

August 2, 2012

TO: Members of the MAG Human Services Technical Committee

FROM: Deanna Jonovich, City of Phoenix Chair

SUBJECT: MEETING NOTIFICATION AND TRANSMITTAL OF AGENDA

Meeting - 1:00 p.m.
Thursday, August 9, 2012
MAG Office, Second Floor, Chaparral Room
302 North 1st Avenue, Phoenix

The next MAG Human Services Technical Committee (HSTC) meeting will be held at the time and place noted above. Members of the Human Services Technical Committee may attend either in person or by phone. Supporting information is enclosed for your review.

The meeting agenda and resource materials are also available on the MAG website at www.azmag.gov. In addition to the existing website location, the agenda packet will be available via the File Transfer Protocol (FTP) site at: <ftp://ftp.azmag.gov/HumanServicesTechnicalCommittee>. This location is publicly accessible and does not require a password.

Please park in the garage underneath the building. Bring your ticket to the meeting, parking will be validated. For those using transit, the Regional Public Transportation Authority will provide transit tickets for your trip. For those using bicycles, please lock your bicycle in the bike rack in the garage.

In 1996, the Regional Council approved a simple majority quorum for all MAG advisory committees. If the Human Services Technical Committee does not meet the quorum requirement, members who have arrived at the meeting will be instructed a legal meeting cannot occur and subsequently be dismissed. Your attendance at the meeting is strongly encouraged.

Pursuant to Title II of the Americans with Disabilities Act (ADA), MAG does not discriminate on the basis of disability in admissions to or participation in its public meetings. Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the MAG office. Requests should be made as early as possible to allow time to arrange the accommodation.

If you have any questions, please call the MAG office.

MAG HUMAN SERVICES TECHNICAL COMMITTEE
TENTATIVE AGENDA
August 9, 2012

COMMITTEE ACTION REQUESTED

1. Call to Order

2. Call to the Audience

An opportunity will be provided to members of the public to address HSTC on items not scheduled on the agenda that fall under the jurisdiction of MAG, or on items on the agenda for discussion but not for action. Citizens will be requested not to exceed a three minute time period for their comments. A total of 15 minutes will be provided for the Call to the Audience agenda item, unless HSTC requests an exception to this limit. Please note that those wishing to comment on agenda items posted for action will be provided the opportunity at the time the item is heard.

3. Approval of the May 17, 2012 Meeting Minutes

The draft minutes for the May 17, 2012 meeting are posted with the meeting materials.

4. Voter Mobilization

Tim Schmaltz, Protecting Arizona's Families Coalition, will share ideas for mobilizing voters and engaging communities to get out and vote.

5. City Leaders Institute (CLI)

The CLI team has been researching best practices for a pilot project for this region. Amy St. Peter, will offer an update of the CLI best practice research and concept paper. Input will be solicited for pilot project sites.

2. Information.

3. Approve the HSTC May 17, 2012 Meeting Minutes.

4. Information and Discussion.

5. Recommend approval of the best practice research and concept paper.

6. HEARTH Act Implementation

An update will be offered on the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act) and how pending regulations will affect the work of the Continuum of Care Regional Committee on Homelessness.

6. Information and discussion.

7. Request for Future Agenda Items

Topics or issues of interest that the MAG Human Services Technical Committee would like to have considered for discussion at a future meeting will be requested.

7. Information and discussion

8. Comments from the Committee

An opportunity will be provided for HSTC members to present a brief summary of current events. HSTC is not allowed to propose, discuss, deliberate or take action at the meeting on any matter in the summary, unless the specific matter is properly noticed for legal action.

8. For information.

AMARICOPA ASSOCIATION OF GOVERNMENTS
HUMAN SERVICES TECHNICAL COMMITTEE
MEETING MINUTES – MAY 17, 2012

COMMITTEE MEMBERS

Tim Cole for Deanna Jonovich, City of Phoenix, Chair
*Mary Berumen, City of Mesa
*Kyle Bogdon, DES/ACYF
*Krista Cornish, Town of Buckeye
+Naomi Farrell, City of Tempe
Jessica Fierro, Town of Gilbert
Janeen Gaskins, City of Surprise
*Laura Guild, Arizona Department of Economic Security
Jeffery Jamison, City of Phoenix
Jim Knaut, Area Agency on Aging
Margarita Leyvas, Maricopa County, Vice Chair
Joyce Lopez-Powell, Valley of the Sun United Way
Steven MacFarlane, City of Phoenix
*Jayson Matthews, Tempe Community Council

+Leah Powell, City of Chandler
+Cindy Saverino, Arizona Department of Economic Security
Christina Avila, City of Avondale
Carol Sherer, Arizona Department of Economic Security/DDD

OTHERS PRESENT

Moises Gallegos, City of Phoenix
Tim Schmaltz, Protecting Arizona Families Coalition

Rachel Brito
Amy St. Peter, MAG

+Those members present by audio/videoconferencing.

*Those members neither present nor represented by proxy.

1. Call to Order

Vice Chair Marge Leyvas, called the meeting to order at 1:03 p.m. She advised Chair Deanna Jonovich was unable to attend the meeting. Introductions ensued.

2. Call to the Audience

An opportunity was provided for members of the public to address the Committee. No public comments were made.

3. Approval of April 11, 2012 HSTC Meeting Minutes

Vice Chair Leyvas called for a motion to approve the April 11, 2012, meeting minutes. Jeffery Jamison, City of Phoenix, requested minor edits to page one and five. Mr. Jamison motioned to approve the minutes as revised. Steve MacFarlane, City of Phoenix, seconded the motion. The motion passed unanimously.

4. MAG Municipal Aging Services Project Update

Vice Chair Leyvas invited Amy St. Peter, MAG, to provide an update on the draft Municipal Aging Services Project (MASP) toolkit. Ms. St. Peter expressed gratitude for the assistance and input from everyone involved in the project. She acknowledged Sarah Griffiths and Cassandra O'Neil, of Wholonomy Consulting, for their efforts; the Virginia G. Piper Charitable Trust for funding the project; and the MAG Human

Services Technical Committee (HSTC) for their expertise in guiding development of the toolkit.

The project began in February 2011 with the goal of identifying the most effective role for local government in meeting the needs of residents age 65 and older. This includes collaborating with other agencies, nonprofits, faith-based groups, community groups and residents. The goal of the toolkit is to support action and offers various resources for people considering different services or seeking assistance. Ms. St. Peter stressed the need for input to ensure the effectiveness of the toolkit.

Ms. St. Peter noted extensive community engagement was conducted with more than 1,300 people through interviews, focus groups and surveys. The purpose was to determine the needs of people aged 65 and older; how they can contribute to the solution, and what concrete actions steps can be taken to help people age in place more successfully. The focus areas that were chosen for the toolkit were a direct result of the community engagement. They include transportation, social participation and volunteering.

The toolkit includes categories on supporting people to age in place, promoting transportation options, increasing social participation, increasing organizational capacity, and utilizing technology. It offers several specific actions that can be implemented as well as detailed information available in the appendix. The toolkit also provides the highlights of the community engagement. The full survey report and focus group results are available on the MAG website on the Municipal Aging Services Project page.

The toolkit was distributed to all stakeholders for review. Positive comments have been received and further input to improve the toolkit is welcomed. Jim Knaut, Area Agency on Aging, commended Ms. St. Peter and staff for their efforts. He encouraged Committee members to invite Ms. St. Peter to offer presentations to their staff and/or other committees. The project has assisted in spurring additional community based initiatives. Ms. St. Peter advised presentations have been offered to various groups including different municipalities, Area Agency on Aging, nonprofits, funders, and senior centers. She acknowledged Leila Gamiz, MAG, for her assistance with conducting the presentations.

Vice Chair Leyvas asked for a motion to recommend approval of the Municipal Aging Services Project Toolkit. Ms. St. Peter requested the motion allow for staff to make grammatical changes as necessary to enhance the document. She noted any significant changes to the document would be brought back to the Committee for review and approval. Mr. Knaut made a motion to recommend approval of the MASP toolkit allowing staff to make grammatical changes and enhancements as needed. Mr. Jamison seconded the motion. The motion passed unanimously.

5. City Leaders institute (CLI) Issues Statement

Vice Chair Leyvas invited Ms. St. Peter to report on the City Leaders Institute pilot program. The kick-off event was held on May 7th and 8th. Ms. St. Peter thanked the Committee for their review of the issue statement and background paper during the last HSTC meeting. She acknowledged the City Leaders Institute team members which include the Area Agency on Aging, City of Phoenix, City of Scottsdale, Benevilla, Sun Health Corporation and the Virginia G. Piper Charitable Trust, for their leadership.

The launch included teams from Miami and San Diego and was a good opportunity to highlight the great work being done in the region. Ms. St. Peter acknowledged Mayor Stanton, City of Phoenix, for his leadership and participation at the event. Throughout the event, the team was able to hone in on the work to address. It was noted Phoenix is one of five regions chosen to participate in the project with the goal of identifying specific actions to help people age in place more successfully. Each region has the opportunity to choose its own area of focus. This region's focus is social participation; the ability for people to be connected with their peers and with the community in a meaningful way that helps them to be less isolated, more connected and live a happier, healthier life.

The team focused on the goal to implement five different pilot projects throughout the region. Ms. St. Peter advised the team is researching models including the Village Model, a grass roots movement that began in Boston; Senior Centers without Walls, a phone-based service from California; and Naturally Occurring Retirement Communities (NORCs). A brief overview of each model was provided. Over the next year, the team will work with other groups who are also interested in these models. For example, the Area Agency on Aging has been working with nonprofits and other partners for the past year. Sun Health has included plans to implement a village model in Sun City in their three year strategic plan. Working with these groups will offer the opportunity to support efforts and leverage resources.

Ms. St. Peter noted the reason for the pilot project is to increase efforts at a regional level. She noted changes happens on a very local level, but to have a true regional impact, efforts need to be implemented, learned from, and replicated. Part of the pilot project would include an evaluation component to determine the indicators that will be tracked throughout the process. This will assist with providing technical assistance to each of the projects, learn from each project, and then implement in the next round of projects. Partners for Livable Communities has assigned two experts to provide technical assistance. They are Andrew Sharlach, University of California, and Kristie Sharp, Atlanta Regional Commission (ARC). Ms. St. Peter noted that ARC recently issued a Request for Proposals for a pilot project to implement the Village model.

The CLI team will meet on May 25, 2012 to review the action plan developed at the launch. The action plan will be presented to the Committee at the next meeting for action. The goal is to have the pilot project identified and in place by next year.

Moises Gallegos, City of Phoenix, commented the format of the launch allowed for great discussion and interaction both as a large group and during the smaller breakout groups. It offered an opportunity to learn about activities occurring in other regions as well as in this region. Mr. Knaut agreed noting the enthusiasm of the group. He noted the importance of having the support of Mayor Stanton and participants with various backgrounds and disciplines.

Ms. St. Peter advised the Committee will be kept informed of activities. Additionally, staff will be contacting various stakeholders seeking participation as a leadership team is formed. She noted two recent appearances on *Horizon* to highlight the regions efforts. Ms. St. Peter along with Carol Kratz and Michelle Dionisio made the first appearance while Ms. St. Peter and Ron Guziak, Sun Health Corp., made the second appearance. Vice Chair Leyvas thanked Ms. St. Peter for the report.

6. Maricopa County Needs Assessment

Vice Chair Leyvas presented the aggregate results of the Maricopa County Needs Assessment. The point in time needs assessment survey was conducted in fall 2011. The eleven Community Action Agencies (CAA) in Arizona all conducted the survey at the same time. It was noted that the Maricopa County survey results do not include the results for the City of Phoenix, City of Mesa, or City of Glendale. It is anticipated an aggregate report for the entire county can be completed at a later date.

A brief overview of the Maricopa county aggregate results was provided. Each CAA had a goal set for the number of surveys they would complete. Maricopa County completed more than 1,400 surveys thereby exceeding their goal. The surveys were completed by clients attending the senior centers and/or CAP offices. A brief overview of the questions included in the survey was provided. Vice Chair Leyvas advised that communities are divided into ten different service areas. Results for a specific area or community are available for anyone interested. It was noted that results to the survey questions vary among the service areas depending on the age level for the population within each community.

Joyce Lopez-Powell, Valley of the Sun United Way, inquired whether the aggregate results can be combined with demographic maps to provide a tool for determining where greater services are needed. Ms. St. Peter advised mapping can be created based on census tract level. The raw data format would need to be reviewed to determine the ability to create a tool using the data. Vice Chair Leyvas advised the census tract level was used when maps were created for the County's reconfiguration. She expressed interest in a comparison of the Needs Assessment Survey results and information collected through the Municipal Aging Services Project (MASP). Ms. St. Peter noted nearly 75 percent of individuals who participated in the MASP survey did not attend indoor facilities operated by a public or nonprofit agency.

Vice Chair Leyvas inquired about the possibility of combining the survey results with those from the City of Phoenix, City of Mesa, and City of Glendale for a complete

total aggregate of Maricopa County. Moises Gallegos, City of Phoenix, advised the City of Phoenix would be willing to provide the data. He noted the City conducts a community assessment for Community Service Block Grant (CSBG) and head start purposes; additionally, the family advocacy center also conducts their own assessments. Mr. Gallegos advised that the City has been working with the Department of Economic Security to conduct a comprehensive assessment. This would offer a cost-effective approach to conducting one overall assessment. He again offered to provide any current and/or future data available. Vice Chair Leyvas offered to contact the City of Glendale and City of Mesa to request survey results.

7. Phoenix Senior Center Survey Results

Vice Chair Leyvas invited Moises Gallegos, City of Phoenix, to present the Phoenix Senior Center Survey results. Mr. Gallegos distributed a copy of the Senior Center survey. The survey had been revamped by the Human Services Advisory Committee, a subcommittee of the Human Services Commission. The survey is conducted twice per year. In April 2012, 1,800 surveys were distributed in English, Spanish and Chinese languages. Of those surveys, 1,200 were returned. Nearly 1,200 surveys were also returned from the previous survey that was conducted in August 2011.

Mr. Gallegos reviewed the results of the survey providing some comparison to the previous survey results. Members ages and reasons for attending the senior centers were discussed. The reason most identified for attending senior centers was for socialization, to be with friends; followed by lunch, also a social activity. Additional reasons included wanting to help others, use of computer services, and to volunteer, among others.

A comparison of results from August 2011 and April 2012 were provided for questions about lunch, customer service, and recommendations for improvement. Center Managers receive individual results applicable to each center. Mr. Gallegos discussed results for Transportation. He noted 57 percent of people drive their vehicles to the senior center compared to 55 percent noted in the previous survey. The second and third highest results were Reserve- a-Ride and friend or family.

Eighty-five percent of attendees became aware of the center through a friend or neighbor. The second highest source was from a church or community newsletter at eight percent. In August 2011, 65 percent attended three or more days per week compared to 58 percent reported in April 2012. Ethnicity and race received a 40 percent and 66 percent response rate respectively. Mr. Gallegos concluded his presentation again noting the survey is conducted twice yearly with results available in aggregate, by center, or by clusters.

Mr. Knaut commended the City of Phoenix noting the positive survey results are indicative of seniors being happy with the services. Mr. Gallegos advised the new Helen Drake Center opened in January and although the center is not too far from where the previous center was located, they have seen a 70 percent increase in people registering to attend.

8. Legislative Update

Vice Chair Leyvas invited Tim Schmaltz, Protecting Arizona Families Coalition, to provide a legislative update. Mr. Schmaltz provided a brief context on the budget noting when the recession began, the state budget was \$10.6 billion dollars. However, the estimated for the real state budget need was \$16 billion. The budget passed this year was \$8.6 billion. Seventy percent of the reductions were made in education (K-12), universities, and health and human services. Mr. Schmaltz discussed tax cuts that were made during the last two years and additional pending funding reductions on the fall ballot. Mr. Schmaltz provided a brief history of the tax cuts leading into the recession. He noted the phased in tax cuts are setting the tone for the next 10 years.

On the positive side, \$39 million for behavioral health services was restored. The estimation was that \$150 million had been reduced. Additionally, \$42 million for Temporary Assistance for Needy Families (TANF) federal funds replacement was restored. However, the concern is that funds were restored by taking a current asset from the Department of Economic Security Division of Developmental Disabilities (DES/DDD) long-term care systems fund. Mr. Schmaltz advised funding for DDD providers have been reduced by 15 percent over last two years and further reducing this funding only shifts the discussion to next year's budget process.

Mr. Schmaltz commented \$450 million was put in a rainy day fund in anticipation of the loss of the one percent sales tax. He discussed the \$4 million set aside to address issues in Child Protective Services (CPS) noting the fast rate at which the foster care case load is increasing. CPS is no longer investigating high priority cases; this affects the most vulnerable population. Mr. Schmaltz stated as good as a \$39 million restoration is, he cautioned everyone not to accept the new normal. Thousands of people are being denied basic needs services. Continuing tax cuts are narrowing the base. Mr. Schmaltz advised the Senate did not allow the public to testify on these issues and hearings were not held on the final budget bills. It was commented that the legislature will use the elimination of the sales tax as a reason for denying funding for services. Mr. Schmaltz noted the Quality Education and Jobs ballot dedicated to health and human services and a new Family Stability and Sufficiency fund that will address poverty, hunger, and homelessness among all vulnerable populations.

Ms. Lopez-Powell discussed important pieces of legislature on the federal level. These include possible severe reductions to the Social Services Block Grant. She cautioned about the HR4966 Sequester Replacement Act. This bill would implement reductions for Supplemental Nutrition Assistance Program (SNAP), Low Income Home Energy Assistance Program (LIHEAP), and TANF funding. The bill may not be as severe as it was originally written, but it will affect services at some level.

It was noted that municipal workers may have limitations on their ability to lobby, but are encouraged to utilize their vote to affect positive change. Vice Chair Leyvas

advised Arizona Community Action Association has a project underway to help agencies develop voter registration drives.

9. Request for Future Agenda Items

Committee members were given an opportunity to suggest topics or issues of interest they would like to have considered for discussion at a future meeting. Committee members were encouraged to email their requests to staff at anytime.

10. Comments from the Committee

Committee members were given the opportunity to share comments or information related to community events.

Vice Chair Leyvas advised there is a move within the state to ensure Community Service Block Grant (CSBG) funding is being utilized for its original intent to ensure compliance. The Maricopa County Community Service Commission has developed recommendations on how to accomplish this. One recommendation under consideration is to reduce the number of CAP agencies that are provided operating funds from eight to possibly five or six agencies. The County has contracts with 10 CAP agencies. Meeting standards and ensuring compliance will also benefit the County should this funding source become a competitive process in the future. Recommendations will be presented to the Board of Supervisors. Future updates will be provided to the Committee.

Vice Chair Leyvas encouraged the Committee to review and/or share with partner agencies and organization information about the Piper Trust Encore Prize. It offers an opportunity to receive \$55,000 for nonprofit and public sector organizations that engage older adults in social purpose.

11. Adjourn

The meeting adjourned at 2:14 p.m. The next meeting is scheduled for Thursday, June 14, 2012 at 1:00 p.m.

Village Concept Paper

Background

Every day for the next nineteen years, 10,000 US adults will turn 65 years old. Furthermore, according to the AARP, 90% of retirees want to stay in their homes during retirement. With these statistics in mind the City Leaders Institute on Aging in Place (CLI) developed a one-year, pilot program focused on making local-level changes to facilitate aging in place. Funded by the MetLife Foundation and implemented by Partners for Livable Communities (Partners), the program selected Five Civic Teams to participate as part of the 2012-2013 class. Greater Phoenix, Arizona was selected as one of these teams with an aim to develop new and enhanced service delivery mechanisms to connect older adults with their peers and with the community, to provide relevant activities and services, and to leverage their talents. This goal to increase social participation among adults 65 years and older was selected as a result of the Maricopa Association of Governments (MAG) Municipal Aging Services Project and the finding that social isolation is a key concern among this age group.

Studies and surveys show that a large portion of seniors are not able to age in place successfully due to the lack of social and practical support around daily living needs. In addition, the high costs from senior housing, home care, and skilled nursing prohibit many middle income seniors from receiving the care and services offered by these facilities. Likewise, existing nonprofit and community-based programs tend to focus on low income populations and not necessarily the middle income. As a result there is a significant gap in service offerings -- from transportation to social, cultural, and educational activities to health and wellness programs -- enabling these middle income seniors to age in place safely and comfortably. With this in mind there is a unique opportunity for the Greater Phoenix Civic Team to make a major impact on a large portion of the local population.

The “Village” Concept

The Greater Phoenix Leadership Team has identified the Village concept as one of the best models to address the issues of social isolation and affordability while allowing seniors to maintain their independence and age in place. Villages are membership-driven, grass-roots organizations, run by volunteers and paid staff who coordinate access to affordable services such as transportation, health and wellness programs, home repairs, social and educational activities and trips. Villages aim to “support the medical, functional, emotional, social, and spiritual needs of older adults,” allowing older adults to remain in their communities, delaying or even preventing the need for institutional care. Encouraging volunteerism, reducing isolation, and creating a sense of community, Villages are person-centered, holistic, and consumer driven. There are currently 66 operating Villages across the country serving approximately 13,000 members – with at least 110 more Villages in development.

Goal and Objectives

The goal for the Village pilot is to be a leading advocate for healthy living by providing social and practical support for seniors aging at home in the community. The objectives of the pilot are as followed:

- Garner involvement in the Village pilot from a significant portion of the target population.
- Lower the risk of health complications associated with aging in place ineffectively.
- Reduce the costs associated with preventable hospitalizations and health complications.
- Enhance the lives of residents by facilitating social connection and access to support services that allow members to remain active and engaged in their communities as they age.

Types of Village Models

- **Grass roots:** Born from the community to serve the community, a Grass Roots Village directly addresses the needs of its community through resident participation.
 - **Ex:** Beacon Hill Village, Ashby Village, Avenidas Village, Santa Barbara Village
- **Hub and Spoke:** Consists of a central organization supporting several spokes in a larger service area.
 - **Ex:** Community Senior Services (Real Connections), San Francisco Village, WISE and Healthy Aging
- **Virtual:** An internet based model that provides the services of a village without specifying any particular service location.
 - **Ex:** WISE Connections
- **Hybrid:** Expands on an established time bank in the launch of more than one village spoke
 - **Ex:** Plumas Rural Services, Tierra Santa Village of San Diego
- **Volunteer First:** Can be constructed like any of the other models but always strives to provide service and coordination of those services through volunteers before going to a vetted service provider. This is a lower cost model and as a result faces issues of sustainability.
 - **Ex:** Capitol Hill Village

Services Provided

The services provided by Villages to their members are offered through volunteers and vetted, discounted providers. Villages are designed as a complement to other existing community approaches to aging and may vary based on existing community resources and the feedback of residents, without duplicating any existing community aging services, a Village should plan to offer residents a network of resources, services, programs, and activities that revolve around their daily living needs. These networks include:

- Practical services: transportation, meal preparation/delivery, grocery shopping, medication delivery, home repair/maintenance, computer assistance.
- Social, cultural, and educational activities: book/movie clubs, dining out/theater groups, walking groups, member-only cultural events, in-home get-togethers, cooking demonstrations, museum visits, symphony rehearsals, play readings, series on financial planning.

- On-going health and wellness activities: mental fitness, physical fitness, nutritional counseling, support for care-givers, in-home health care, weekly phone check-in, spiritual nourishment, transportation coordination to and from doctor appointments and hospital stays.
- Member-to-member volunteer support.

Industry Trends

Due to the evolving needs of individual communities, villages provide a myriad of different services. The following is a sample of common trends identified by researching numerous villages around the country.

- Financially supported from membership dues and grants.
- A large percentage of the members are volunteers.
- One-stop-shop.
 - Volunteer support and engagement
 - Referrals and discounts
 - Health and social opportunities
- Based on Beacon Hill Village.
- Annual dues for individual memberships typically range from \$50-\$900 and average around \$450. Household memberships range from \$100-\$1200, averaging around \$600.⁽¹⁾
- Web portal for easy access to concierge services.
- Transportation is the number one service requested from Village members.
- Continually adapting services to meet the ever changing need of the Village.
- Assistance with personal care activities increases for older members of the Village.
- 50% of villages target ages 50+; 30% target ages 65+⁽¹⁾.

Best Practices

Some of the Villages researched are leading the industry on innovative approaches to meeting the needs of their communities. The following are some of the “gems” discovered in the research.

- 60% of villages offer discounted dues for members with lower incomes ⁽¹⁾
 - On average, 13% of members qualify for discounted dues.
 - The range of qualifying income is \$16K-\$55K.
- Technology assistance for computers and other electronics in the home.
- Student Volunteers.
 - Social media, data base management, photography for special events.
- Home Safety Check to identify and remedy potential household hazards.
- Linkage with Senior Centers.
- Monthly Member meetings include potential vendors so members can become familiar with businesses and the discounted services they offer.
- Ambassador Program where especially satisfied members reach out to community residents to personally communicate the benefits of the Village.
- Partial/Trial Memberships are offered (although not advertised) so wavering prospects can try out the Village before committing to a full year of service.

1) Scharlach, A., Lehning, A., Graham, C. (June 2010). “A Demographic Profile of Village Members.” Center for the Advanced Study of Aging Services, University of California Villages Project.

Next Steps

Gathering Community Input

In planning for implementing a village, the aging well tool kit developed by the Center for Civic Partnerships is recommended. This tool kit introduces the community planning process, offers strategies for engaging boomers, and explains how best to position overall aging well planning effort for success. Specifically, to determine the viability of a Village for the community, focus groups, public forums, and resident surveys should be conducted.

Connect with essential resources

Connecting with local and national resources can help plan and implement a new village by providing access to support and information. Local government, community or senior centers, social service groups and local businesses can help determine which services the village may need to provide and which are already in place.

Additionally the Village to Village Network (VtV) is a great resource for information on existing and planned Villages. VtV is a national peer-to-peer network to help establish and continuously improve management of their own villages, whether in large metropolitan areas, rural towns or suburban settings. The mission of VtV is to enable communities to establish and effectively manage aging in community organizations initiated and inspired by their members. Members of the Village to Village network will be able to leverage resources and experiences from existing Villages.

Summary of Benefits

The benefits of implementing a Village pilot are clear. For seniors living in the community it will provide the social and practical support needed to comfortably and safely age in place. The Village model aligns well with the strategic objectives of both CLI and the Greater Phoenix Leadership Team. Members of the VtV network will gain access to resources and knowledge from launching this pilot program. Local businesses that become preferred providers under the Village model will have increased loyalty from the community. Finally local healthcare systems will benefit from lower costs and expanded support in providing the preventative aging care patients need.

Model	Model Description	Services Provided	Program Structure	Date Started	Where Started	Funding Source	Implementation Costs	Cost to Maintain Program
Contra Costa for Every Generation (CCEG)	Six initiatives carried out by work groups composed of 30-40 volunteers	Addresses six areas of concern: community, housing, transportation, health care and wellness, neighborhood quality of life, and support services.	Steering Committee oversees work groups that oversee task forces.	Oct-04	Walnut Creek, CA	Five funding partners including foundations, endowment, and county.		
Elder Help of San Diego - Concierge Club	Enables older adults to age in place through a comprehensive and coordinated package of services personalized to members' health and social needs.	Personal care coordinator; daily phone calls; preferred provider Network; friendly visits; grocery shopping assistance; escorted transportation; home & garden assistance; pet pals; financial advocacy; sorting/organizing; home safety survey.	Staff consists of 12 individuals; 200 volunteers work directly with members in their homes.	(Elder Care - 1970s)	San Diego, CA	Private foundations; grants; community donors; membership fees(\$100 or less monthly; higher depending on income); fundraising. NOTE: 84% of membership qualify for free service.		2011 Budget for Personnel estimated at 105,930 and other expenses at 151,236 totaling 257,166.
Age-Friendly NYC	Age friendly initiatives in the areas of Community & civic participation; housing; public spaces and transportation; health and social services.	Initiatives span 4 areas: transportation and outdoor spaces, housing, community and civic participation, and health and social services. Initiative examples: placement of extra benches in local area, longer time to cross street, businesses identified as "age-friendly," discounted fitness club fees, free transportation to local supermarkets, expanded eviction protection services for seniors.	Collaborative partnership between Mayor's office; NYC Council and the New York Academy of Medicine.	2007 (plan of action created in 2009)	NYC (part of World Health Organization challenge)	Public/private partnerships	Advocate adapting existing programs to include aging-related concerns and/or incorporating the aging lens into new planning, rather than spending new monies specifically for older adults.	(See "Implementation Costs")
Aging Atlanta	Individual/group collaboration to address three primary goals: promote transportation and housing options; encourage healthy lifestyles; expand information and access.	Transportation and housing: construction of new housing, renovations of existing housing, easier access to transportation other than cars, improved safety of roads and walkways. Healthy lifestyles: encourage physical activity, provide basic and preventative healthcare. Access to database containing info on all available resources and services.	Partnership between 50 public, private, and nonprofit organizations in the Atlanta region.	2002. Project wrapped up and evolved into Lifelong Communities between 2006 and 2007	Atlanta, GA	Robert Wood Johnson Foundation's (RWJF) Community Partnerships for Older Adults Initiative, Private-public partnership.	Initial grant from RWJF: \$150,000. Application for more resulted in: \$750,00 additional funding.	Program evolved into LLC. See box below.

Model	Model Description	Services Provided	Program Structure	Date Started	Where Started	Funding Source	Implementation Costs	Cost to Maintain Program
Lifelong Communities (Continuation of Aging Atlanta)	A set of developed programs, policies, and funding geared toward making it possible for residents of all ages and abilities to remain there for as long as they would like.	Community and homes accomodating in the following areas: healthcare, mobility, transportation, accessibility, architecture, planning, and design	Structured around 3 goals: promote housing and transportation options, encourage healthy lifestyles, and expand information and access.	2007	Atlanta, GA	Environmental Protection Agency, AARP, Robert Wood Johnson Foundation	Bulk of expenses=core-level staff support. RWJF Total contribution: \$900,000 (both Aging Atl and LLC phases). Administration on Aging (AoA) Total Contribution: \$700,000	Varies from year to year depending on projects. Core estimate: between \$200,000 and \$250,000 to keep project moving forward.
Elder Friendly Communities Project	Three stages: 1)needs assessment; 2) community development in selected communities; 3) establishing a sustainable program.			2007	Copper Coast (South Australia)	Office for Aging and Dept. for Families and Communities		
Communities for all Ages (CFAA)	Communities for All Ages is a national initiative that helps communities address critical issues from a multi-generational perspective and promote the well-being of all age groups.	The CFAA approach can be used to address critical issues froma multi-generational, cross-sector perspective; improve wellbeing of people at every life stage; change community norms to reflect a sense of shared fate and collective responsibility for the well-being of all residents.	Develop alliances across diverse organizations and systems; engage community residents of all ages in leadership roles; create places, practices and policies that promote interaction across ages; expands on opportunities and supports to meet needs across the life span.	2002 - first CFAA formed in Arizona through partnership with AZ Community Foundation (ACF).	The national office for Communities for all Ages initiative is at The Intergeneration al Center at Temple University. Currently, there are 25 diverse communiteis in the network.	The national office is funded by W.K. Kellogg Foundation and Ashoka.org The Arizona teams are supported and funded by the Arizonan Community foundation.	Extensive support provided by the national office	Extensive support provided by the national office

Model	Model Description	Services Provided	Program Structure	Date Started	Where Started	Funding Source	Implementation Costs	Cost to Maintain Program
Generations of Hope	GHCs are based on a model of intergenerational living where older adults provide indispensable support to vulnerable parents, children, and youth who, in turn, become instrumental in promoting the well-being of the elders as they age.	Broker of Knowledge and Resources for supporting the development of innovative models or intergenerational living.	Generations of Hope is a 501(c)(3) non-profit organization and licensed foster care and adoption agency. It is a planned intergenerational community housing parents, children and older adults.	1994	The first GHC was Hope Meadows in Rantoul, Illinois. A new non-profit organization, Generations of Hope Development Corporation , was formed in 2006 to support development of more neighborhoods.	Initially, Hope received over 70% of its funding from the State. Today it receives less than 20% of its revenue each year from the State of Illinois — other revenue sources include grants, senior housing rental income, donations, etc. GHDC is primarily funded through the W.K. Kellogg Foundation		For Hope Meadows: Expenses: \$620, 977 (Program services make up 90%) Revenue: \$695,022
Fremont Community Ambassadors Program	The Community Abassadors Program for Seniors, through volunteers, builds capacity to serve seniors in their own communities, language, and cultural norms, where seniors live, worship, socialize, and learn. Ambassadors serve as a bridge between the formal network of social services and faith-based and cultural communities.	Information and referral for services including transportation, housing, health needs, benefits, cash assistance programs for seniors, social security, financial aid, legal aid, immigration and social needs.	Community ambassadors are volunteers who have been trianed to provide information and referral servcies to seniors and their families. Each partner organization has a designated volunteer site coordinator to manage the project. The site coordinator works within his/her respective community to recruit volunteer ambassadors, and manages volunteer retainment, outreach, data, etc. for the organization. The site coordinator reports to the CAPS Program Manager at the City of Fremont.	2007	City of Fremont, Human Services Department	Grant funding; started with a two-year grant in 2007-2009.		

Model	Model Description	Services Provided	Program Structure	Date Started	Where Started	Funding Source	Implementation Costs	Cost to Maintain Program
Village to Village Network	A national, peer-to-peer network to help establish and continuously improve management of their own villages, whether in large metropolitan areas, rural towns, or suburban settings.	Provide villages with a number of resources to help in implementing a village (i.e. calendar of events, conferences, document sharing, videos, forums, and webinars)	Membership-driven organization; run by volunteers and paid staff The mission of VtV is to enable communities to establish and effectively manage aging in community organizations initiated and inspired by their members.	2010	2011 Crystal Drive Suite 800 Arlington , VA 22202 UNITED STATES	Collaboration with Beacon Hill Village and NCB Capital Impact Sponsored by Metlife Foundation, Mitibank Foundation for Rehabilitation, Senior Helpers, Club Express, and Compassion and Choices	The annual membership fee per groups is \$350 Each Primary membership can have 10 Secondary Members and 10 Tertiary Members	The annual membership fee per groups is \$350
Enrichment Mall	Design future community/senior centers to look and feel like a shopping mall.	Café; space for gathering/socializing; food area/congregate meals; fitness area/indoor walking course; store fronts and little shops to offer crafts, computer, book exchange, thrift shop, game room, etc.		Proposed model	Proposed for City of Surprise			
Hudson Valley Home Matters (City and Town of Poughkeepsie, Hyde Park, Pleasant Valley, LaGrange and Wappinger Falls, NY)	Nonprofit organization founded by area residents to give those 50 and older the practical means to continue living active, independent lives in their own homes.	Referrals to service providers, home repair and maintenance, and home health care agencies. Assistance with paperwork, local transportation, and shopping. Access to info on long term care insurance and financial planning. Basic help with computers and other electronic equipment. Social events and cultural programs				Membership Fees: Individual - \$500 annually; household (two or more) - \$700 annually		

Model	Lead Organization Type	Outcome/Impact of Services	Benefits to Community	Implementation Challenges	Local Models	Contact Name	Contact Phone	Contact Email	Website
Contra Costa for Every Generation (CCEG)	Non-profit	Meaningful new roles adults age 50+ in service; more than 230 volunteers.				Grace Caliendo	(925) 941-3100	grace.caliendo@immdhs.com	www.foreverygeneration.org
Elder Help of San Diego - Concierge Club	Not-for-profit	Provides a network of support for Elder populations; over 400 volunteers.	Relieves some responsibilities for caretakers, provides an at-risk population proper care and attention, creates job and volunteer opportunities for others, community members are those being serviced.	Program relies on grant funding, liability issues for in-home care volunteers	2009 received the Nonprofit Management Institute's Award on Organizational Innovation and is a model for programs to provide seniors care at an affordable rate, 55 current 'village' models nationwide.	Leane Marchese	(619) 284-9281 ext.111	lmarchese@elderhelpofsendiego.org	www.elderhelpofsendiego.org
Age-Friendly NYC	Federal Level: Environmental Protection Agency. City, State Level: New York Academy of Medicine (nonprofit), New York City Council, Office of the Mayor	Pilot project for three aging-improvement districts in 2010 and 2011.	Improvements in safety and infrastructure, e.g. longer time to cross the street makes it become safer for everyone, more adequate lighting means better visibility for entire community. Promotion of intergenerational volunteering and learning through partnerships in local non-profits encourages community building.	Affordability of volunteer programs with arts and cultural organizations. City still needs modifications to increase accessibility to public transportation stops (subway and bus stops) for individuals with impaired mobility. Demographic challenges.		Sheila Roher, Senior Policy Associate	(212) 822-7251	sroher@nyam.org	www.nyam.org/agefriendlynyc/
Aging Atlanta	Atlanta Regional Council (nonprofit)	Renovated, aging-friendly community allows elderly to age while remaining relatively independent. Outreach to isolated elderly individuals makes them more connected with the community.	Improvements to housing, transportation, and public safety.	Local officials, planners, developers need concrete examples of what communities would look like. Planning for integration of housing, transportation, and retail and health services. Lifelong Communities challenge existing development patterns and regulations. Local officials need simple, direct guidelines to decide which developments are possible.		Kathryn Lawler	(404) 463 -3296	Klawler@atlantaregional.com	Aging Atlanta: http://agewise.atlantaregional.com/337.aspx , and http://www.agingatlanta.com/ , Lifelong Communities Initiative: http://www.atlantaregional.com/aging-resources/lifelong-communities-llc

Model	Lead Organization Type	Outcome/Impact of Services	Benefits to Community	Implementation Challenges	Local Models	Contact Name	Contact Phone	Contact Email	Website
Lifelong Communities (Continuation of Aging Atlanta)	Atlanta Regional Council (nonprofit)	Residents of all ages and abilities would be able to remain in their Lifelong Communities home for as long as they would like.	Benefits are geared toward setting up the future of any person who wishes to live and remain in the community; people of all ages can benefit from what the program offers	Local officials, planners, developers need concrete examples of what communities would look like. Planning for integration of housing, transportation, and retail and health services. Lifelong Communities challenge existing development patterns and regulations. Local officials need simple, direct guidelines to decide which developments are possible.		Laura Keyes	(404) 463-3243	lkeyes@atlantaregional.com	http://www.atlantaregional.com/aging-resources/lifelong-communities-llc/
Elder Friendly Communities Project									
Communities for all Ages (CFAA)	Non-profit	One national network; eight CFAAs	<p>Policies, facilities and public spaces that foster interaction across generations;</p> <p>Strong social networks that include all ages and cultures;</p> <p>Opportunities for lifelong civic engagement and learning;</p> <p>Diverse and affordable housing and transportation options that address changing needs;</p> <p>A physical environment that promotes healthy living and the wise use of natural resources;</p> <p>An integrated system of accessible health and social services that support individuals and families across the life course</p>	<p>The national office provides each local site with a range of supports throughout each step of their community building process (coalition/team building, community assessment, planning, implementation and expansion/sustainability).</p> <p>Resources provided by the national office include: training and technical assistance, coaching and consultation, coordination of cross-site peer learning opportunities, coordination of annual national conference, development of materials for funding, assessment, planning, recruitment, organizing and communication, and assistance with fundraising.</p>	<p>Communities exist in Ajo, Canyon Corridor, Central City, Concho, Flagstaff, Golden Gate, Pima County, Sedona, Surprise, and Yavapai County</p>	<p>Contact Dr. Nancy Henkin for information on consultation services.</p> <p>Communities for All Ages National Office</p> <p>AZFoundation.org</p>	<p>(215) 204-4324</p> <p>(602) 381-1400</p>	<p>nancyh@temple.edu</p> <p>corita@templeci.org</p>	<p>http://communitiesforallages.org/</p>

Model	Lead Organization Type	Outcome/Impact of Services	Benefits to Community	Implementation Challenges	Local Models	Contact Name	Contact Phone	Contact Email	Website
Generations of Hope	501 (c) (3)	Creation of Generations of hope Communities (Hope Meadows)	addresses key issues facing three generations (senior, family, child). Supportive network for foster children and seniors facing assisted living	gaining local support and finding land	Hope Village in Scottsdale (www.hopevillageaz.org)		217-893-3126 (Meadows)217-363-3080 (GHDC)	contact@generationsofhope.org	http://www.generationsofhope.org/
Fremont Community Ambassadors Program	Municipality	As of July 2010, 138 ambassadors have been trained. There are 10+ partner agencies. Seniors and their families are able to connect with trained ambassadors to receive referral services.				Asha Chandra	(510) 574-2055	achandra@ci.fremont.ca.us	

Model	Lead Organization Type	Outcome/Impact of Services	Benefits to Community	Implementation Challenges	Local Models	Contact Name	Contact Phone	Contact Email	Website
Village to Village Network	Non-profit	The VtV Network helps communities establish and manage their own "Villages." The Network is sponsored through a joint partnership between NCB Capital Impact and Beacon Hill Village and was developed in response to requests from Villages nationwide.	<ul style="list-style-type: none"> •Member-only discussion forums and monthly webinars •VtV Peer-to-Peer learning through webinars and document sharing •Discounted registration VtV conferences and workshops •Member-generated documents and templates •Access to information on funding resources •News on the Village movement nationwide •VtV Network Member directory and searchable US map to find Villages •Access to consultants for Technical Support •Technical Support of the VtV Network site through www.ClubExpress.com or 1-(866)-HLP-CLUB •Discounted, customized website to manage membership and service requests to efficiently create new Villages 			Natalie Galucia	Phone Number (617)-299- 9NET Fax Number (703) 647-3490		www.vtvnetwork.org/
Enrichment Mall						Leslie Rudders	(623) 222-1500	Leslie.Rudders@surpriseaz.gov	
Hudson Valley Home Matters (City and Town of Poughkeepsie, Hyde Park, Pleasant Valley, LaGrange and Wappinger Falls, NY)							(845) 452-4846	info@vhomematters.org	www.vhomematters.org

Model	Number of People served	Target Population	Income level	Role of Seniors	Best Practice examples	BP-Location	BP-contact	BP-website	NOTES
Contra Costa for Every Generation (CEG)		Aged 50+	All	Volunteers					
Elder Help of San Diego - Concierge Club	Nearly 250 served in past year; 2000 provided with information and referrals.	Aged 60+; within specific zip code	Low to moderate; <\$23,000	Serviced through program					
Age-Friendly NYC	More than 1 million adults aged 60+. Reach of program varies with specific initiatives	New York City residents around 60 years of age. Both chronological age and functional ability are taken into account.	Any, though many initiatives, such as those providing low-income housing, are designed to accommodate low-income-earning individuals	Volunteers at arts and cultural nonprofits within community	World Health Organization's first Age-Friendly City, Portland, Oregon. Named "Age-Friendly" in 2008	Portland, Oregon	Alan DeLaTorre, Project Manager, Portland State University's Institute on Aging, aland@pdx.edu, (503) 725-5236	http://pdx.edu/ioa/age-friendly-communities	Promising practice: getting older adults' input on issues that might be or should be addressed. E.g., Age-Friendly NYC asked older citizens about issues that concern them and received input regarding safety concerns regarding older pedestrians. This led to the creation of the Safe Streets for Seniors project withing Age-Friendly NYC program that increased time given to cross street and studies showed that this longer time resulted in lower mortality rates in this area in citizens of all ages, not just older aged.
Aging Atlanta	N/A (Not a service delivery program)	Individuals of 55+ years of age in the Atlanta region.	Any. Housing is accommodated for low- to moderate-income earners.	Do not primarily act as volunteers, coordinators, or organizers, though volunteering through the Retired Senior Volunteer Program is an option.	RWJF's The Community Partnerships for Older Adults Program; AoA's Community Innovations for Aging in Place Project; Philadelphia,PA; Fairfax County, VA; Montgomery County, MD; Howard County, MD.	Varied	Varied	http://www.partnershipsforolderadults.org/ , http://www.aoa.gov/AoA_programs/HCLTC/CIAIP/index.aspx , http://www.pcaagefriendly.org/ , http://www.fairfaxcounty.gov/ncs/cwow.htm , http://www.thehorizonfoundation.org/ht/d/sp/i/1398/pid/1398 , http://www6.montgomerycountymd.gov/hhstmpl.asp?url=/content/hhs/ads/COA/COAWeb/COAIndex.asp	

Model	Number of People served	Target Population	Income level	Role of Seniors	Best Practice examples	BP-Location	BP-contact	BP-website	NOTES
Lifelong Communities (Continuation of Aging Atlanta)	N/A (Not a service delivery program)	Individuals of all ages and abilities, community has special accommodations geared toward comfortable, safe, and independent aging.	All income levels. Access to affordable housing is an aspect of planning	Social interactions with one another to help foster the desired connected, welcoming community. Serviced through program	RWJF's The Community Partnerships for Older Adults Program; AoA's Community Innovations for Aging in Place Project; Philadelphia, PA; Fairfax County, VA; Montgomery County, MD; Howard County, MD.	Varied	Varied	http://www.partnershipsforolderadults.org/ , http://www.aoa.gov/AoA_programs/HCLTC/CIAP/index.aspx , http://www.pcaagefriendly.org/ , http://www.fairfaxcounty.gov/ncs/cwow.htm , http://www.thehorizonfoundation.org/ht/d/sp/i/1398/pid/1398 , http://www6.montgomerycountymd.gov/hhstmpl.asp?url=/content/hhs/ads/COA/COAWeb/COAIndex.asp	
Elder Friendly Communities Project									
Communities for all Ages (CFAA)	<p>Currently there are 25 diverse communities in the Communities for All Ages national network.</p> <p>Communities vary in size due to size of the community in which they serve</p>	intentionally breaks out of age-specific "silos" that create artificial barriers between generations. Each Communities for All Ages site brings together residents of all ages, local institutions/organizations, policy makers, funders, and media to build on common concerns (e.g. safety, transportation, access to services) and create positive community change.	All income levels but primarily lower income communities served	Seniors play as much of role as other members in the community including young adults and children		Arizona has 10 programs	Jacky Alling - AZFoundation.org jalling@azfoundation.org	https://www.azfoundation.org/static/initiatives/communities_for_all_ages.shtml	

Model	Number of People served	Target Population	Income level	Role of Seniors	Best Practice examples	BP-Location	BP-contact	BP-website	NOTES
Generations of Hope		Children caught in the child welfare system, families that adopt children with special behavioral and emotional needs, and retirees who are seeking continued purpose in their daily lives		Seniors: serve as honorary grandparents, agree to volunteer at least six hours per week, and in turn receive reduced rent on apartments. They serve as mentors, tutors, companions, and “grandparents” for the children .	outdoor community spaces,	Hope Meadows, Rantoul, Illinois			
Fremont Community Ambassadors Program		Any senior, or their family, living in the tri-city area (Fremont, Union City, and Newark).							http://www.tceonline.org/

Model	Number of People served	Target Population	Income level	Role of Seniors	Best Practice examples	BP-Location	BP-contact	BP-website	NOTES
Village to Village Network	Currently, eighty-nine Villages are operating across the country, in Canada, Australia and the Netherlands, with another 123 Village in development.								Village Network in Development: contact: Martha L Seaman, Scottsdale, AZ . Phone 602-291-2222 martha.seaman1@cox.net
Enrichment Mall									
Hudson Valley Home Matters (City and Town of Poughkeepsie, Hyde Park, Pleasant Valley, LaGrange and Wappinger Falls, NY)									

Model	Model Description	Services Provided	Program Structure	Date Started	Where Started	Funding Source	Cost to Maintain Program	Type of Lead Organization
Senior and Older Adult Village Models								
General Model: Capital City village		Volunteers are available for household tasks, dog-walking, computer help, transportation to doctors' appointments and errand running, organizing bills/payments. Also provides a list of vetted service providers who often give some sort of discount to CCV members.	Used Beacon Hill Village as a Model. Two full time staff members (Executive Director, Membership and Volunteer Coordinator) and twelve board members (volunteers)	2010	Austin, TX	St. David's Foundation: \$50,000 grant; Membership: (\$650 for single member and \$850 per household)		501c3
General Model: Capitol Hill Village	Villages are membership-driven, grass-roots organizations run by volunteers and paid staff that coordinate access to affordable services. Currently, eighty-nine villages are operating in the United States, Canada, Australia and the Netherlands, with over 100 more in development.	Games and Recreation, End of Life Planning, Health Management, Household Management, Theater, Film, Music, Literature and History gatherings, Cooking/Social events	Used Beacon Hill Village as a model. Four staff members (Executive Director, Director of Volunteer/Outreach, Advisor on Fundraising & Long term care, Office Manager) and over 100 volunteers	2007	Washington, DC	Start up: Trustees adopted two ideas to raise funds: "founding donors" and "charter members." These special options were offered to the community over several months, and, by April 2007, over \$160,000 had been raised	\$170,000 Operating budget	501c3
Hub and Spoke Model: Marin Village		<ul style="list-style-type: none"> •Marin Village office: Provide referrals to agencies • By CVOs: Rides to medical appointments, yard work, pet care, errand running, daily phone calls, walking groups, exercise groups, lectures, events, negotiate discounts for members, check referalls and licensing details 	Central office staffed by 2 full-time employees. CVOs are volunteer-run.	2010	San Rafael, CA	Members (\$200/household) and Foundations	Two full-time staff members (San Rafael office), office headquarters	501c3
Hub and Spoke Model: Pomona Valley Senior Community Services	Rely on a central office and staff to facilitate connections between affiliated Community Village Organizations (CVOs). Each CVO plans its	Senior Companion Program, Senior Help Line, Family Caregiver Support Program, The Enrichment Center Adult Day Program, Retired and Senior Volunteer Program (RSVP), Senior Services Alliance (SSA), Senior Resource Directory, Facilitators for Change A Life Foundation, RSVP Trav	Central office staffed by 12 full-time employees. Board of trustee consists of 18 members. Center distributes timely information through the monthly newsletter, Valley News, to connect older individuals with necessary resources.		Claremont, CA	The CSS Board of Directors has focused on obtaining outside sources of funding, primarily government contracts (over \$8 million) Major Sponsors: Civic Insititutions, Funding from Local Cities, and large Philathropic Sources.		501c3

Model	Model Description	Services Provided	Program Structure	Date Started	Where Started	Funding Source	Cost to Maintain Program	Type of Lead Organization
Hub and Spoke Model: Wise and Healthy Aging	own social activities and has its own volunteer base to coordinate services, the central hub operates as a “county concierge” for its member villages in a central office.	Home care and geriatric care management; Advocacy with MDs, insurance companies, Medicaid and other public program; Support at time of death with funeral/memorial arrangements, helping family members arriving from out of town; Provide one stop, one call for community members; Facilitate connection to existing community services; Build relationships among members, between members and staff, and between Village and larger community	WISE & Healthy Aging is a multi-service, non-profit organization serving seniors. WISE & Healthy Aging is the result of the November 1, 2007 merger between WISE Senior Services (WISE) and Center For Healthy Aging (CHA). The merger created a pooling of a wealth of expertise and resources that furthers its mission-based activities and expands its services and provides for greater community impact.		Santa Monica/Los Angeles CA	WISE & Healthy Aging is partially funded by the State of California General Fund, State of California Department of Aging, County of Los Angeles Community and Senior Services and County of Los Angeles Department of Mental Health, City of Los Angeles Department of Aging, City of Santa Monica, Corporation for National Services, as well as from generous corporate and private philanthropic sources.		501c3
Health Care Based Model: Crozer-Keystone Village	Crozer-Keystone Village is a fee-based program organized by CK Health Services and Funding partners (M&T Bank, foundations) created to help people age 50 and over access reliable, high-quality resources to meet their health care needs as well as many other personal daily living needs. Members enjoy preferred access to trusted services—many offered at a discount.	scheduling medical appointments, reminding about annual screenings and immunizations, interpreting medical bills, following up with health care providers, and accessing at-home services	fee-for-service, member-based program that provides the support of a Crozer-Keystone Village Navigator to assist members with the tasks that may be difficult to accomplish on their own.	2010	Deleware County, PA	Crozer-Keystone Funders and memberships (\$49/mo for couples, \$25/mo single membership)		Crozer Keystone Health System, Not-for-profit
Virtual Village Model	Web based social platform designed specifically for the senior living industry. It integrates social networking, distance learning, community menus and calendars, and an extensive administrator dashboard to help get entire communities online and connected.	The platform gives the users a customized home page that gives them the freedom to choose from any number of activities: sharing and viewing photos, sending/receiving electronic messages, listening to music and audio books, recording their own memoirs and getting updates from their facility	Connected Living’s staff training, resident and family engagement programs, and curriculum are designed to help communities get connected. Regular programming features weekly discussion groups and online activities, social clubs, and educational opportunities.	2007	Pilot in Quincy, MA, but currently serves over 15,600 communities	Membership: (250K per senior center, \$25/mo per individual)		

Model	Model Description	Services Provided	Program Structure	Date Started	Where Started	Funding Source	Cost to Maintain Program	Type of Lead Organization
Time Banking Model: Tierrasanta Village of San Diego	The Time Bank (TB) is the Village's program for members to exchange services, hour for hour, or "time dollar" for "time dollar". TVSD was launched in phases based on membership need. Phase One offers multiple social and educational opportunities and access to the Member Volunteer Program (time bank). This phase requires professional management		TVSD was launched in phases based on membership need. Phase One offers multiple social and educational opportunities and access to the Member Volunteer Program (time bank). This phase requires professional management. Phase Two will be a full-menu concierge service, weekly transportation to the grocery store and weekly exercise classes. Phase Three includes add quality in-home health care oversight.	2012	San Diego, CA			501c3
Time Banking Model: Village Neighbor to Neighbor					2012	Detroit, MI	Kresge Foundation; Southeast Michigan Foundation primary seed funders for program. Costs and membership are based on a timebanking principle (no excess membership costs needed).	
Natural Occuring Retirement Communties								
NORC: Cleveland's Community Options Program	Cleveland's Community Options Program uses its AoA grant money to provide technical assistance and support to four new sites across Ohio that are replicating the Community Options program in Cleveland. The original program has been in operation since 1995 and provides information, referral, and activities to NORC residents. It has substantial financial support from building management, a HUD grant, and resident fees.	Community Options deploys part time on-site resource coordinators to enable seniors in apartment complexes (where they comprise 60% or more of the residents) to access commercial, recreational, health, social and other services and activities that these seniors choose	Resident Advisory Councils developed by program staff	1995	Cleveland, OH	AoA grant; local jewish organizations; membership/residential fees, site visit costs	Annual Budget of (\$700,000)	

Model	Model Description	Services Provided	Program Structure	Date Started	Where Started	Funding Source	Cost to Maintain Program	Type of Lead Organization
NORC: Baltimore's Senior Friendly Neighborhoods (SFN)	Baltimore's Senior Friendly Neighborhoods (SFN) program is targeted to people age 62 and over and provides case management, information and referral services, preventive health screening, recreational activities, and transportation services.	Agencies provide a range of services for seniors including transportation, counseling and case management, health assessments, socialization and recreation. These also may include home repairs and renovations that make their homes accessible, safe, and in good repair. Programs that take place in apartment buildings, community centers, private homes and elsewhere may include lectures, discussion groups, social activities and movies.	SFN Advisory council: Internal entity that represents residents (developed by program staff)		Baltimore, MD	AOA grant; Joint program of CHAI, The Associated: Jewish Community Federation of Baltimore, the Jewish Community Center, Jewish Community Services, and LifeBridge Health Systems; Resident fees (\$15/year)/site visit costs		
Senior Center Without Wall Models								
SSWW: Burke/West Springfield SCWW				Springfield /Greater , VANOVA/ Washington DC region				
Nursing Center Without Walls: New York Health Care Model		Case management, personal assistance, private duty nursing, home delivered meals, respite, personal emergency response system, environmental accessibility adaptations, non-medical transportation, adult day health, counseling and training for nutrition, coping and support, and crisis management						
Nursing Center Without Walls: PACE		The services, based on individual need, may include medical and nursing care, prescriptions, meal planning, home-delivered meals, physical therapy, podiatry, vision and hearing care, dental care, psychiatric services, prostheses and durable medical equipment, caregiver respite, pastoral care, personal emergency response systems, personal care and homemaker services and transportation.	Working alongside local medical facilities (University of Pennsylvania) Teams of nurses, physicians and other health professionals, operating out of comprehensive care centers, draw up a personalized plan for each person enrolled.		Philadelphia, PA			

Model	Outcome/Impact of Services	Benefits to Community	Implementation Challenges	Contact Name	Contact Phone	Number of People served	Target Population	Income level	Role of Seniors
Senior and Olde									
General Model: Capital City village		Supports a healthier neighborhood for all; intergenerational interactions where they were scarce before.	It has been hard to educate seniors and their families about the village concept and its benefits.	Beth Jasper, Executive Director	1 (512) 524-2709	more than 50 members and 20 volunteers	Austin residents aged 50+	Any. Working to make subsidies available for low-income seniors	Relies heavily on volunteers to help members with small household duties and transportation
General Model: Capitol Hill Village	Encourages volunteerism and reduces sense of loneliness among Austin's seniors. Delays/prevents the need for institutionalism.		Making membership available to low-income seniors; Raising funds to subsidize membership & scholarships; implementaiton and evaluation of impact in greater community; sustainabilty for fiscal overhead costs; Building a solid group of donors and supporters for maintaing memberships among low-income persons				Residents of Washington, DC's east side aged 50+	Any. Subsidies are available to seniors who cannot afford membership fees (program called "Membership Plus")* However, difficult to maintain ongoing basis for low-income individuals as Capitol Hill is mostly affluent	Heavily reliant on a large volunteer base (About 85 percent of the services delivered by Capitol Hill Village on a monthly basis are provided by volunteers)
Hub and Spoke Model: Marin Village			Keeping up with differences in service/activity preferences between communities and over time	Melanie Summers, Executive Director	(415) 457-4633		residents aged 60+	any	Volunteers, Chairs of CVO spokes
Hub and Spoke Model: Pomona Valley Senior Community Services		Center connects people, information, resources and communities to enrich the lives of older adults living in Ponoma/East LA/West San Bernadino	Financial Sustainability; Maintaining overhead costs and workforce management; skilled database required; dissemination of information required for Hub-Spoke model	Floy Biggs, CEO	(909) 621-9900 Ext. 229		Residents aged 60+ in eastern part of Los Angeles County and western part of San Bernardino County		

Model	Outcome/Impact of Services	Benefits to Community	Implementation Challenges	Contact Name	Contact Phone	Number of People served	Target Population	Income level	Role of Seniors
Hub and Spoke Model: Wise and Healthy Aging		WISE & Healthy Aging works to promote and improve the well-being, independence and self-esteem of seniors, and to prevent premature institutionalization whenever possible.					Serves low income and frail elderly in Los Angeles region; Based in Santa Monica but reaches out to central cities in Los Angeles Basin. By 2006, WISE was serving 35,000 clients annually, with the help for more than 800 volunteers, making it one of the largest senior volunteer efforts in the country.		
Health Care Based Model: Crozer-Keystone Village		Provide list of pre-vetted service providers for seniors and helped seniors stay in their homes when they would have otherwise moved to retirement centers	Implementation of Dual Bottom line strategy for overall financial sustainability (i.e. mission impact (external) and financial impact (internal). Evaluation survey for finding high impact in community to levy continued support.	Barbara Looby, Administrative Director CK Village	1-800-254-7539		50+ members of Crozer Keystone health system or disabled members 18+	any who can afford membership	Do not volunteer or organize
Virtual Village Model	Connecting seniors nationwide who would have had little/no computer literacy; intergenerational connectedness through online programs	Little planning/coordination necessary by city officials or advocacy organizations; self-sustaining through large member base	Technology gap; Requires extensive training for users to access platform and understand modern social networking; Challenges in sustaining funds for website; content management related issues; maintaining active drive to gain strong user base		617-328-1600	1.9 million seniors in the serviced communities; looking to expand scope	all 35 million + seniors in America	All, with special programs for low-income seniors	Software users who play an active role in the social media networks they create

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Time Banking Model: Tierrasanta Village of San Diego						115 members currently enrolled in the Time Bank Model of tierra santa	Residents aged 50+		
Time Banking Model: Village Neighbor to Neighbor									
Natural Occurin									
NORC: Cleveland's Community Options Program	Frequent contact between seniors, trust building	Integrated existing, naturally occurring trends to provide a comprehensive, well-maintained base of services	Difficulty integrating into other areas of the community (suburban areas with single family homes) and weaving programs into younger demographics' agendas	Julia Pierson	(410) 318-660 x14		Community Options operates programs at: (1) Huntington Green Apartments in University Heights; (2) Sherri Park Apartments in Lyndhurst; and (3) DeVille Apartments in Beachwood.	Any living in the aforementioned communities	Resident advisory councils developed by program staff are how residents become involved in and contribute to the program; resident volunteers help run social activities.

