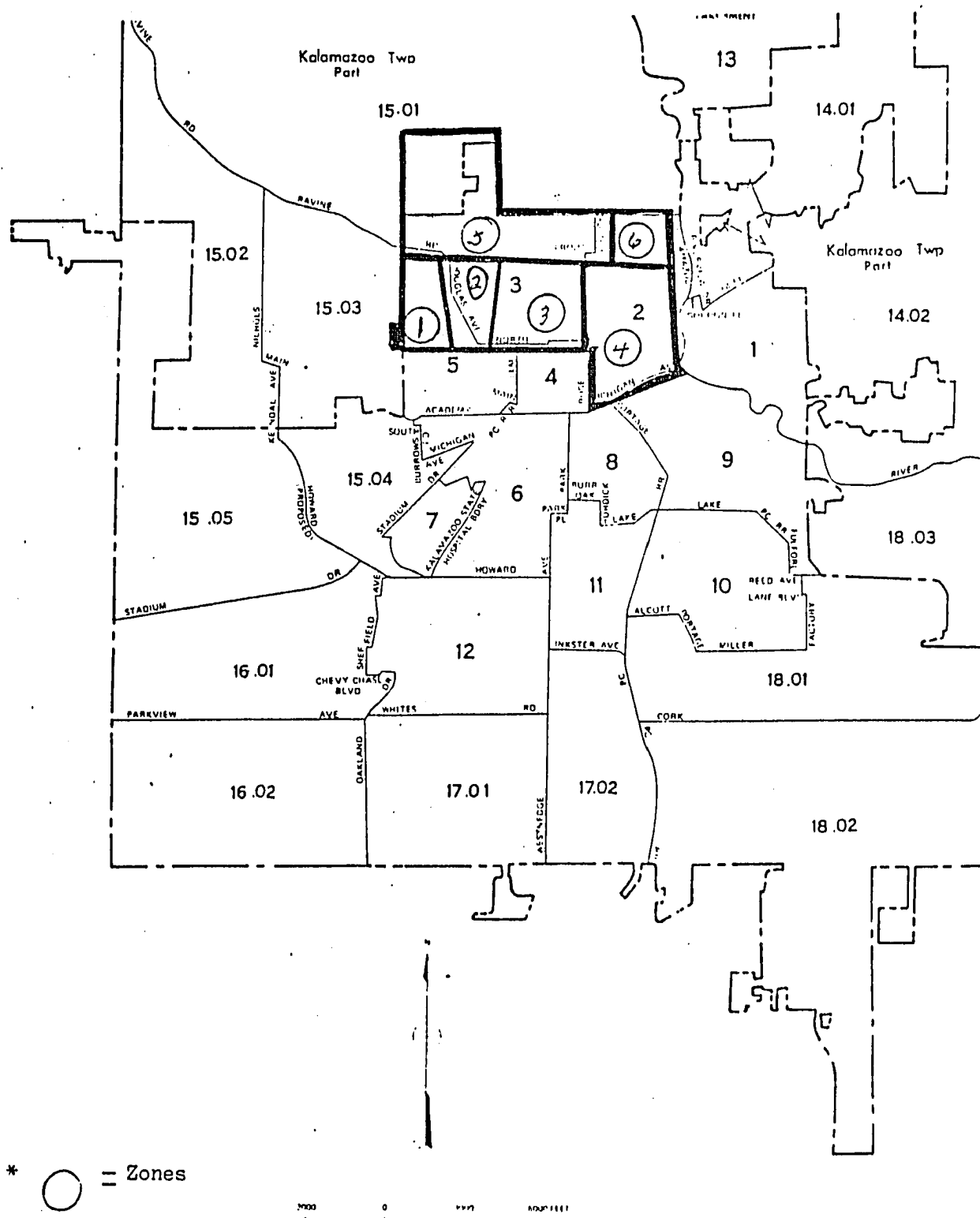
Whole Truth Church of God in Christ

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Appendix P

A Division of Census Tracts 2 and 3 of  
Kalamazoo County into Six Zones



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