

June 2, 2014

TO: Members of the MAG Human Services Technical Committee

FROM: Naomi Farrell, City of Tempe, Chair

SUBJECT: MEETING NOTIFICATION AND TRANSMITTAL OF AGENDA

Meeting - 1:30 p.m.
Thursday, June 12, 2014
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
June 12, 2014

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 April 10, 2014 Meeting Minutes

The draft minutes for the April 10, 2014 meeting are posted with the meeting materials.

4. Greater Phoenix Age-Friendly Network

A report will be provided on activities of the Greater Phoenix Age-Friendly Network including a webinar offered on "Messaging Age-Friendly Work"; a Leadership Collaboration Survey, pilot site updates, and development of the funding plan to help pilot sites be more sustainable. The Draft Age-Friendly Initiative Funding Plan will be presented to the Committee for action.

5. Heat Relief Network

Nikki Oxford, MAG, will update the Committee on plans for the 2014 Heat Relief Network efforts and Patricia Contreras, City of Phoenix, will offer an update on heat relief efforts related to older adults.

2. Information.

3. Approve the HSTC April 10, 2014 Meeting Minutes.

4. Recommend approval of the Draft Age-Friendly Initiative Funding Plan.

5. Information and discussion.

6. Human Services Per Capita Funding Study

The MAG Human Services Coordinating Committee and MAG Human Services Technical Committee are conducting a study to develop a regional per capita figure based on municipal per capita data. The preliminary results of the study were shared with individual municipalities to ensure accuracy in the data and to offer an opportunity to make any adjustments. An update will be offered on the Human Services Per Capita Funding Study and next steps.

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. Information.

Adjournment

MINUTES OF THE
MAG HUMAN SERVICES TECHNICAL COMMITTEE
April 10, 2014
MAG Office Building, Chaparral Room
Phoenix, Arizona

MEMBERS ATTENDING

#Deanna Grogen for City of Mesa	Jeff Dean for Jim Knaut, Area Agency on Aging
#Kyle Bogdon, DES/CFSSF	*Margarita Leyvas, Maricopa County
#Jan Cameron, City of Scottsdale	Joyce Lopez-Powell, Valley of the Sun
*Michael Celaya, City of Surprise	United Way
*Krista Cornish, Town of Buckeye	#Caterina Mena, Tempe Community Council
*Naomi Farrell, City of Tempe, Chair	Debbie Pearson, City of Peoria
*Jessica Fierro, Town of Gilbert	Christina Plante, City of Goodyear
*Laura Guild, Arizona Department of Economic Security	#Leah Powell, City of Chandler
#Tim Ward for Ilene Herberg, Arizona Department of Economic Security / Division of Developmental Disabilities	#Cindy Saverino, Arizona Department of Economic Security
*Jeffrey Jamison, City of Phoenix	*Stephanie Small, City of Avondale, Vice Chair
*Deanna Jonovich, City of Phoenix	

*Neither present nor represented by proxy.
#Attended by telephone conference call.
+Attended by videoconference.

OTHERS PRESENT

Christie Saracino, Central Arizona Shelter Services	Rachel Brito, MAG Amy St. Peter, MAG
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1. Call to Order

Amy St. Peter, MAG, called the meeting to order at 1:34 p.m. 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 the January 9, 2014 HSTC Meeting Minutes

A motion to approve the January 9, 2014, meeting minutes was requested. Joyce Lopez-Powell, Valley of the Sun United Way, motioned to approve the minutes.

Christina Plante, City of Goodyear, seconded the motion. All voted and the motion passed unanimously.

4. FY 2015 Title VI and Environmental Justice Program

Ms. St. Peter proceeded with an overview of the draft FY 2015 Title VI and Environmental Justice Program plan. As a sub-recipient of federal funding, MAG is required to develop a new plan every three to four years. The draft plan is moving forward through the MAG approval process and for public comment along with MAG's public participation plan.

Ms. St. Peter noted the plan differs from those developed by partner agencies in that MAG is strictly a planning agency and does not implement projects. The plan focuses on ensuring opportunities for community engagement and full participation in the planning process while reaching out to communities of concern. The Title VI plan is compliant with federal regulations under the Moving Ahead for Progress in the 21st Century Act (MAP-21). It has been updated to include feedback received from all MAG divisions and from communities of concern.

Ms. St. Peter briefly reviewed changes made to the plan including expansion of protections afforded by the Title VI plan to include religion, gender, disability and age; inclusion of the new planning boundaries; updated limited English proficiency plan; the City of Phoenix's new role as the designated recipient for federal funding and Arizona Department of Transportation's (ADOT) modified role; references to bilingual staff and availability of the language line for interpretation; a copy of the complaint form; and a summary to reflect efforts related to development of the Title VI plan.

Ms. St. Peter noted once the plan has been approved by MAG Regional Council, a copy of the meeting minutes will also be included in the plan. The plan was already in compliance with most of the MAP-21 regulations therefore a minimal amount of changes were needed to ensure full compliance. A question was raised on the purpose for the plan. Ms. St. Peter advised any recipient of federal funding is required to have a Title VI plan. The plan was developed to ensure compliance with federal regulations. The plan will be presented for action to the MAG Human Services Coordinating Committee on April 23rd; the Transportation Review Committee on April 24th; MAG Management Committee and MAG Regional Council in May. Upon approval, the plan will be forwarded to ADOT.

Ms. Lopez-Powell motioned to recommend approval of the draft FY 2015 Title VI and Environmental Justice Program. Ms. Plante seconded the motion. All voted and the motion passed.

5. Human Services Per Capita Funding Study

Ms. St. Peter reported on the Human Services Per Capita Funding Study. The purpose of the study is to better understand how human services is defined and funded. She noted studies conducted in past years determined that the definition of human services differs greatly among communities. A list has been developed of what member agencies consider “human services.” Ms. St. Peter advised the services were grouped into basic categories for the purpose of reporting and analyzing the data.

Ms. St. Peter advised the list of services was distributed to member agencies along with a request for input on which services each agency funds. The amount of funding for each line item was not required. Eighteen communities responded to the request. Those that did not respond are mostly smaller communities. Ms. St. Peter noted however that four of the communities that did not respond to the survey have the highest poverty rates in the region. She clarified the poverty rate is not indicative of the availability of funding communities have for these specific services. Ms. St. Peter requested input on changes to the categories or services within. Suggestions were also requested on the best method for reaching out to those communities that did not respond to the survey.

Ms. St. Peter proceeded to review each of the charts provided in the handouts offering opportunities for questions and discussion. It was noted expenditures per capita at the municipal level range up to \$351 with an average of \$41.22 and median of \$13.14. Only two cities spend above \$100; most agencies spend below \$52 per capita. The median and mean were determined using total expenditures divided by the total population for each city or town. Population figures were obtained from Census data.

Ms. St. Peter advised for people living in poverty, the mean for the region is \$293 per capita; the median is \$59 per capita. This was determined by dividing the total expenditure by the total number of persons living in poverty. Ms. St. Peter noted discussion on the importance of including the poverty data as the frame of thought has been that if a city or town has more people living in poverty, they will be spending more on human services. Ms. St. Peter proceeded with a brief overview of the range of municipal expenditures; expenditures per population with income below poverty; and service specific data.

Six municipalities provided information for the chart pertaining to 9-1-1 non-emergency calls. Ms. St. Peter added the consistency of information reported for this particular chart is uncertain. It was noted by Ms. Lopez-Powell that the City of Phoenix Regional Dispatch Center amount of “non-emergent” calls is 67 percent. There was brief discussion on the types of non-emergency calls reported. Ms. St. Peter noted data from this chart may not be utilized due to the low response rate and differences in definition of calls.

Input was requested on the overall report, individual charts, and services. The Committee discussed challenges in determining what category to use for specific services. Ms. St. Peter directed attention to the categorized list of human services in the meeting materials and requested further input on any necessary changes.

Questions were raised regarding “Children, Youth and Family Supportive Intervention Services” and whether this service should be categorized under “People in Crisis.” Kyle Bogdon, DES, offered to research this service to better determine under which category it should be listed. Further discussion ensued regarding “Youth Afterschool/Sports Programs.” It was noted some agencies fund this service through their Parks & Recreation program as opposed to Human Services. A question was raised on how best to reconcile this discrepancy. Ms. St. Peter suggested offering an opportunity for each community to review the charts for their specific city or town to determine if any further changes are needed and to review how they compare to the region.

Discussion ensued regarding “Home Care: Housekeeping, Homemaker, Chore, Home Health Aide, Personal Care, Respite, Nursing Services” and whether this would be best categorized under Services Specific to People with Disabilities. Ms. St. Peter offered to further research this service to determine how it is categorized under the Social Service Block Grant service intents. A suggestion was made to reference the Arizona Department of Economic Security list for categories. A question was raised on the need to discern the populations served through bus tokens and vouchers specifically related to persons with disabilities. Ms. St. Peter noted current data does not differentiate however, she offered to create a separate category specific to transportation in an effort to increase the responses and gather detailed data. A question was raised on whether information should be obtained from Community Action Program (CAP) offices to determine the amount of funding utilized specifically for bus passes and vouchers. Ms. St. Peter advised only if agencies are providing this service should it be noted on the survey; the amount of funding per line item is not required.

Ms. St. Peter acknowledged the Committee for their efforts to provide a comprehensive list of services funded by the cities and towns. Ms. Lopez-Powell advised of a bill in the legislature that was strongly aimed at cities spending money on human services. A question was raised on whether the information provided in the per capita report could potentially have an adverse effect. A recommendation was made to re-name the report Human and Social Services and omit the human services total expenditure chart. It was noted that per capita data is beneficial in showing the needs in the community. A suggestion was made for staff to follow-up with cities that reflect a higher expenditure to gather insight for the overall study.

A question was raised on whether there are plans to identify a trend in per capita spending. Ms. St. Peter advised the goal is to establish a baseline with the current study and potentially identify future trends. A progress report on the study will be presented to the MAG Human Services Coordinating Committee on April 23rd. Staff

will follow-up on questions raised by the HSTC and will also redistribute regional data to communities with only their agency identified. This will allow communities to see how their agency compares to the overall region and also allow an opportunity to make any necessary changes to the data. A suggestion was made to keep the information brief and present it in a manner that would allow for ease of conversation with the cities and towns as a tool to educate and inform about services funded and the potential need to fund additional services. It was noted keeping the information simple and concise will be beneficial when attempting to replicate the data moving forward. Ms. St. Peter confirmed a summary can be developed with a limited number of charts.

Ms. St. Peter summarized next steps including sending the data to communities for review and input; developing a summary that highlights a few of the charts; and bringing the data back to HSTC at a future date. There was no further discussion.

6. Greater Phoenix Age-Friendly Network

Ms. St. Peter provided an overview of activities of the Greater Phoenix Age-Friendly Network. This includes the All Ages, One Region Conference held on March 27th with more than 200 attendees and the Age-Friendly Communities Competition. Congratulations were extended to the finalists and the City of Glendale as the winner of the competition. Ms. St. Peter advised all community nominations are available on www.connect60plus.com.

Ms. St. Peter shared photos and provided an overview of the Best Intergenerational Communities Award presentation in Washington, D.C.; the All Ages, One Region Conference; and the Grantmakers in Aging site visit in Phoenix. Ms. St. Peter highlighted a covenant signed between Elizabeth Banta of Duet and Pit Lucking of Central Village. The covenant acknowledges the two agencies will be working together in partnership.

A brief update was shared on statistics for www.connect60plus.com. Ms. St. Peter advised there has more than 11,000 views of the site as of August 2013. The most viewed pages are the Champion blogs. Staff is researching efforts to continue increasing traffic on the site. An overview of the site and its various features, including the Transportation Provider Inventory, was provided. A question was raised on how the Transportation Provider Inventory links to AZ 2-1-1. Ms. St. Peter advised both sites share information in an effort to keep each updated on the most current resources. A recommendation was made to provide a link to the inventory from the AZ 2-1-1 website.

Ms. St. Peter highlighted the Champions web page and requested input in identifying individuals, including youth, who would be interested in blogging on the site. She noted the site is multigenerational and bloggers should be reflective of all ages. Ms. Lopez-Powell suggested connecting with the Baltz School District Youth Advisory Council. Additionally, she advised of the Destination Graduation program designed

to help kids in seventh and eighth grade successfully transition into high school. It was noted that high school dropout rates can be predicted by performance in ninth grade. Both options would offer students a great opportunity in working towards their futures. Ms. Lopez-Powell and Ms. St. Peter will follow-up to explore these options further.

Two additional features that are being considered for the site are opportunities for viewers to “like” or “share” a page and translation of the more pertinent information on each page into Spanish language. Ms. St. Peter concluded her overview of the site.

7. 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. No items were requested.

8. Comments from the Committee

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

Ms. St. Peter advised a presentation by Dana Naimark of Children’s Action Alliance will be offered at the next MAG Human Services Coordinating Committee. Members of HSTC were invited to attend. There were no further comments.

The meeting adjourned at 2:42 p.m. The next meeting is scheduled for May 8, 2014, at 1:30 p.m.

Maricopa Association of Governments * Greater Phoenix Age-Friendly Network
Draft Age-Friendly Initiative Funding Plan

Executive Summary

People and communities are stronger when every person has the opportunity to contribute their time, skills, and insights. Without an intentional focus, some people may be forgotten or cast aside, leaving them vulnerable and alone. The individual suffers. The community suffers as well when talents go untapped and unleveraged. Creating connections across generation ensures no gift or person is wasted. The Greater Phoenix Age-Friendly Network was formed as a multi-disciplinary approach to create and sustain such connections. The purpose of this funding plan is to analyze funding trends across the country, identify viable strategies to financially sustain the pilot sites emerging as part of the network, and provide opportunities for the community to participate in this work.

A combination of interviews and a focus group inform this funding plan. The Arizona Grantmakers Forum assisted with the effort by identifying areas throughout the country that are similar to this region either by demographic composition or funding environment. Fifteen interviews were conducted with villages, or membership-based organizations designed to assist older adults in living independently in their homes. One interview was conducted with a time bank in Sedona, Arizona. Time banks facilitate the exchange of services from neighbor to neighbor. In addition, a small focus group was held with philanthropic representatives convened by the Arizona Grantmakers Forum and Virginia G. Piper Charitable Trust. The results from the focus group and the interviews were analyzed to produce the following strategies.

- Raise the awareness of the project through volunteer generating activities.
- Engage new funders locally and nationally.
- Engage the community in the philanthropic process.
- Leverage partnerships outside the traditional philanthropic circle to develop new opportunities that are mutually beneficial.
- Develop a one to one ratio of members to volunteers.
- Fully leverage local foundations.
- Institute sustainable membership fees and/or supplement with untraditional funding sources such as universities.
- Partner with a nonprofit agency to act as an incubator.
- Collaborate with local government to launch and support new initiatives.
- Cultivate a private donor base.
- Solicit corporate sponsorships.

Support is sought for the following pilot sites:

- Central Village: an intergenerational time bank and village in Phoenix.
- Tempe Neighbors Helping Neighbors: an intergenerational village in Tempe.
- Northwest Valley Connect: a membership-based transportation program for older adults living in Surprise, Sun City, Sun City West, Peoria, El Mirage, and Youngtown.

Working together, we can increase the connections older adults have to people of all ages in a financially sustainable model. More information on these efforts is available at www.Connect60Plus.com.

Introduction

The Maricopa Association of Governments (MAG) Greater Phoenix Age-Friendly Network seeks to create meaningful opportunities to connect older adults with people of all ages in their community. The Network was created in 2012 with support from the Pfizer Foundation, Grantmakers in Aging, the Metlife Foundation, Partners for Livable Communities, Virginia G. Piper Charitable Trust, and an array of talented partners. Together, these partners are supporting communities in developing their own response to how best to leverage the time and talents of people 60 years plus. The network provides assistance in reaching out through community engagement, analyzing community assets and needs, and in the development of pilot projects. This funding plan is provided to ensure the long-term sustainability of the pilot sites by offering an analysis of funding strategies employed by similar projects nationwide, relevant strategies and steps to be used by the local pilot projects, and contact information for further exploration. The end outcome is to provide the tools and tips needed to develop financially sound models that will stand the test of time.

Methodology

This plan was built through two activities including a focus group with local philanthropic entities and by interviewing one time bank¹ in Arizona and 15 Villages nationwide.² Of the four pilot projects underway currently, two are launching Villages (Central Village in Phoenix and Tempe Neighbors Helping Neighbors) and a third is considering this model (Scottsdale). Benevilla and Sun Health are building Northwest Valley Connect, a membership-based transportation program in the Northwest Valley. Considering that transportation is generally the most requested service of Villages, the lessons learned here may be of value to the Northwest Valley Connect as well.

Philanthropic Focus Group

On March 6, 2014, the Arizona Grantmakers Forum organized a focus group with the Arizona Community Foundation and Virginia G. Piper Charitable Trust. BHHS Legacy Foundation was unable to attend but is providing feedback on this plan separately. These local foundations represent the region's leading experts in intergenerational and age-friendly initiatives. Among those present, there was a combined total of nearly 40 years' experience in these fields. The representatives included the following:

- Marissa Theisen, President and CEO, Arizona Grantmakers Forum, 15 years in philanthropy
- Marilee Dal Pra, Vice President of Programs, Virginia G. Piper Charitable Trust, 12 years in philanthropy
- Keva Womble, Philanthropic Advisor, Arizona Community Foundation, 12 years in philanthropy

During the focus group, the findings from the village interviews were reviewed. The following strategies were added based on the experience and expertise of the focus group participants.

¹ Time banks facilitate the exchange of services among individuals and organizations. As a person gives an hour of assistance, they earn credit they can use to receive an hour of assistance from another member of the time bank. Membership fees are generally low. For example, the Sedona Verde Valley Time Bank charges \$25 a year.

² Villages are membership-based organizations built by and for older adults who continue to live in their homes as they age. The movement started in Beacon Hill, in the Boston, Massachusetts area. In Villages, residents define their community, generally as a geographic area. They identify what they need to remain living in their homes. The services in highest demand are typically transportation, home/yard care, and socialization activities. The residents also define what they are willing to contribute to make these services available. Membership fees range with an average of \$350 a year.

- *Raise the awareness of the project through volunteer generating activities.*
The strategy is that people who volunteer for an entity or cause or more likely to donate money to that entity or cause in the future. The following are examples of local volunteer activities that occur on an ongoing or annual basis, providing ample opportunity to recruit support throughout the year.
 - Martin Luther King Day of Service
 - Hands on Phoenix volunteer projects

- *Engage new funders locally and nationally.*
Research targets and recruit relationships with the following entities among others.
 - Chase
 - Robert Wood Johnson Foundation
 - Thunderbird Charities

- *Engage the community in the philanthropic process.*
The Greater Phoenix Age-Friendly Network strongly focuses on building community capacity. This includes cultivating leadership among the people being served, as well as providing a continuous mechanism for all voices to be heard and shape the project. An additional strategy for building capacity is to have community members provide funding to sustain the project through the following ways.
 - Set up an account and pitch the project through crowd funding such as Kick Start.
 - Create a model similar to the Jacobs Center for Neighborhood Innovation, a nonprofit agency in San Diego that supports residents to design, fund, and implement positive changes and programs in their neighborhood. More information may be found at <http://www.jacobscenter.org/index.html>.
 - Participate in Arizona Gives Day, an annual event facilitated by Arizona Grantmakers Forum and the Alliance of Arizona Nonprofits. Corresponding events may be held the same day to raise awareness about the opportunity to donate funds to a nonprofit agency and to facilitate the exchange.
 - Recruit a volunteer lawyer to assist people to amend their wills to leave part of their estate to the pilot projects. This can be supported by a endowment strategy within each pilot site.
 - Pilot project members with more disposable income might be able to subsidize membership fees for members with less income.
 - The pilot project can bring members when meeting with potential funders to help tell their story. This can be particularly impactful and a good complement to more quantitative data.

- *Leverage partnerships outside the traditional philanthropic circle to develop new opportunities that are mutually beneficial.*
There are many talented leaders in the region outside the traditional philanthropic circle whose work is deeply affected by the significantly increasing numbers of older adults. These partnerships can be explored to find productive intersections between their work and this project. The following are examples of promising places to implement this strategy.
 - Kimber Lanning, Local First, could provide access to businesses that want to market to older adults who may subsidize the pilot projects.
 - Local governments could potentially provide amenities such as free transit passes for people who volunteer or support the pilot projects.

- David Mitchell, Arizona AARP State Director, could help market the pilot projects and recruit volunteers and funding in Arizona. Jennifer Wallace Brodeur, national AARP office, might be able to assist nationally.
- Nora Hannah, Experience Matters might be able to place a volunteer or fellow with the pilot projects. Funding to support the position could be solicited from local funders.
- Patrick McWhortor, Alliance of Arizona Nonprofits, might be able to provide a VISTA volunteer for the pilot projects.
- Local businesses might be engaged in the following ways:
 - Provide funding to be included in a local business directory specialized for each pilot project.
 - Businesses might also be persuaded to help subsidize the memberships of their customers or patients, particularly if the project is providing transportation to their business.
 - Opportunities to conduct safe product testing might also provide valuable field research for companies with new products and income for the pilot project.
- Local medical facilities might be encouraged to provide a physician's assistant to make house calls for pilot project members, decreasing the need for transportation.
- Local foundations often provide funding to open villages. Foundations may also be approached to subsidize memberships for people with low incomes.

Village Interviews

From November to December 2013, a total of fifteen Villages across the country were interviewed to better understand their funding strategies and environment. The Villages were identified in cooperation with the Arizona Grantmakers Forum with the priority of identifying similar models in similar funding environments and/or demographic composition. For a listing of all Villages in these areas, please refer to the corresponding spreadsheet in the attachments.

Full interviews were completed with the following Villages:

- West Coast
 - Ashland at Home in Oregon
 - Tierrasanta Village of San Diego
- Southwest
 - Sacramento Mountain Village in New Mexico
 - North Campus Community Project in New Mexico
 - A Little Help in Colorado
 - Capital City Village in Texas
- Midwest
 - Supporting Active Independent Lives in Wisconsin
 - Bayley Be Connected in Ohio
- Northeast
 - Wellesley Neighbors in Massachusetts
 - Neighborhood Falmouth in Massachusetts
 - Staying Put in New Cannan in Connecticut
 - SPRYE in New York
 - East Falls Village in Pennsylvania
- Mid Atlantic
 - Capitol Hill Village in Washington, DC
 - Brandywine Village Network in Delaware

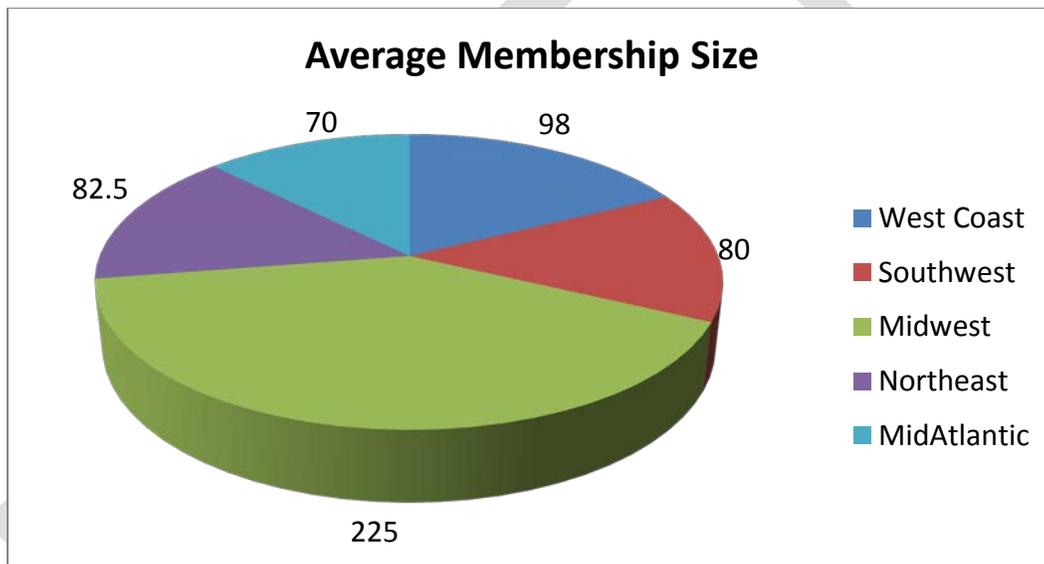
The interviews were conducted over the phone with follow up conducted via email. The results were analyzed by MAG and Arizona Grantmakers Forum to ascertain trends (findings in common) and gems (unique but compelling findings that were reported by one or two Villages but which might have impact for all). The findings are reported in the next section.

Findings

The findings from the interviews for the fifteen Villages were aggregated by sub region and analyzed for trends and gems. For a summary of the results in table form, please refer to the corresponding table provided with this report. Highlights of the results are as follows:

Findings related to structure

- The average tenure of the Villages is five years with a range from eight years to three and a half years. This is consistent with the relatively short time Villages have been in operation.
- Membership size varies from a low of 70 people to a high of 225 people with an average of 123 people. This keeps Villages local and personal.

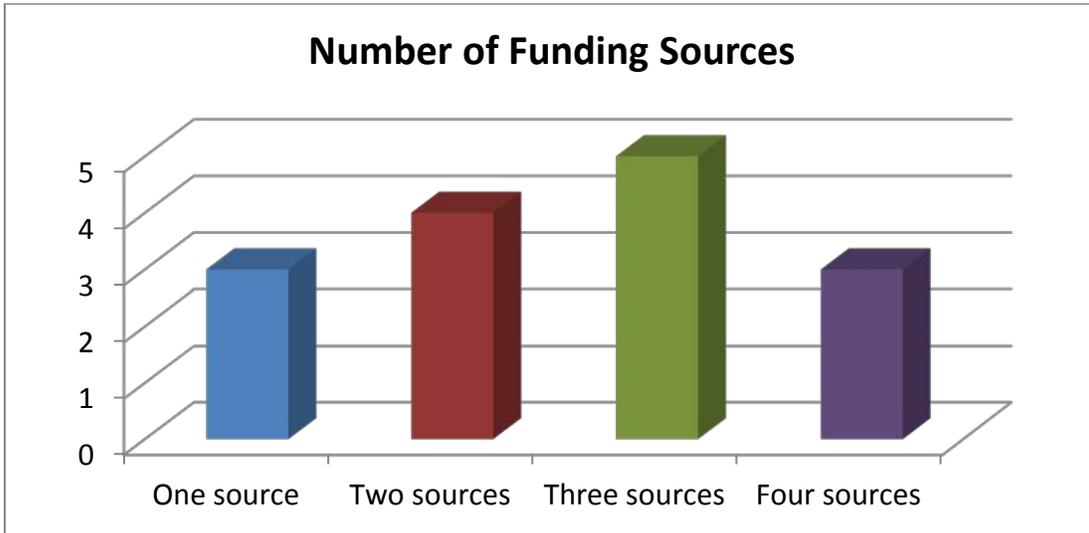


- For Villages reporting the number of volunteers they work with, the average number is 112 with a high of 300. This means the ratio of members to Villages is nearly one to one (123 members to 112 volunteers). This has concrete implications for Villages as they recruit both members and volunteers.
- Consistent with national research, transportation is reported as the most common service Villages provide. This aligns well with local research about the need for transportation as people age.
- Villages most often report costs for having an Executive Director, office space, and insurance.

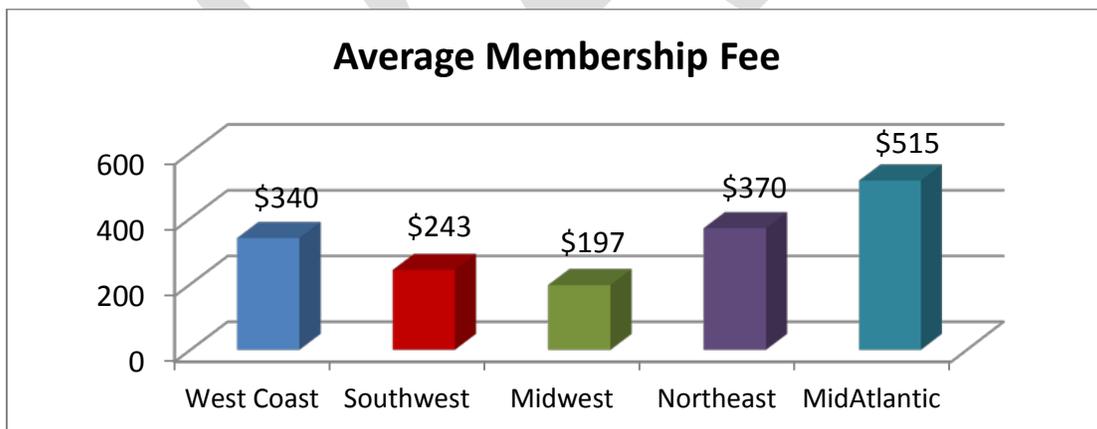
Findings related to funding

- The Villages report receiving support from one to four different funding sources with more than half (53 percent) reporting three or more sources of support. Twenty percent reported having three funding sources and another 20 percent report having four sources of funding. Just over one out of five (27 percent) report having two funding sources while the highest number, 33

percent, report having three funding sources. This impacts the diversity of funding sources the local sites should seek.

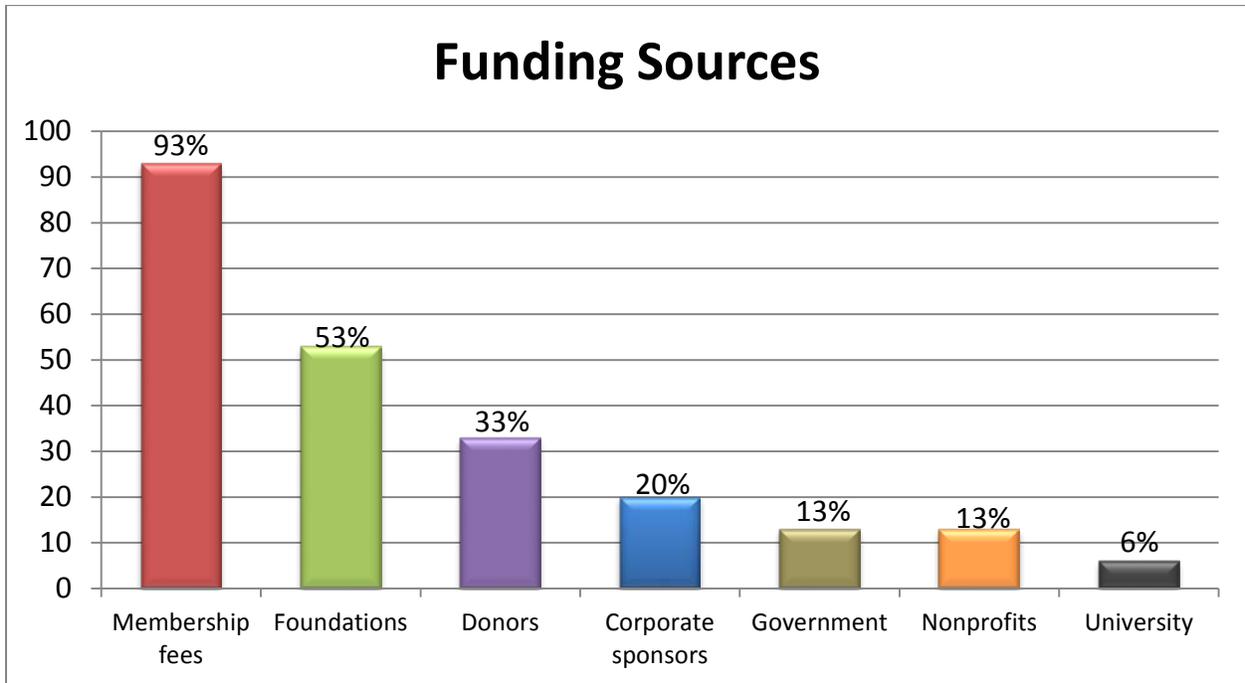


- All but one village reported charging membership fees with an average annual fee for an individual of \$333. This is significantly higher than the annual fee charged by the two local Villages at \$60 a year. The use of volunteers and a time bank model may accommodate the lower fee charged locally. In total, 93 percent of Villages report charging membership fees. The highest membership fees were charged in the Mid Atlantic area, followed by the Northeast. The lowest membership fees were charged in the Midwest area, followed by the Southwest.



- Foundations are the second highest reported revenue source at 53 percent. Foundation funding was cited especially as Villages were just launching.
- Fundraisers were the third highest reported revenue source with a range of events such as annual pledges, garage sales, and special events such as wine tastings and concerts.
- Individual donors and benefactors were reported by one out of three Villages, mostly in the Northeast. This strategy can be cultivated more in other areas of the country.
- Corporate sponsorships were cited less often with one out of five Villages reporting this arrangement.

- Government grants and assistance from nonprofit agencies were tied at sixth place. Government grants came from federal, state, and local sources.
- One village reported receiving assistance from their local university. Considering the presence of Arizona State University in Tempe, this may be an area to be developed locally.



Time Bank Interview Summary

Due to the low membership fees the local villages are charging and their corresponding reliance on volunteers and members to provide services, there are important similarities between the villages and time banks. One village, Central Village, is one of three villages in the country that is also a time bank. Because of this relationship and these similarities, an interview was conducted with the Sedona Verde Valley Time Bank, the only other time bank in Arizona at this time.

The Sedona Verde Valley Time Bank was opened in 2010 with support from the Yavapai United Way and a Communities for All Ages grant provided by the Arizona Community Foundation. Thanks to the grant support, the time bank did not charge fees for the first two years of operation. In 2012, the time bank established membership fees of \$25 for an individual, \$40 for a family, and a sliding fee scale for those in need. Foundation and municipal grants supplement membership revenue. This funding covers the staffing and operations costs. The time bank as of April 2014 has 75 members.

Strategies for Long-Term Sustainability

Based on the national research and local characteristics, the following strategies are recommended in the categories of trends and gems. Trends are insights or strategies that were common to a number of interviews. They represent practices that are widespread and important to the success of a new initiative or pilot project. Gems are examples of the path less taken, unique alternatives that nevertheless impart success. These were not as often cited during the interviews, but represent good opportunities to have a positive impact. Both trends and gems contribute to the long-term financial

sustainability and have real implications for the pilot projects underway as part of the Regional Age-Friendly Network.

Trends

- *Develop a one to one ratio of members to volunteers.*

This will help keep costs down and will build capacity in the community. A Little Help village in Denver, Colorado has twice the number of volunteers to their members (300 volunteers to 150 members). Central Village's time bank is another way to build capacity with the opportunity for all members to give their time. In a time bank, every member gives a service and gets a service. Every service is valued the same and is an effective equalizing measure.

 - A Little Help, www.alittlehelp.org, (720) 242-9032
 - Central Village, Julie Bordelon, City of Phoenix, julie.bordelon@phoenix.gov
- *Fully leverage local foundations.*

This will sustain the pilot project, particularly through critical periods such as start up. For example, the Regional Age-Friendly Network would not be possible without support received from Virginia G. Piper Charitable Trust, Pfizer Foundation, Grantmakers in Aging, MetLife Foundation, and Partners for Livable Communities. In order to successfully secure funding, it is vital to understand the priorities and challenges facing funders. To this end, the Arizona Grantmakers Forum developed a study about better engaging additional funders to support age-friendly programs. Their report is useful for anyone contemplating securing an invitation to foundations to support their work.

 - Arizona Grantmakers Forum, <http://www.arizonagrantsmakersforum.org/>, (602) 977-2756 ext. 108
- *Institute sustainable membership fees and/or supplement with untraditional funding sources such as universities.*

While village membership fees in the Southwest are among the lowest in the country, at \$60 a year for an individual the local membership fees are still substantially lower than the average even in the Southwest. This is a point of serious consideration for the local pilot projects. Models such as the time bank or a strong volunteer base can help a project keep costs in alignment with the revenue. Even with low costs, the Sedona Verde Valley Time Bank needed to implement a membership fee after two years of offering free membership. Consistent with the other projects in the Southwest, the local community here has not displayed an appetite for higher membership fees. A balance will need to be struck between offering an appealing membership fee and meeting the financial needs of the project. The North Campus Community Project in Albuquerque, New Mexico, does not charge a membership fee at all and utilizes untraditional funding mechanisms such as university funding. This may have special relevance for the local pilot projects given their relatively low membership fees and the strong presence of Arizona State University and other academic institutions in the area.

 - North Campus Community Project, www.nccpn.org, (505) 268-6097

Gems

- *Partner with a nonprofit agency to act as an incubator.*

Launching any new project requires a significant amount of time and funding on a long-term basis to ensure success. Having a parent organization act as an incubator can better leverage existing resources and diminish duplication. The Brandywine Village Network in Wilmington,

Delaware, launched as a program of Jewish Family Services. By having a parent organization, the village saves on overhead and does not have to conduct independent fundraising. Even with these benefits, the village still charges \$500 annual for an individual membership. A reduced membership of \$200 a year is available for those wanting less than a full membership. Locally, Benevilla and Sun Health are working collaboratively to incubate Northwest Connections. They have worked out a way to work together that has been formally approved by their respective boards.

- Brandywine Village Network, <http://www.brandywinevillagenetwork.org/>, 302-478-9411
 - Benevilla, <http://www.benevilla.org/>, Michelle Dionisio, mdionisio@benevilla.org
 - Sun Health, <https://www.sunhealth.org>, Jennifer Drago, jennifer.drago@sunhealth.org
- *Collaborate with local government to launch and support new initiatives.*

Given the significant increases in population and the diverse interests and priorities of people turning 65 years and more today, it behooves local governments to be on the cutting edge of changes in the way aging is addressed. There are simply too many people who want a very different way of life to continue business as usual. The more progressive, responsive governments are embracing these changes as opportunities to strengthen their communities. East Falls Village was formed in 2010 with a two-year grant from the State Economic Security office in Pennsylvania. This gave the support needed to launch the village that supports 100 members today with annual individual membership fees of a mere \$125. In a similar manner, the City of Tempe is providing funding to assist the Tempe Community Council and Tempe Neighbors Helping Neighbors launch the City's first village, one of the first in the State of Arizona. This demonstrates the effectiveness and importance of having government be part of new initiatives underway.

 - East Falls Village, <http://www.eastfallsvillage.org/>, (215) 438-7479
 - Tempe Community Council, Kate Hanley, kate_hanley@tempe.gov
 - *Cultivate a private donor base.*

Attracting the interest and support of private benefactors can be a significant source of funding. Three out of the five Villages interviewed in the Northeast reported success in this area. This reduces the fundraising burden and results in a robust menu of services that can be offered. SPRYE in Rye, New York, collected \$100,000 in private donations prior to launch. Members of Wellesley Neighbors in Wellesley, Massachusetts, prepaid their membership by one year to support the launch of the village in 2011. Their neighboring village, Neighborhood Falmouth, opened with seed money from private donations as well. Approaching individuals can be an intimidating endeavor but is certainly worth it, as evidenced by the success of these three Villages.

 - SPRYE, <http://www.sprye.org/>, (914) 481-5706
 - Wellesley Neighbors, <http://wellesleyneighbors.org/>, (781) 283-0417
 - Neighborhood Falmouth, <http://www.neighborhoodfalmouth.org/>, (508) 564-7543
 - *Solicit corporate sponsorships.*

Two out of the three Villages tapping into corporate sponsorships are located in the Southwest. This may bode well for the pilot projects locally to do the same. A Little Help and North Campus Community Project, both previously mentioned in reference to other strategies, employ corporate sponsorships to help supplement either free or relatively low membership fees. The third village to use corporate sponsorship is Supporting Active Independent Lives (SAIL), started

in 2002 as a Naturally Occurring Retirement Community (NORC) and evolving into a village in 2005. SAIL also operates a lifeline type program that provides revenue for the village. This is an example of social entrepreneurship that can fund villages. Located in Madison, Wisconsin, this village invites local merchants to support the village. This supplements a relatively low membership fee of \$150 a year for an individual.

- Supporting Active Independent Lives, <http://www.sailtoday.org/>, (608) 230-4321

Opportunities for Support

Three pilot projects have launched new age-friendly initiatives. Descriptions of the pilot projects are provided below with the three following goals:

- Highlight the work underway in the pilot communities
- Raise awareness about the kinds of costs and activities associated with age-friendly initiatives
- Solicit support for the pilot communities

Central Village

Central Village formed from All Saints Episcopal Church and Day School with support from the City of Phoenix. The village has applied for 501(c)(3) status as a nonprofit agency. The village and time bank are both intergenerational and open to the members of the public within a three mile radius around Bethany Home and Central Avenue. Central Village is seeking to raise \$30,000 in grant funds to support the following activities:

- Matching members with assistance from other members in areas such as transportation, home and yard care, cooking, technology, tutoring, and research
- Providing access to information and referral for needs such as transportation
- Subsidized transit passes
- Subsidized tickets for arts and cultural events
- Marketing and outreach
- Office coordinator and time bank coordinator
- Scholarships to subsidize memberships for people with low incomes
- Office operations

Tempe Neighbors Helping Neighbors

Tempe Neighbors Helping Neighbors is a 501(c)(3) nonprofit agency with a history of serving older adults and people with disabilities. The Tempe Community Council is assisting the agency to evolve into a full scale village. As a village, the agency is providing a range of services including transportation, home and yard care, etc. The serve delivery area is the entire City of Tempe with clusters of members located throughout the city. The village is open to all ages with a focus on people aged 60 years plus. Tempe Neighbors Helping Neighbors is seeking to raise \$41,000 in grant funds to support the following activities:

- Rides for older adults to medical appointments, grocery shopping, etc.
- Marketing and outreach
- Scholarships to subsidize memberships for people with low incomes
- Executive director
- Office operations

Northwest Valley Connect

Northwest Valley Connect was formed by Sun Health and Benevella to be a 501 (c)(3) separate nonprofit agency. The purpose of the agency is to provide a membership-based transportation program for older

adults living in Surprise, Sun City, Sun City West, Peoria, El Mirage, and Youngtown. Mobility management services are an integral feature of the program to triage requests for transportation. A “one call, one click center” is planned to offer a centralized way for members of the public to access transportation services and information. Northwest Valley Connect is seeking \$80,000 in grant funding to support the following activities:

- One call one click center operations
- Mobility management
- Rides to medical appointments, grocery shopping, etc.
- Marketing and outreach
- Scholarships to subsidize memberships for people with low incomes
- Executive director
- Office operations

Conclusion

Across the country and in this community, Villages and pilot projects are growing new models for sustainability. These models impart lessons and insights for others to follow. The strategies identified in this document may help sustain the local pilot projects and project a healthy path for others to take in the future. Given time, more strategies will be added as communities discover ways to support the expanding and diversifying options for the years after 60.

For more information, please visit www.Connect60Plus.com or call MAG at (602) 254-6300.

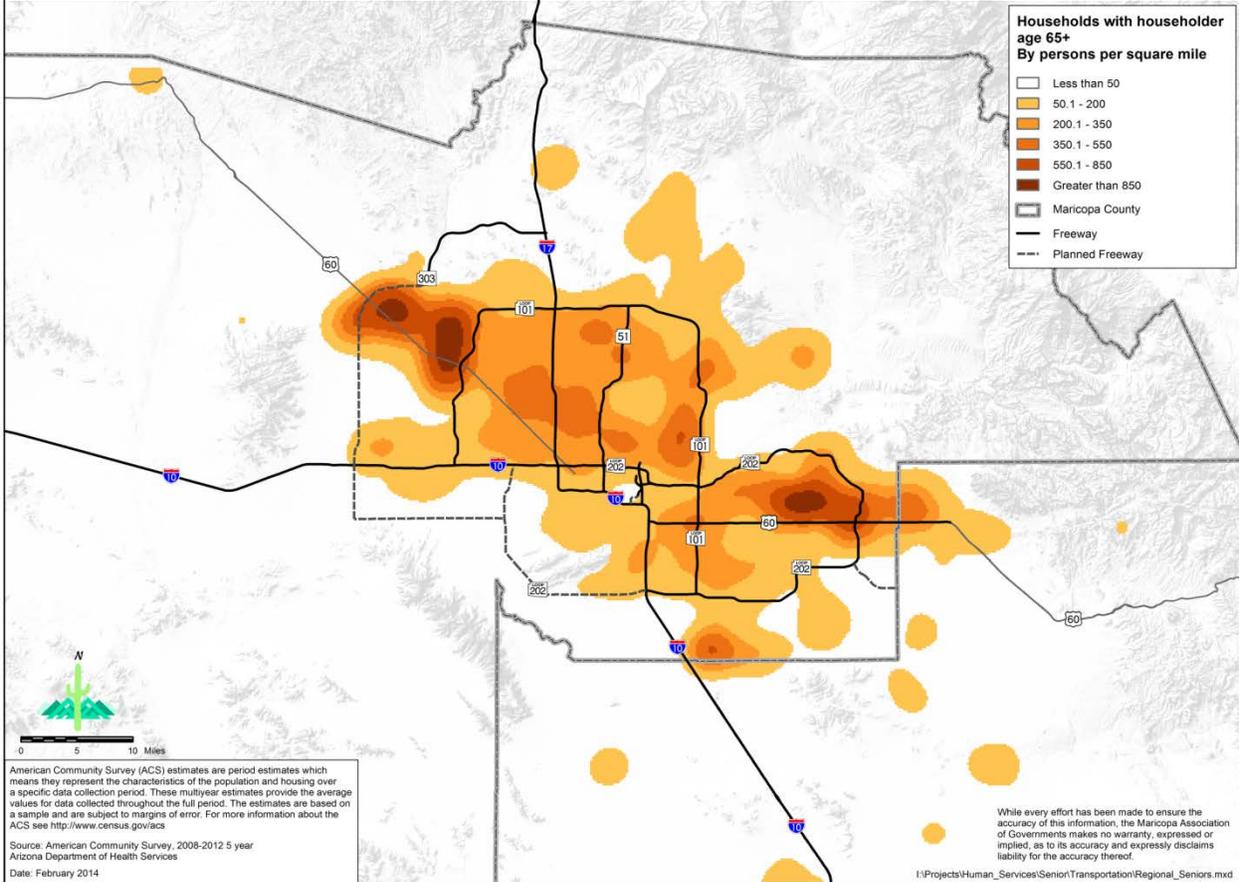
(next steps: add executive summary)

Attachments

Older Adult Transit Access Maps

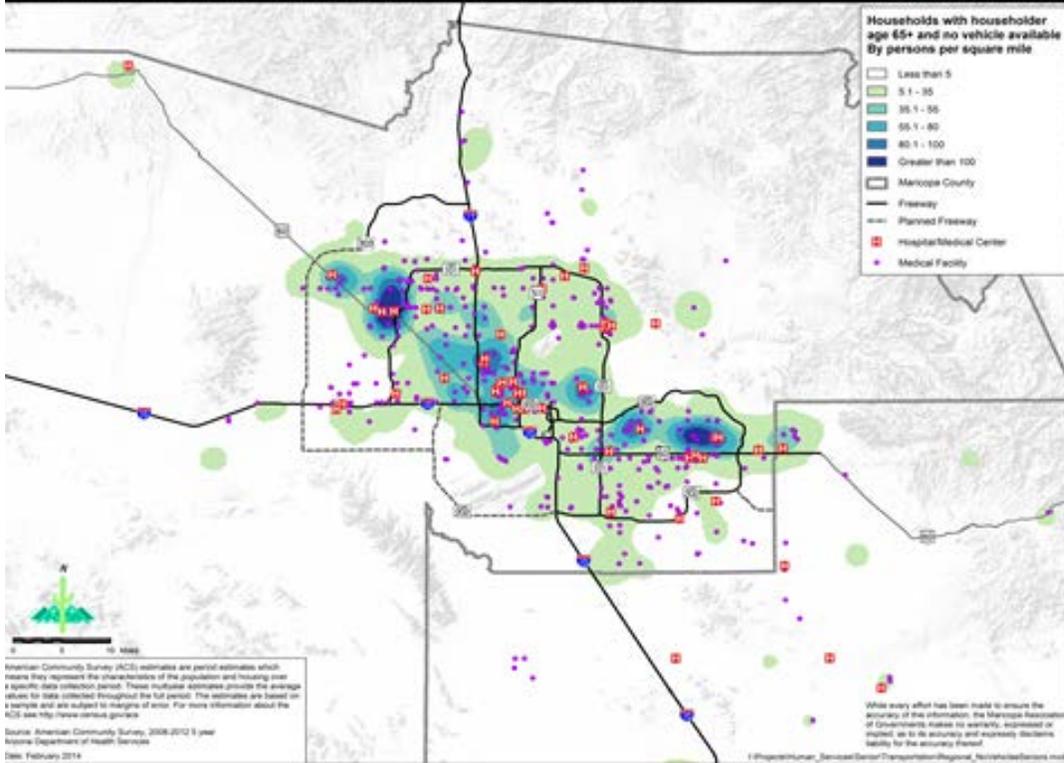
The following maps denote the locations of older adults without vehicles, the proximity of medical facilities, and the access (or lack of) to transit. This reinforces that better access to transportation is needed throughout the region. While there are pockets with very limited transit, even areas that seemingly have access to transit need to be mindful of conditions that might inhibit access such as poor sidewalk conditions, limited frequency of service, crime, seasonal conditions such as rain or extreme summer heat, and varying levels of permanent disability or temporary limited ability such as returning from dialysis treatments. Access to transportation deeply affects a person’s ability to live the lives they want in a healthy, safe manner. It also affects the community that may be deprived of a person’s talents and time if they cannot engage and contribute to their community. Businesses will also suffer financially if older adults are no longer purchasing goods and services. Hospitals will be penalized when people are readmitted too soon into the hospital because they could not travel to needed medical services after a procedure.

Households with householder age 65+

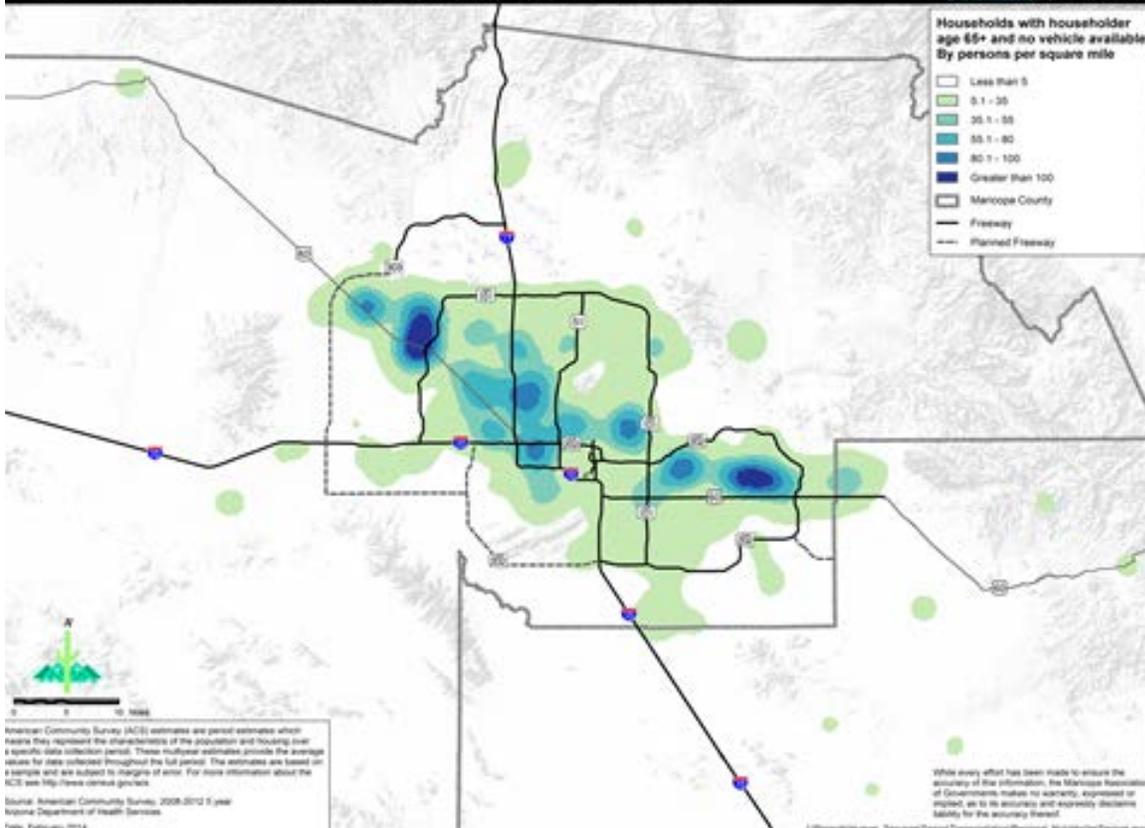


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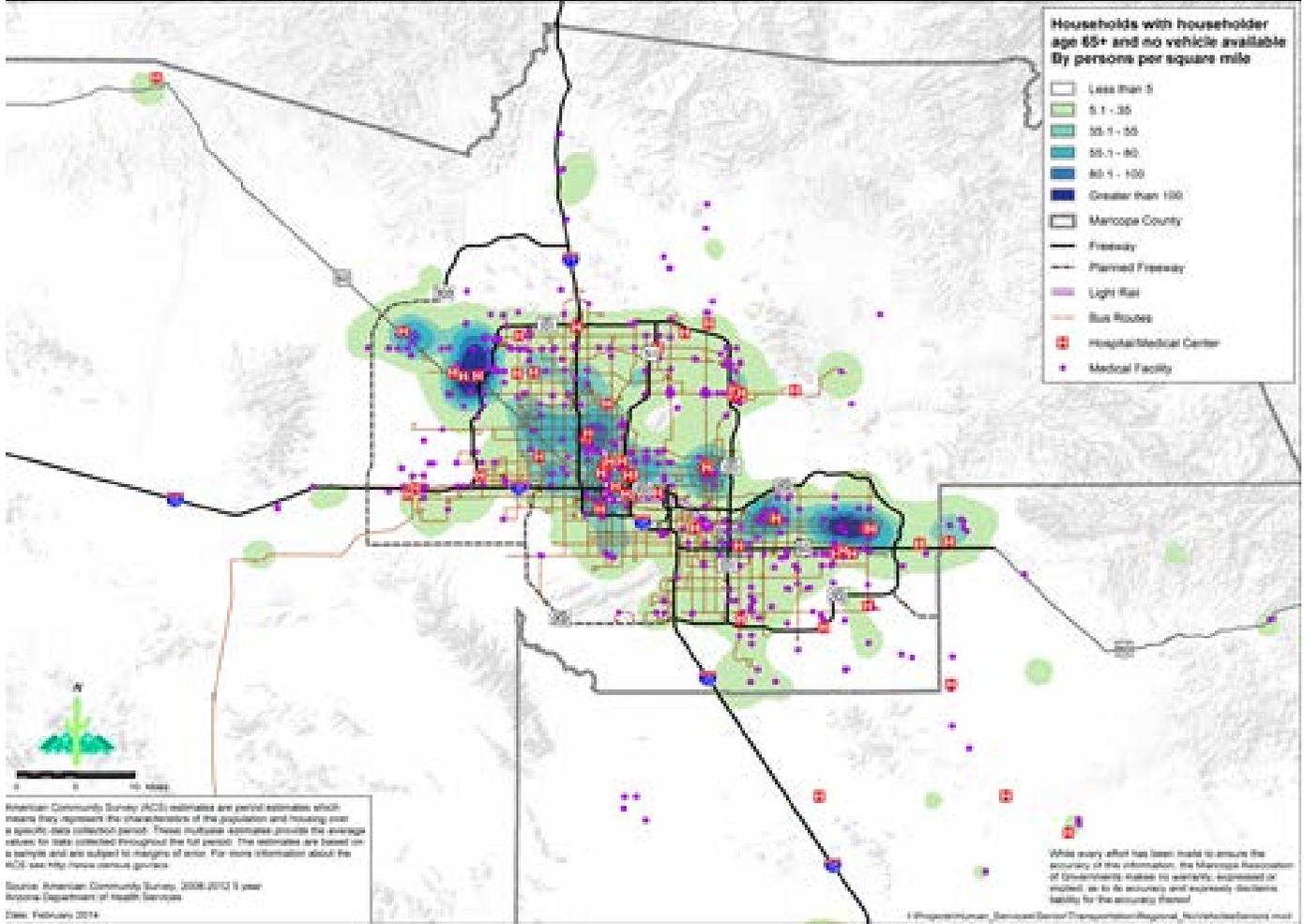
Households with householder age 65+ and no vehicle available



Households with householder age 65+ and no vehicle available



Households with householder age 65+ and no vehicle available



Village Interview Data

Location	Status	Name	When established	# members	Initial funding	Dues or fees	Services	sustainable funding	Expenses	Other comments
West Coast				How many volunteers					Staff	
Ashland, OR	Open	Ashland at Home	Grassroots for 4 years Established 2010	40 members 46 trained volunteers	None	Individual \$500/yr. Couple \$600/yr.	Transportation to medical personal errands, handyman services, pet checks, no medical assessments	None	One P/T Executive Directors comp office space	Aging in Community Strong Intergenerational campaign - Train members to ask for help.
San Diego, CA	Open	Tierrasanta Village of San Diego	Established 2007 2010 5013c	156 members 100 volunteers	Not sure - how much but private funding	Individual \$180 Couple \$288 31% of expenses	Transportation in conjunction with Jewish Family Services, meal delivery, wellness program, social programs	Active campaign for grant writing (1 per month) wealthy donors, Archstone grant, runs out in Sep 2014	3 F/T One executive director, one admin and 1 grant writer. Insurance	
Southwest										
Ruidoso, NM	Open	Sacramento Mountain Village	Formed 2006 501(3)c	Between 50/60 members Need dedicated volunteers	Help New Mexico \$4,000	Individual \$100/yr Couple \$150/yr	Transportation very rural 40 miles to Dr.	Fundraising and grants / Car Tour / Garage Sale	Office space/Insurance \$2,300 1P/T employee 16.0 hrs	
Albuquerque, NM	Open	North Campus Community Project	2010	40 +		Currently no charge: elderly, disabled and health challenged.	Transportation	Local corporate sponsors, fund raisers, University of NM, in-kind donations/partnerships	Expenses: Insurance and vetting of volunteers	
Denver, CO	Open	A Little Help	2005 grassroots with neighborhood, 2008 Launch village	150 members 300 volunteers		Individual \$225/yr Couple \$250/yr making up 10% of funding required	Transportation, Service Saturdays and Sequel Saturday (transition to Winter/Spring)	Corporate sponsors 50% /Grant funding 30% other: CO gives days/fundraiseing donated in kind gifts/phone-a-thon/participant donations	Expenses:2.5 staff/ office space/utilities/ meeting costs/volunteer vetting/insurance/water bottles with corporate sponsors	
Salt Lake City UT	Dev	Utah Senior Village								
Austin, TX	Open	Capital City Village	2010		St. David's Foundation \$50,000 grant	Individual \$650 Household \$850	Household tasks, transportation to medical and grocery, list of vetted services, computer help and dog walking.		Two F/T staff (Executive Director and Membership/Volunteer coordinator (12 member board)	
Midwest										

Madison, WI	Open	Supporting Active Independent Lives	2002 Was a NORC opened 2005	390 members 290 households	As a NORC was given \$341,000 federal funding but required to spend in 17 months	social membership \$150/yr full service \$330/yr	social - events, vetted services full- comp health review, transportation, daily check-in, educational programs	annual appeal, local merchant funding, support for the local CCRs on annual basis	3 F/T One executive director, one admin and SOS person	The SOS service is like a life-alert monitoring service. They added as another revenue source. Marketing approach is vitally important to membership
Cincinnati, OH	Open	Bayley Be Connected		60 members	Initial funding from the Sisters of Charity 2 years	Individual \$65 Couple \$90	Transportation connection, vetted services, fitness, education, social = joined ITN as a corporation Jan 2014	Annual fundraising but support from the Sisters of Charity and local foundation	1 F/T Exe. Director with a good board of directors. Also have funded students from College of Mt.St. Joseph	Bayley Life encompasses an entire campus of opportunities. They have cottages and other residences that they began to offer village services to assist. They work with the college and the Sister of Charity.
Northeast										
Wellesley, MA	Open	Wellesley Neighbors	Planning 2009/2010/2011 Opened Nov 2011 pop 30,000 12% older adults	145 members	Private donation, prepaid one year in advance from town meetings and grassroots promotion, one local grant funder	Individual \$390 Couple or more \$510/year	Member vetted referral list, transportation support, events, educational association with Wellesley College	Heavy volunteer, membership fees, annual individual donations	1/2 staff Director, small office, events. Insurance	The village has a membership at the Wellesley college club, has access to pool and indoor track facilities, has monthly educational series. Good for college and village
North Falmouth, MA	Open	Neighborhood Falmouth	Established 2008	Seasonal 100 members 60 volunteers	Seed money from private donations	Individual \$600/yr Couple \$900/yr	Transportation -75% technical services/monitor homes when away/financial and tax services/emergency pet services/spring cleanup/	Local grants, annual fundraising appeal \$26,000, other benefits wine tasting, concerts,	1 full time director 1/2 time assistant, in-home office, looking to relocate, insurance \$2,600 for D&O, drivers and staff.	Prior to launch, the public meeting, they collected deposits, put them in escrow and got committed interest prior to providing services.
New Canaan, CT	Open	Staying Put in New Canaan	Established 2006 7th year	330 members 250 households 120 volunteers 60 drivers	Matching grant from local foundation \$10,000	Individuals \$375/yr households \$500/yr 12% special membership reduced fee	Transportation -10,000 rides annually, care management, no financial advisement	Annual mail fundraising &230,000. some local grants.	Annual budget \$240,000 with 2.5 full time staff, office space, insurance \$4,000 for D&O, staff, volunteer drivers and umbrella.	Sustainability: Need a talented, active board to run committees, fundraising, social, etc. Need to build the relationship with members
Rye, NY	Open	SPRYE	2009 development Launch Oct 2011 501(3)(c)	Initially 50 members Now 110 members 50 volunteers 35 are drivers	Collected from private fundraising \$100,000 prior to launch	Individual \$360/yr Couple \$480/yr "scholarship" subsidy program \$50/\$60	Transportation, winter and spring home prep	annual fundraising/benefit \$35,000	Reduced office space, 1 full time staff member, Insurance \$1000/yr Canvas the community for an attorney to do pro bono work.	They belong to a Aging in Place Association (9) members in their county. Meet monthly, share ideas and apply for regional grants.
Philadelphia, PA	Open	East Falls Village	Established 2010	100 members all volunteer	Grant funding for the State Economic security office \$20,000 -24 month grant	Individual \$125 Couple \$175 Sustain member \$300 Sponsor Member \$500	Transportation, in home visits, technical assistance handy man work - No medical assessments	None yet	100% volunteer staffing No office, Just a cellphone	

Washington, DC	Open	Capitol Hill Village	2007	100 volunteers	Founding donors and charter members raised \$160,000 for startup	530/year individual	Recreation, end of life planning, health management, educational and social gatherings		Operating budget of \$170,000/yr. Four F/T staff members: Executive director, Director of volunteer/outreach, fundraising and office manager	
Wilmington, DE	Open	Brandywine Village Network	part of a program through Jewish Family Services Formal launch of village 2012	70 members 110 volunteers	Startup through Jewish Family Services	Individual \$500/yr Couple \$750/yr social membership \$200 no service only programs	1. Care Management – Master’s level social worker assessment and needs, 2. Volunteer services, 3. Preferred provider referral 4. social enrichment programs	Funded through Jewish Family Services - no independent fundraising	2 Full time: Executive Director and MA Social Worker, office space/insurance by JFS	Make sure the software you select provides the value and task you need perform. Don't over pay for tasks not needed. Be cognizant of file security and file management.

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Heat Relief Network 2014

FAQ's about the Heat Relief Network

Q: What is the Heat Relief Network?

A: The Maricopa Association of Governments (MAG) coordinates the Heat Relief Network, a network of service providers, faith-based groups, municipalities, businesses and caring citizens mobilizing to provide hydration and heat refuge for people in need.

In 2013, there were 73 hydration stations and refuge locations throughout the valley. Network participants provide water and refuge for people needing heat relief.

Homeless Shelters are full and sadly have to turn people away. The network offers a place for people to go who would otherwise be on the streets.

Network participants can serve as a collection point for water bottle and basic needs donations. In 2013, there were 66 water collection points in the valley. The network is voluntary and open to any agency or organization wanting to join.

The ultimate goal of the Heat Relief Network is to prevent heat-related deaths.

Q: Why is the Heat Relief Network Important?

A: A number of heat-related deaths during the summer months tragically underscore the importance of recognizing the dangers of extreme heat.

July is typically the most deadly month in Arizona when it comes to heat caused deaths.

The high daytime temperatures coupled with the high nighttime temperatures makes this time of year very dangerous. The high night temperatures do not allow for the body to cool down and can result in more people being at risk.

According to the National Weather Service, the Phoenix area averages 110 days of temperatures above 100 degrees. It is important to protect yourself from the dangers of heat exhaustion and heat stroke.

Prolonged exposed to heat can affect anyone. Even healthy people should take precautions during extremely high temperatures.

Vulnerable populations like older adults, children, people who are experiencing homelessness and those who work outdoors, need to take extra precautions.

Q: What is being done to educate the public on the dangers of the heat and provide heat relief?

A: MAG has partnered with non-profit organizations, the faith-based community, cities and towns in the region, and others to educate the public on the dangers of the heat and provide heat relief maps.

Two maps will be created to indicate heat relief resources available in the community. The *collection map* provides regional locations that are collecting bottled water and other donations such as clothing, unopened sun block, and food items for those who are in need. The *hydration and refuge map* indicates regional locations that people can go to for water, refuge or both. The maps will be available on MAG's Website at www.azmag.gov.

Q: Where are the maps being distributed?

A: Heat Relief Maps will be distributed at public libraries, family service centers, food banks, shelters, municipalities, emergency rooms throughout the region, and by emergency responders.

Q: What are some important tips to avoid heat-related illness?

A: Some tips to avoid heat-related illness are:

- ✓ Increase fluid intake, regardless of activity level. Staying hydrated is extremely important.
- ✓ Limit exercise or outdoor activity between the hours of 11am and 3pm.
- ✓ When outdoors, wear a sunscreen with a minimum SPF 15 and re-apply often. Wear a hat, lightweight clothing and sunglasses.
- ✓ Rest frequently in shady or cool areas to give the body's temperature has a chance to recover and cool down.
- ✓ Never leave infants, children or pets inside a parked vehicle.
- ✓ Check on elderly neighbors to make sure their air conditioning is working and in use. Take advantage of free air-conditioning by visiting locations like shopping malls, the library or other heat refuge locations provided on the map.
- ✓ For other tips to stay safe and hydrated in the summer heat, go to the MAG Website at www.azmag.gov .

Q: What can people do if they want to help?

A: Donations of bottled water are needed. If you would like to contribute bottled water to the Heat Relief Network, you can donate to any of the regional collection sites listed on the collection map.

Never leave children or pets inside a parked vehicle.

Help to educate your friends and neighbors on the dangers of extreme heat.

Check on your elderly neighbors to ensure they are staying cool.

For additional information on regional heat relief efforts, please contact Brande Mead, MAG Human Services Program Manager at (602) 452-5060 or bmead@azmag.gov.

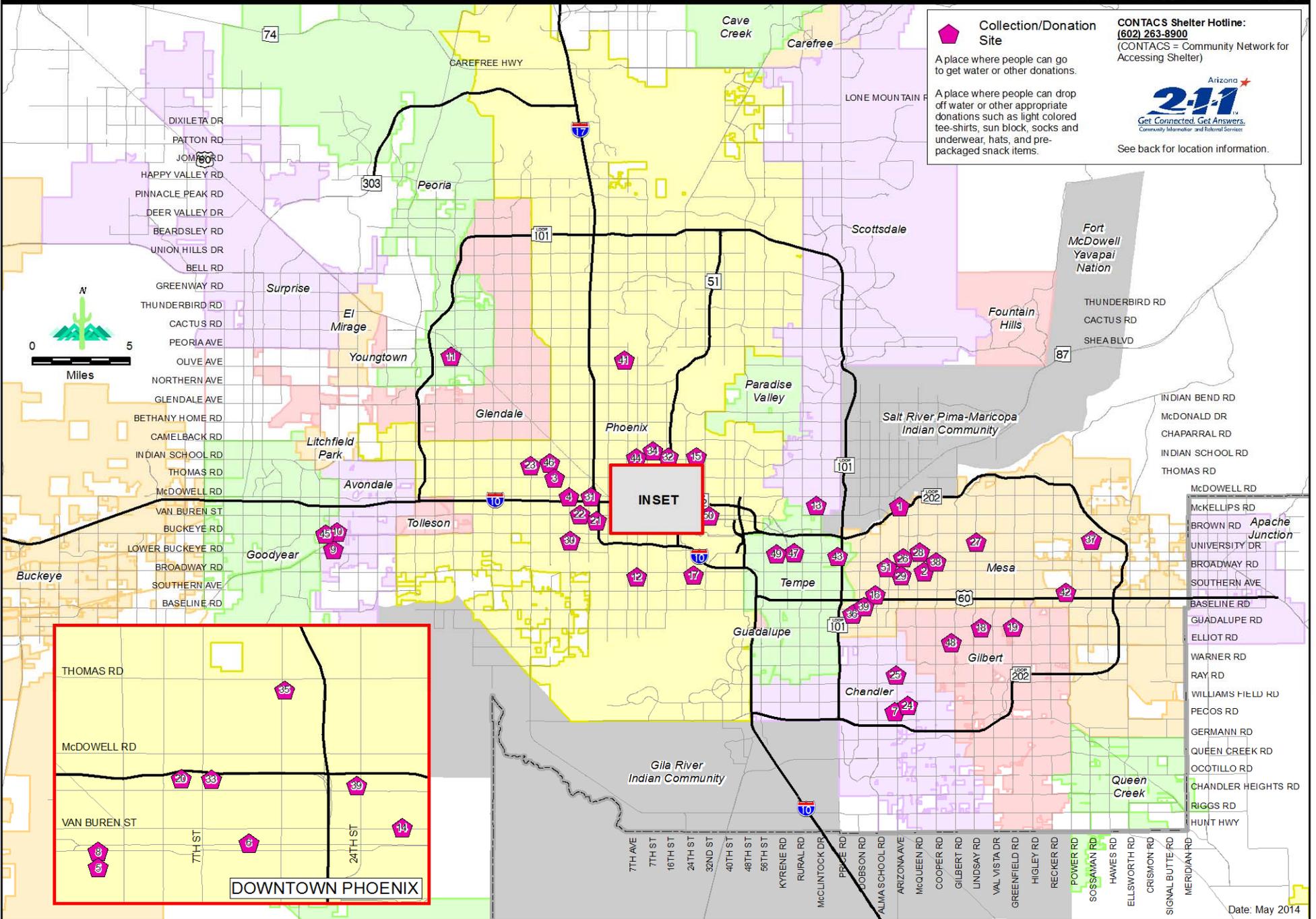
Collection/Donation Sites, Summer 2014

Collection/Donation Site
 A place where people can go to get water or other donations.

CONTACTS Shelter Hotline: (602) 263-8900
 (CONTACTS = Community Network for Accessing Shelter)

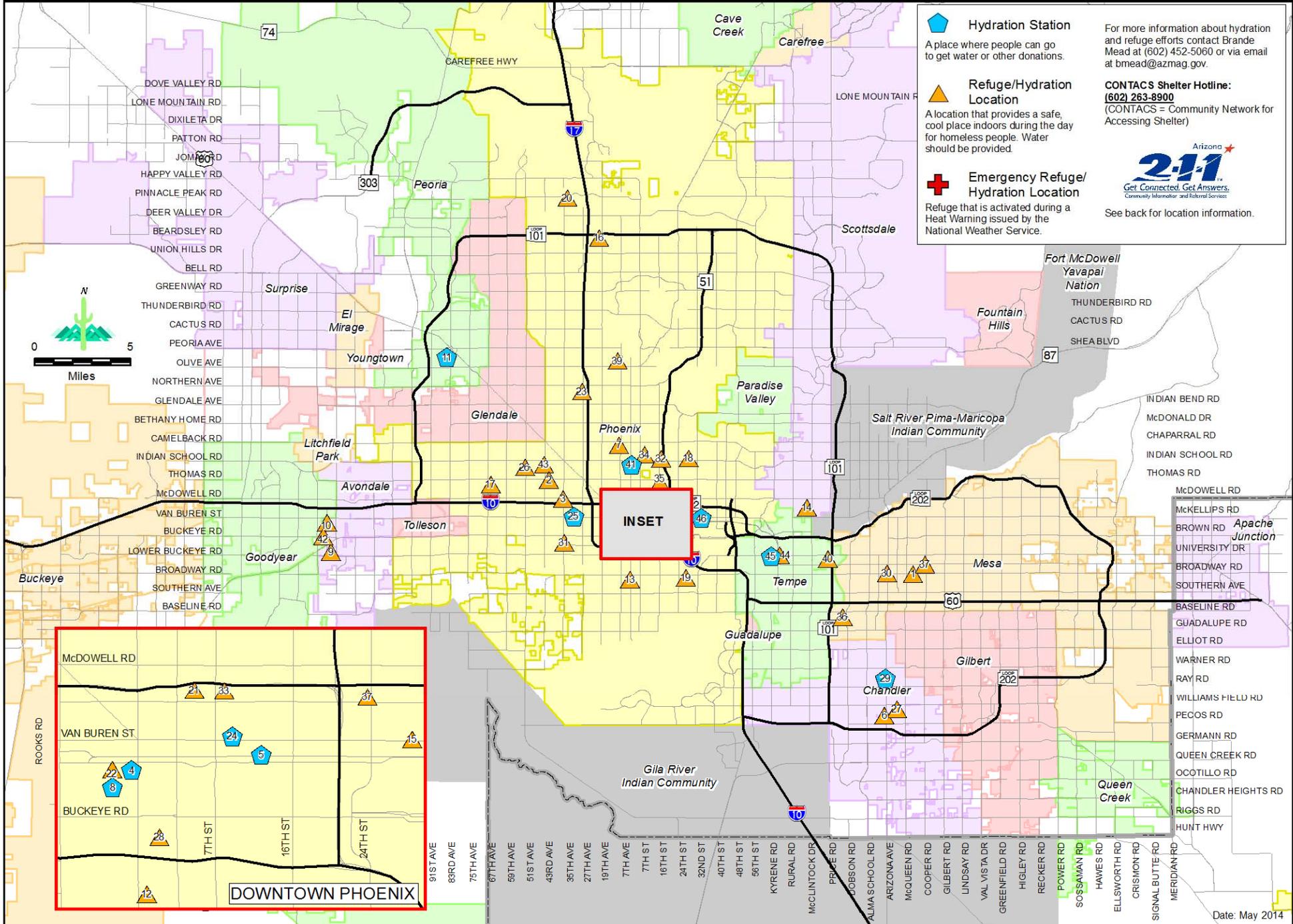
Arizona 2-1-1
 Get Connected. Get Answers.
 Community Information and Referral Services

See back for location information.



<p>1-A New Leaf East Valley Men's Center 2345 N. Country Club Dr. (480) 610-6722 M-Su 8am-5pm</p>	<p>2-A New Leaf Mesa Community Action Network 635 E. Broadway (480) 833-9200 M-F 6am-5pm * Water ONLY</p>	<p>3-Adam Diaz Senior Center 4115 W. Thomas Rd. (602) 262-1109 M-F 8am-5pm *Water ONLY *Donations start at 9am</p>	<p>4-Bret Tarver Learning Center 1516 N 35th Ave. (602) 262-7127 M-T 2pm-7pm W 9am-2pm Th-F 2pm-7pm *Water ONLY</p>	<p>5-CASS 230 S. 12th Ave. (602) 256-6945 M-F 8am-5pm S 7am-6pm</p>	<p>6-Catholic Charities - DIGNITY Program 1234 E. Washington Street, Suite 2 (602) 258-2785 M-F 8am-5pm *Water, individually wrapped snacks, hygiene items.</p>	<p>7-Chandler Christian Community Center 345 S. California Street (480) 963-1423 M-F 7:30am-4pm *cash, water, food, travel sized hygiene items.</p>	<p>8-Church on the Street 160 S.12th Ave. (602) 518-8287 M-Su 8am-7pm *Water, clothes, non-perishable items.</p>	<p>9-City of Avondale 1007 S. 3rd St. (623)-333-2700 M-Th 8am-5pm</p>
<p>10-City of Avondale 328 W. Western Ave. (623) 333-2700 M-F 8am-5pm *Water ONLY</p>	<p>11-City of Peoria 9875 N. 85th Ave. (623) 773-5140 M-Th 8am-5pm *Water ONLY</p>	<p>12-City of Phoenix (Travis L. Williams Family Services Center) 4732 S. Central Ave. (602) 495-7535 M-F 8am-4pm</p>	<p>13-City of Scottsdale-Vista del Camino 7700 E. Roosevelt (480) 312-2323 M-F 8am-5pm *Water; new sunscreen ChapStick and hats, money to purchase these items.</p>	<p>14-Community Bridges, Inc. 2770 E Van Buren (602) 273-9999 24/7 * Water ONLY</p>	<p>15-Devonshire Senior Center 2802 E. Devonshire Ave. (602) 262-7807 M-F 8am-5pm</p>	<p>16-Fiesta Mall-Guest Services 1445 W. Southern Ave. (480) 833-4121 M-Sa 10am-9pm Su 11am-6pm</p>	<p>17-First Pentecostal Church Community Center 2709 E. Marguerite Ave. (602) 821-6065 W&F 5-7:30pm Sa 9am-1pm</p>	<p>18-Gilbert Freestone Recreation Center 1141 E. Guadalupe Rd. (480) 503-6277 M-F 5:15am - 10pm Sa 7am - 9pm Su 10am - 5pm *Water, toiletries, sun screen, hats, t-shirts.</p>
<p>19-Gilbert Southeast Regional Library 775 N. Greenfield Rd (480) 503-6277 M-Th 10am -9pm F- Sa 10am - 5pm, Sun 1pm – 5pm *Water, toiletries, sun screen, hats, t-shirts.</p>	<p>20-Grace Lutheran Church 1124 N. 3rd Street (602) 258-3787 M-Th 9am-12pm (other times by appointment) *Water, pre-packaged snacks.</p>	<p>21-HIS Kingdom Ministries 2334 W. Jefferson St. (602) 373-7169 M-F 8am-5pm</p>	<p>22-Home on the Way Ministries 3030 W. Van Buren (602) 733-4370 M 8am-7pm T 8am-4pm W-F 8am-7pm Sa 11am-3pm Su 1pm-5pm * Water, non-perishables, hygiene items, blankets, sun block, hats, umbrellas.</p>	<p>23- John F. Long Family Services Center 3454 N. 51st Ave. (602) 256-4359 M-F 8am-4pm</p>	<p>24- La Mesita Family Homeless Shelter 651 E. Commonwealth Ave., Apt. 207 (480) 834-8723 24/7 *Water ONLY</p>	<p>25- Matthew's Crossing Food Bank 1368 N. Arizona Ave. Ste. 112 (480) 857-2296 M-T 9am-12pm Th-F 9am-12pm W 4pm-6:30pm</p>	<p>26- Mesa Chamber of Commerce 40 N. Center St. #104 (480) 969-1307 M-F 8am-5pm</p>	<p>27- Mesa Fire Department Volunteer Center 2830 E. Adobe (480) 644-4699 24/7 drop off in parking lot.</p>
<p>28- Mesa Main Library 64 E. First St. (480) 644-3100 M-Th 10am-8pm F-Sa 10am-5pm</p>	<p>29- Paz de Cristo 424 W. Broadway (480) 644-4699 M-F 7am-1:30pm</p>	<p>30- Phoenix Rescue Mission 1801 S. 35th Ave. (602) 346-3383 Su-Sa 6am-6pm</p>	<p>31- Phoenix Rescue Mission 1468 N. 26th Ave. (602) 346-3383 M-F 9am-4pm or by appt. * Water, t-shirts, sunscreen, socks, hats, chap stick, cash, etc.</p>	<p>32- Recovery Innovations 4204 N. 17th St. (602) 636-3084 M-F 8am-4:30pm * Water ONLY</p>	<p>33- Recovery Innovations 751 E. Moreland (602) 636-3084 M-F 8am-4:30pm * Water ONLY</p>	<p>34- Recovery Innovations 911 East Turney (602) 636-3084 M-F 8am-4:30pm * Water ONLY</p>	<p>35- Recovery Innovations 2701 N. 16th Street, Ste. 113 (602) 636-3084 M-F 8am-4:30pm * Water ONLY</p>	<p>36- Recovery Innovations 2222 S. Dobson, Bld. 7 (602) 636-3084 M-F 8am-4:30pm * Water ONLY</p>
<p>37- Red Mountain Multigenerational Center 7550 E. Adobe (480) 644-4699 M-F 5:30am-9pm Sa 8am-1pm</p>	<p>38- Resurrection Street Ministry/Manna Food Bank 1135 E. Main Street (480) 615-2799 M-Sa 9am-6pm</p>	<p>39- Rhodes Aquatics Complex 1860 S. Longmore (480) 644-2550 Mon & Sa 1pm-6pm T-Th & Sun 1pm-5pm</p>	<p>40- Set Free Ministries 1034 N. 24th Street (602) 267-1511 M-Su 8am-8pm</p>	<p>41- Sunnyslope Family Services Center 914 W. Hatcher Rd. (602) 534-2225 M-F 8am-4pm</p>	<p>42- Superstition Springs Center-Guest Services 6555 E. Southern Ave (480) 396-2570 Mon-Sa 10am-9pm Sun 11am-6pm</p>	<p>43- Tempe Community Action Agency 2150 E. Orange Street (480) 350-5890 M-F 8:30am-5pm * Water, sunscreen, hats, t-shirts, underwear.</p>	<p>44- TERROS, Inc. 333 E. Indian School Rd. (602) 302-7801 M-F 9am-5pm * ChapStick, sun screen, t-shirts, hygiene items.</p>	<p>45- The Salvation Army Estrella Mountain Corps. 11 N. 3rd Ave (623) 418-4245 M-F 9am-1pm * Water ONLY</p>
<p>46- The Salvation Army Maryvale Corps 4318 W. Clarendon Avenue (602) 233-9272 or (602) 361-1760 M-Sa 8am-5pm</p>	<p>47- The Salvation Army Tempe Corps 714 S. Myrtle Ave. (480) 967-8649 M-F 9am-4pm * Clothing, Water, Shoes.</p>	<p>48- Town of Gilbert Community Center 130 N. Oak Street (480) 503-6277 M-Th 8am-6pm F 8am-5pm Sa 9am-12pm</p>	<p>49- Tumbleweed Center for Youth Development/Tempe Youth Resource 505 W. University Dr. (480) 966-2036 M-F 10am-4pm *Water ONLY.</p>	<p>50- UMOM New Day Centers 3333 E Van Buren St. (602) 275-7852 Business on M-F 8am-5pm Staff 24/7</p>	<p>51-United Food Bank 245 S. Nina Drive (480) 398-4440 M-F 6am-4:30pm * Collection bins available on weekends.</p>	<p>52- Wickenburg CAP Office 255 N. Washington (923) 684-7894 M-F 8am-5pm (Beyond map boundaries)</p>		

Water Hydration Stations and Refuge Locations, Summer 2014



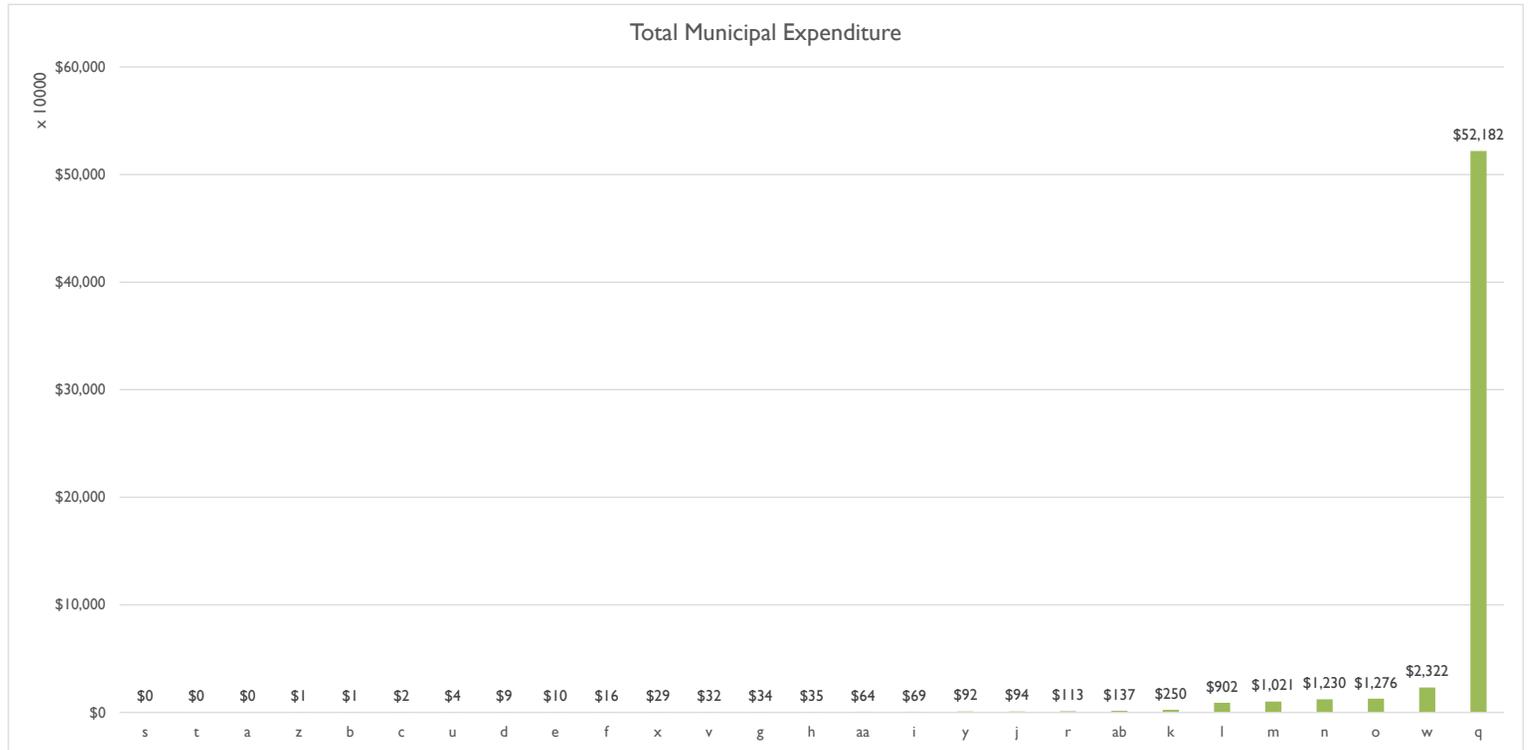
<p>1-A New Leaf Mesa Community Action Network 635 E. Broadway (480) 833-9200 x3404 M-F 6am-5pm Refuge/Hydration * Water ONLY</p>	<p>2-Adam Diaz Senior Center 4115 W. Thomas Rd. (602) 262-1109 M-F 8am-5pm Refuge/Hydration *Water ONLY *Donations start at 9am</p>	<p>3-Bret Tarver Learning Center 1516 N 35th Ave. (602) 262-7127 M-T 2pm-7pm W 9am-2pm Th-F 2pm-7pm Refuge *Water ONLY</p>	<p>4-CASS 230 S. 12th Ave. (602) 256-6945 M-F 8am-5pm S 7am-6pm 24/7 Hydration</p>	<p>5-Catholic Charities - DIGNITY Program 1234 E. Washington Street, Suite 2 (602) 258-2785 M-F 8am-5pm Hydration *Water/snacks provided when available</p>	<p>6-Chandler Christian Community Center 345 S. California Street (480) 963-1423 M-F 7:30am-4pm Refuge/Hydration</p>	<p>7-Chinese Senior Center 734 W. Elm St. (602) 262-6411 M-F Refuge/Hydration</p>	<p>8-Church on the Street 160 S.12th Ave. (602) 518-8287 M-F 6:30am-7:30am Hydration</p>	<p>9-City of Avondale 1007 S. 3rd St. (623) 333-2700 M-Th 8am-5pm Refuge/Hydration</p>
<p>10-City of Avondale 328 W. Western Ave. (623) 333-2700 M-F 8am-5pm Refuge/Hydration *Water ONLY</p>	<p>11-City of Peoria 9875 N. 85th Ave. (623) 773-5140 M-Th 8am-5pm Hydration *Water ONLY</p>	<p>12-City of Phoenix-Rio Salado 641 W. Lower Buckeye Rd. (602) 534-8222 M-Su 6am-7pm Refuge/Hydration</p>	<p>13-City of Phoenix (Travis L. Williams Family Services Center) 4732 S. Central Ave. (602) 495-7535 M-F 7:30am-5pm Refuge/Hydration</p>	<p>14-City of Scottsdale-Vista del Camino 7700 E. Roosevelt (480) 312-2323 M-F 8am-5pm Refuge/Hydration</p>	<p>15-Community Bridges, Inc. 2770 E Van Buren (602) 273-9999 24/7 Refuge/Hydration * Water ONLY</p>	<p>16-Deer Valley Senior Center 2001 W. Wahalla Ln. (602) 495-3714 M-F 8am-5pm Refuge/Hydration</p>	<p>17-Desert West Senior Center 6501 W. Virginia Ave. (602) 495-3711 M-F 8am-5pm Refuge/Hydration</p>	<p>18-Devonshire Senior Center 2802 E. Devonshire Ave. (602) 262-7807 M-F 8am-5pm Refuge/Hydration</p>
<p>19-First Pentecostal Church Community Center 2709 E. Marguerite Ave. (602) 821-6065 W&F 5-7:30pm Sa 9am-1pm Refuge/Hydration</p>	<p>20- Goelet A.C. Beuf Senior Center 3435 W. Pinnacle Peak Rd. (602) 534-9743 M-F 8am-5pm Refuge/Hydration</p>	<p>21-Grace Lutheran Church 1124 N. 3rd Street. (602) 258-3787 M-F 9am-5pm Refuge</p>	<p>22- Healthcare for the Homeless, Maricopa Co. 220 S. 12th Ave. (602) 372-2104 M-W, F 7am-4pm Th 9am-4pm Refuge/Hydration</p>	<p>23-Helen Drake Senior Center 7600 N. 27th Ave. (602) 262-4949 M-F 8am-5pm Refuge/Hydration</p>	<p>24- HIS Kingdom Ministries 916 E Van Buren St. Verde Park (602) 373-7169 Sa 12pm-2pm Hydration</p>	<p>25-Home on the Way Ministries 3030 W. Van Buren (602) 733-4370 M-Su 8am-8pm Hydration</p>	<p>26- John F. Long Family Services Center 3454 N. 51st Ave. (602) 256-4359 M-F 7:30am-5pm Refuge/Hydration</p>	<p>27- La Mesita Family Homeless Shelter 651 E. Commonwealth Ave., Apt. 207 (480) 834-8723 24/7 Refuge/Hydration *Water ONLY</p>
<p>28-Marcos de Niza Senior Center 305 W. Pima St. 602 262-7249 M-F 8am-5pm Refuge/Hydration</p>	<p>29- Matthew's Crossing Food Bank 1368 N. Arizona Ave. Ste. 112 (480) 857-2296 M-T 9am-12pm Th-F 9am-12pm W 4pm-6:30pm Hydration</p>	<p>30- Paz de Cristo 424 W. Broadway (480) 644-4699 M-Su 7am-6:45pm Refuge</p>	<p>31- Phoenix Rescue Mission 1801 S. 35th Ave. (602) 346-3383 Su-Sa 6am-6pm Refuge/Hydration</p>	<p>32- Recovery Innovations 4204 N. 17th St. (602) 636-3084 M-F 8am-4:30pm Refuge/Hydration * Water ONLY</p>	<p>33- Recovery Innovations 751 E. Moreland (602) 636-3084 M-F 8am-4:30pm Refuge/Hydration * Water ONLY</p>	<p>34- Recovery Innovations 911 East Turney (602) 636-3084 M-F 8am 4:30pm Refuge/Hydration * Water ONLY</p>	<p>35- Recovery Innovations 2701 N. 16th Street, Ste. 113 (602) 636-3084 M-F 8am-4:30pm Refuge/Hydration * Water ONLY</p>	<p>36- Recovery Innovations 2222 S. Dobson, Bld. 7 (602) 636-3084 M-F 8am-4:30pm Refuge/Hydration * Water ONLY</p>
<p>37- Resurrection Street Ministry/Manna Food Bank 1135 E. Main Street (480) 615-2799 M-Sa 9am-6pm Refuge *Food every Monday 5pm-6pm; Wednesday 8am-10am; 3rd Sat 8am-10am; at rear of bldg; water & clothing through front door.</p>	<p>38- Set Free Ministries 1034 N. 24th Street (602) 267-1511 24/7 Refuge</p>	<p>39-Sunnyslope Family Services Center 914 W. Hatcher Rd. (602) 534-2225 M-F 8am-4pm Refuge</p>	<p>40- Tempe Community Action Agency 2150 E. Orange Street (480) 350-5890 M-F 8:30am-5pm Refuge/Hydration</p>	<p>41- TERROS, Inc. 333 E. Indian School Rd. (602) 302-7801 M-F 9am-5pm Hydration</p>	<p>42- The Salvation Army Estrella Mountain Corps. 11 N. 3rd Ave. (623) 418-4245 M-F 9am-1pm Refuge/Hydration * Water ONLY</p>	<p>43- The Salvation Army Maryvale Corps 4318 W. Clarendon Avenue (602) 233-9272 or (602) 361-1760 M-Sa 10am-5pm Refuge/Hydration</p>	<p>44- The Salvation Army Tempe Corps 714 S. Myrtle Ave. (480) 967-8649 M-F 9am-4pm Refuge/Hydration</p>	<p>45- Tumbleweed Center for Youth Development/Tempe Youth Resource 505 W. University Dr. (480) 966-2036 M-F 10am-4pm Hydration *Water ONLY * Services for 25 and under.</p>
<p>46- UMOM New Day Centers 3333 E Van Buren St. (602) 275-7852 M-F 8am - 5pm Hydration 24/7</p>	<p>47- Wickenburg CAP Office 255 N. Washington (923) 684-7894 M-F 8am-5pm Refuge/Hydration (Beyond map boundaries)</p>							

Human Services Per Capita Funding Study

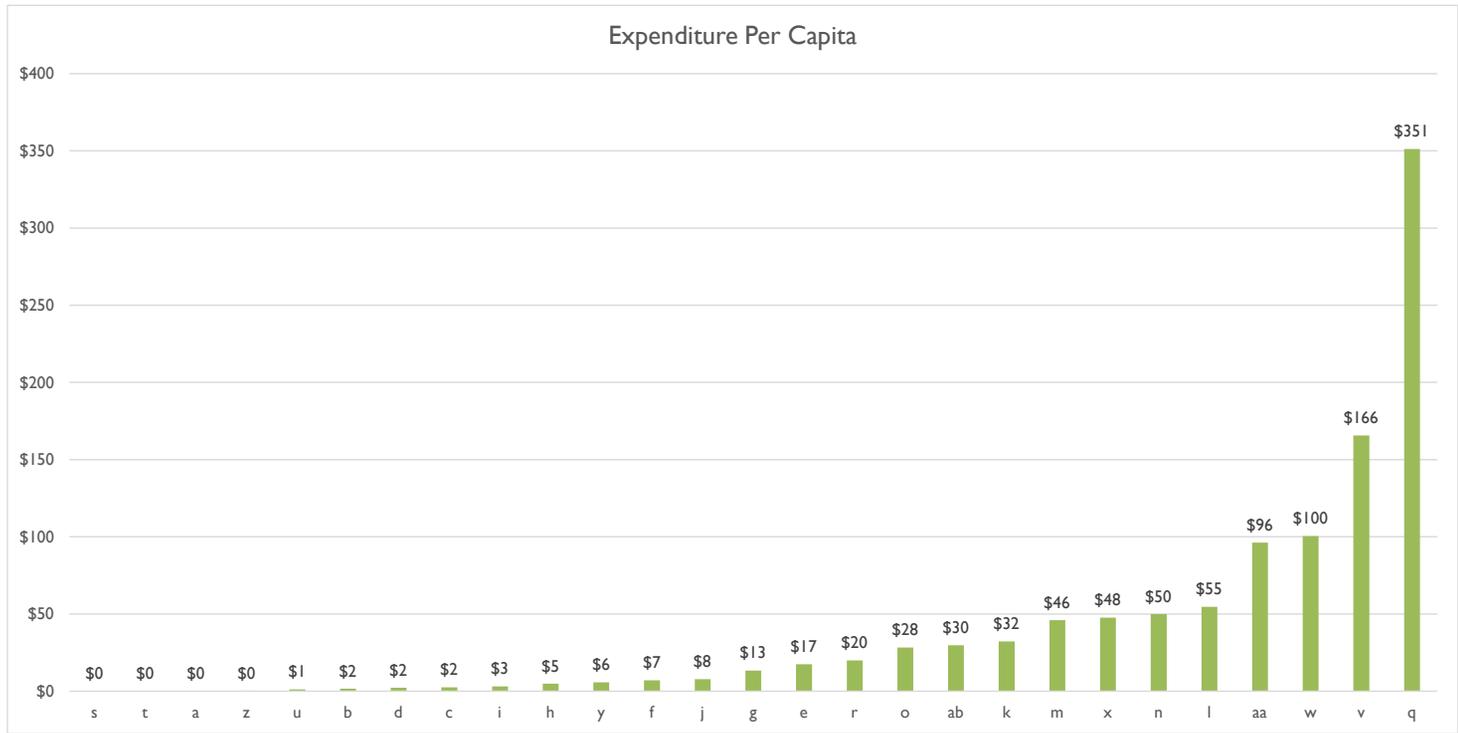
June 12, 2014



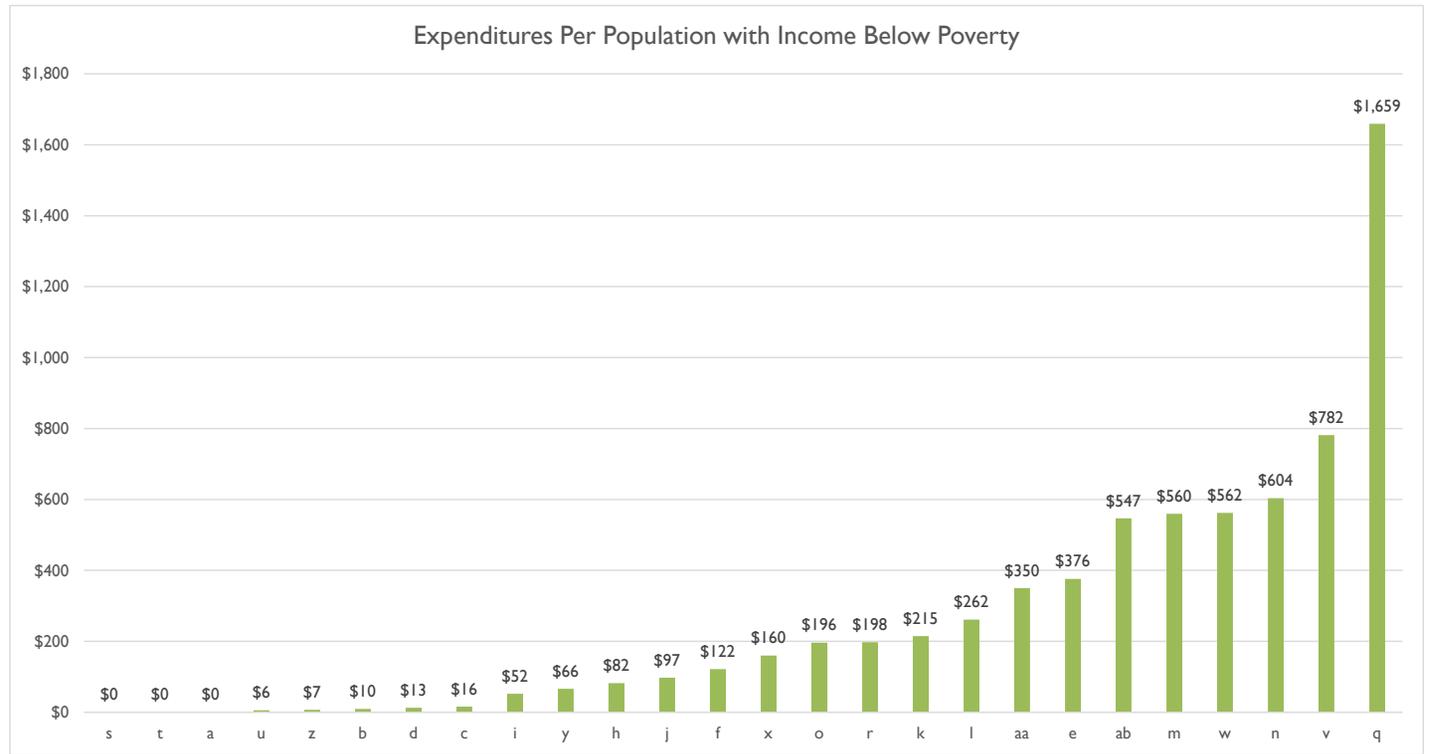
Municipal Expenditure-2	
s	\$0
t	\$0
a	\$0
z	\$10,500
b	\$10,701
c	\$15,247
u	\$37,500
d	\$85,000
e	\$100,750
f	\$160,242
x	\$286,987
v	\$322,761
g	\$342,400
h	\$347,562
aa	\$637,773
i	\$692,863
y	\$923,305
j	\$939,195
r	\$1,125,381
ab	\$1,372,000
k	\$2,500,155
l	\$9,020,518
m	\$10,209,000
n	\$12,300,208
o	\$12,756,585
w	\$23,215,882
q	\$52,181,971



Expenditures Per Capita	
s	\$0
t	\$0
a	\$0
z	\$0
u	\$1
b	\$2
d	\$2
c	\$2
i	\$3
h	\$5
y	\$6
f	\$7
j	\$8
g	\$13
e	\$17
r	\$20
o	\$28
ab	\$30
k	\$32
m	\$46
x	\$48
n	\$50
l	\$55
aa	\$96
w	\$100
v	\$166
q	\$351



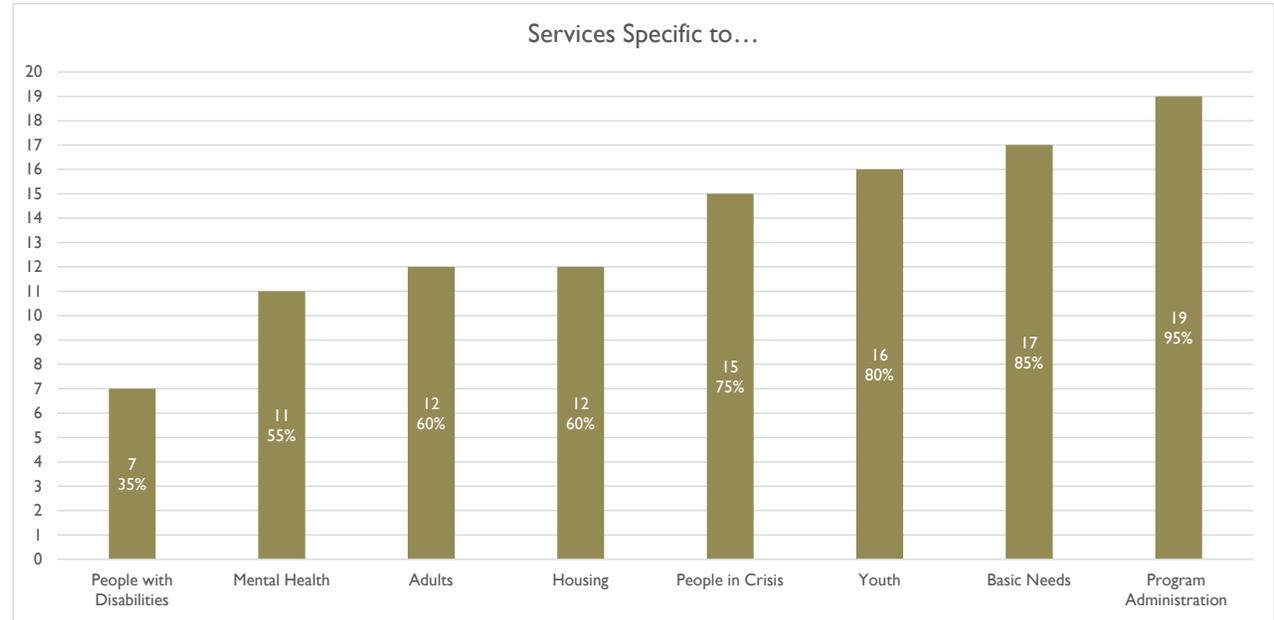
Municipality	Expenditures Per Population with Income Below Poverty
s	\$0
t	\$0
a	\$0
u	\$6
z	\$7
b	\$10
d	\$13
c	\$16
i	\$52
y	\$66
h	\$82
j	\$97
f	\$122
x	\$160
o	\$196
r	\$198
k	\$215
l	\$262
aa	\$350
e	\$376
ab	\$547
m	\$560
w	\$562
n	\$604
v	\$782
q	\$1,659



Services Specific to...	Number of Municipalities
People with Disabilities	7
Mental Health	11
Adults	12
Housing	12
People in Crisis	15
Youth	16
Basic Needs	17
Program Administration	19

Services Specific to...	Percent of Municipalities
People with Disabilities	35%
Mental Health	55%
Adults	60%
Housing	60%
People in Crisis	75%
Youth	80%
Basic Needs	85%
Program Administration	95%

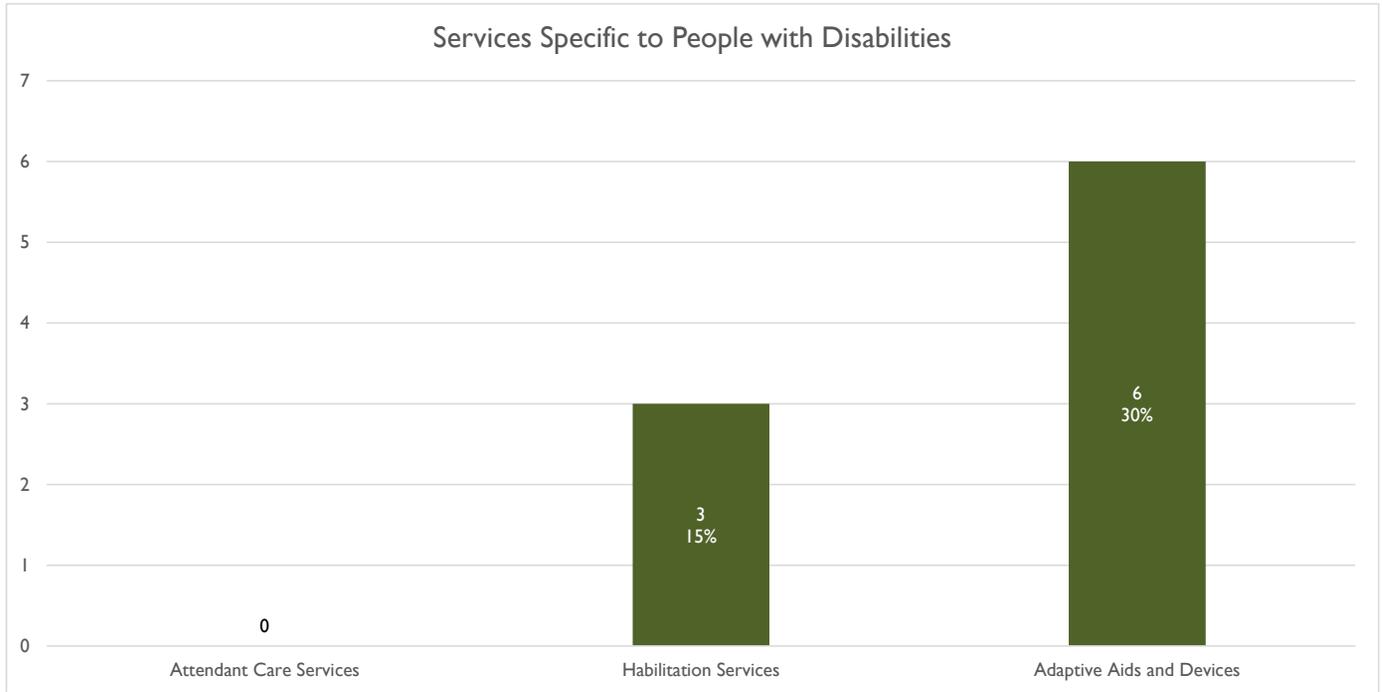
Number of Municipalities	20
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Services	
Attendant Care Services	0
Habilitation Services	3
Adaptive Aids and Devices	6

Services	
Attendant Care Services	0%
Habilitation Services	15%
Adaptive Aids and Devices	30%

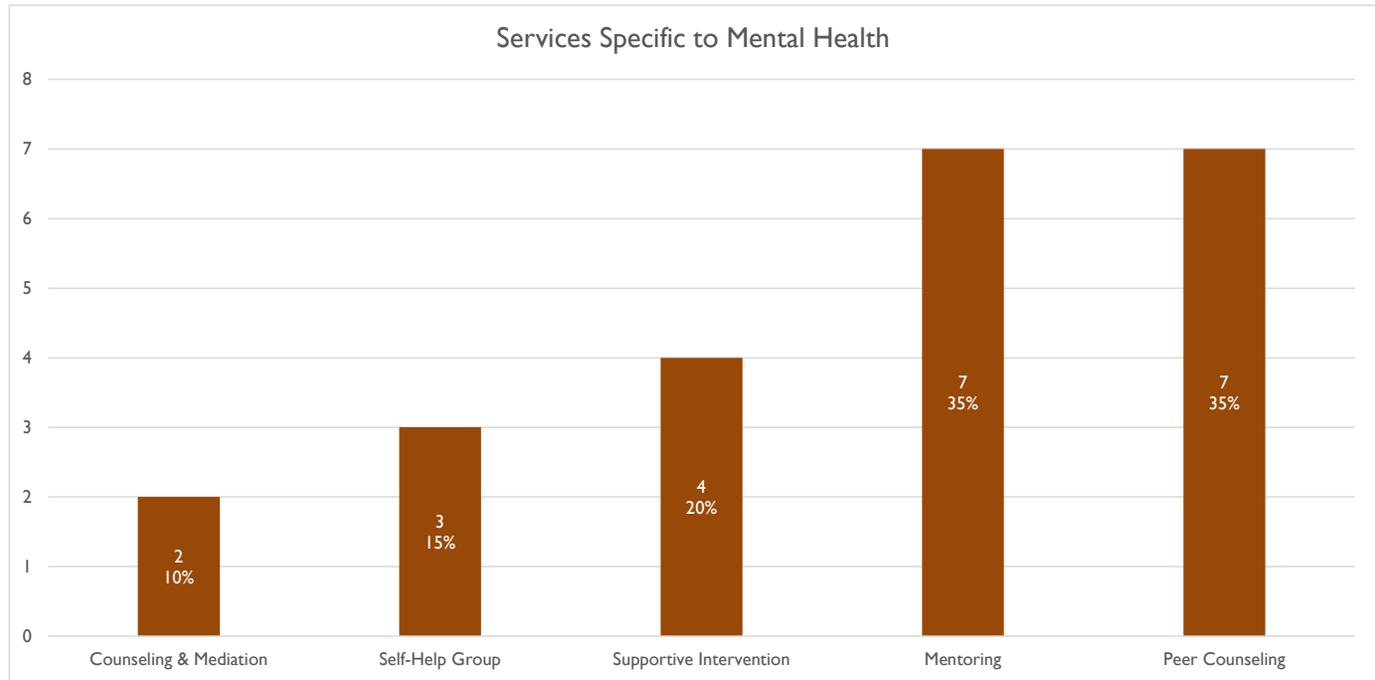
Number of Municipalities	
	20



Services	
Counseling & Mediation	2
Self-Help Group	3
Supportive Intervention	4
Mentoring	7
Peer Counseling	7

Services	
Counseling & Mediation	10%
Self-Help Group	15%
Supportive Intervention	20%
Mentoring	35%
Peer Counseling	35%

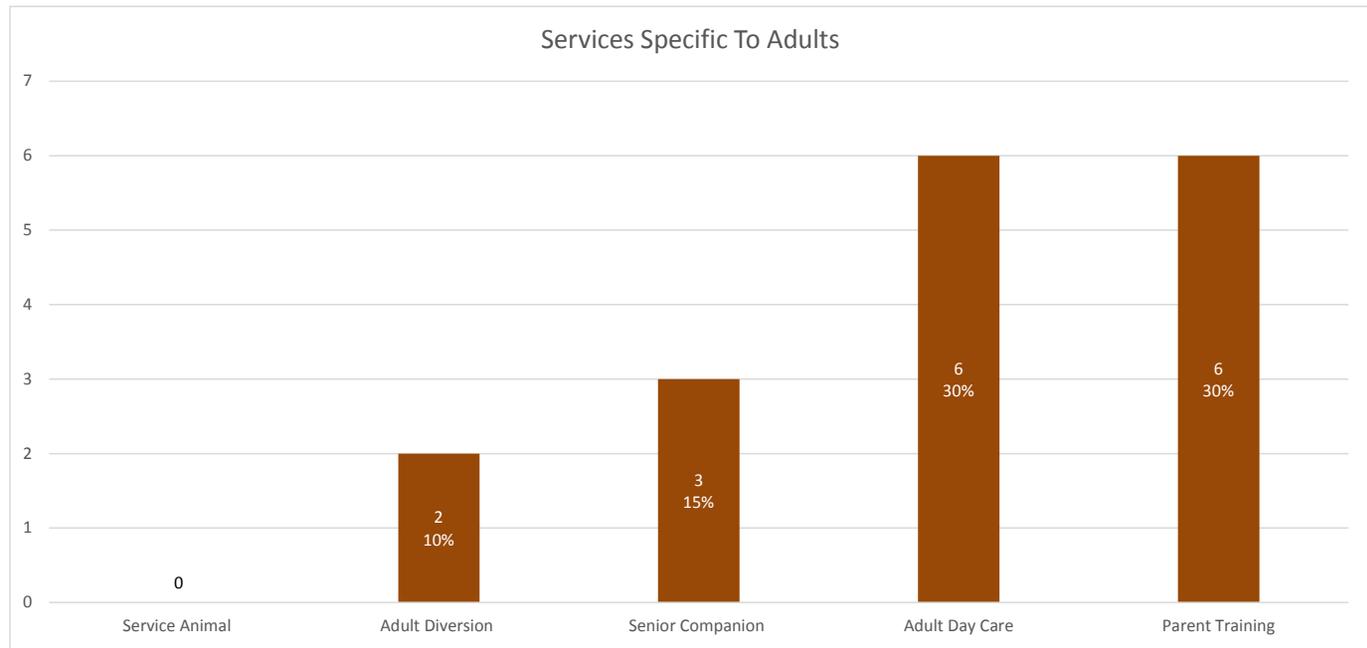
Number of Municipalities	20
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Services	
Service Animal	0
Adult Diversion	2
Senior Companion	3
Adult Day Care	6
Parent Training	6

Services	
Service Animal	0%
Adult Diversion	10%
Senior Companion	15%
Adult Day Care	30%
Parent Training	60%

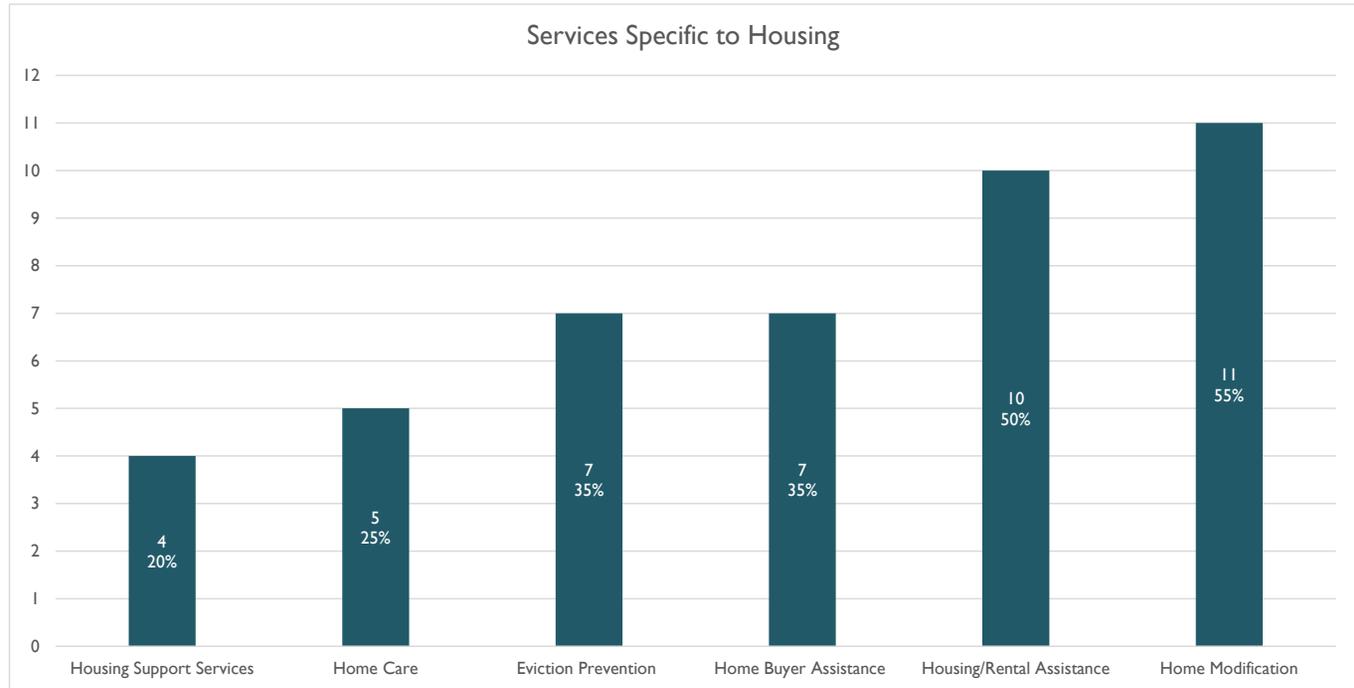
Number of Municipalities	20
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Services	
Housing Support Services	4
Home Care	5
Eviction Prevention	7
Home Buyer Assistance	7
Housing/Rental Assistance	10
Home Modification	11

Services	
Housing Support Services	20%
Home Care	25%
Eviction Prevention	35%
Home Buyer Assistance	35%
Housing/Rental Assistance	50%
Home Modification	55%

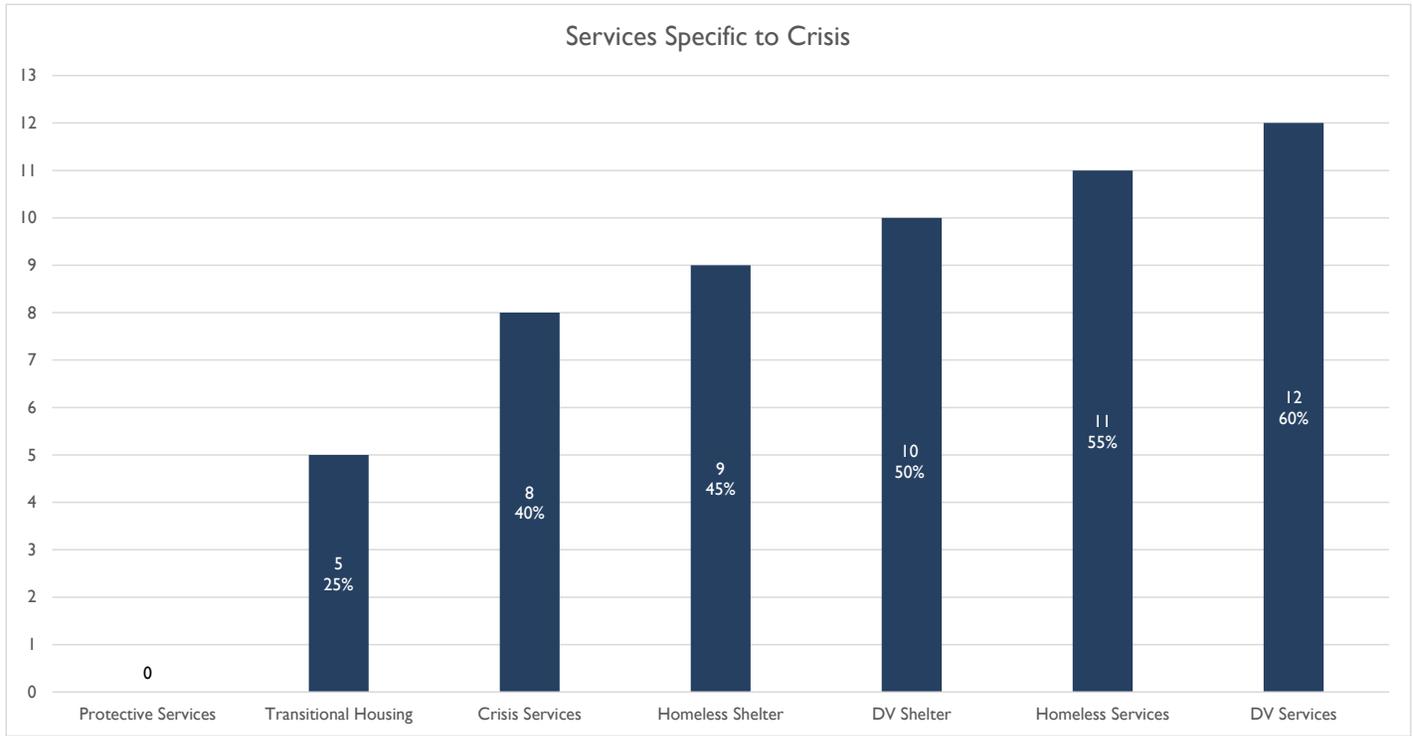
Number of Municipalities	20
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Services	
Protective Services	0
Transitional Housing	5
Crisis Services	8
Homeless Shelter	9
DV Shelter	10
Homeless Services	11
DV Services	12

Services	
Protective Services	0%
Transitional Housing	25%
Crisis Services	40%
Homeless Shelter	45%
DV Services	50%
DV Shelter	55%
Homeless Services	60%

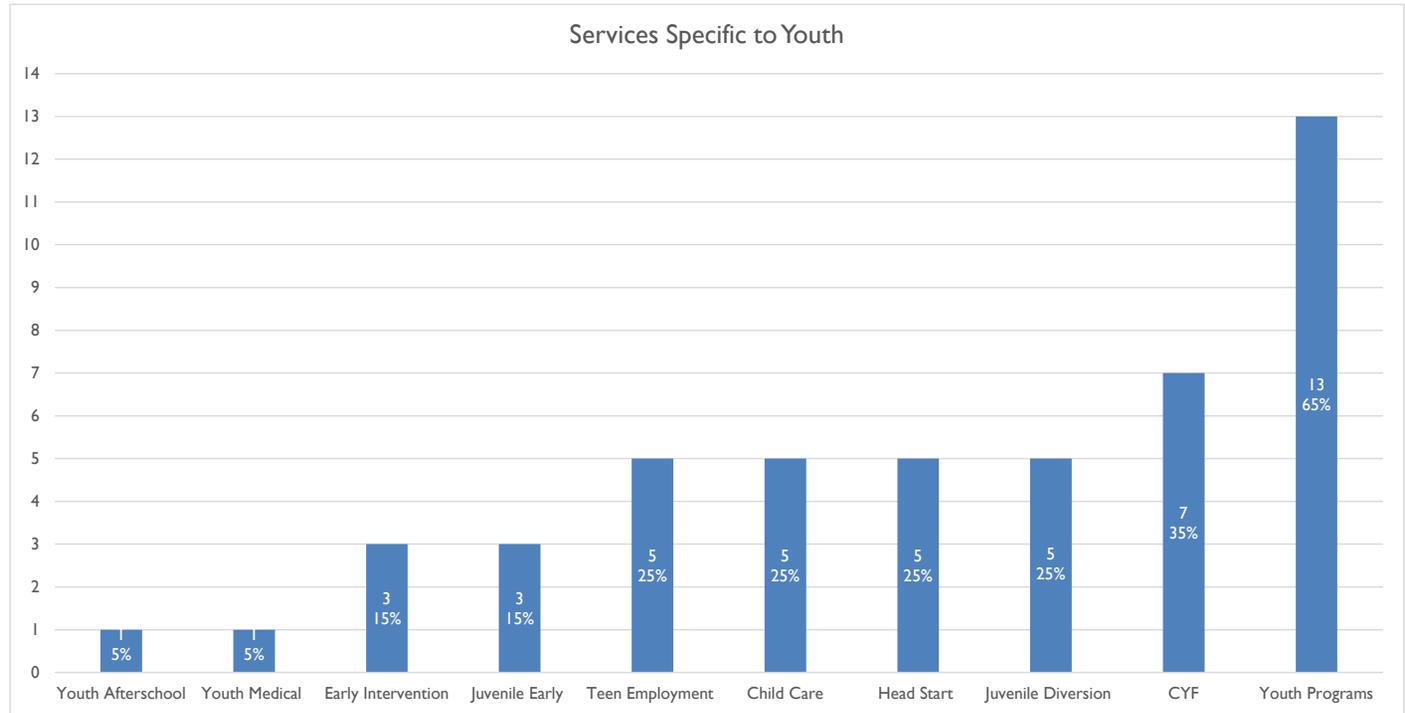
Number of Municipalities	20
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Services	
Youth Afterschool	1
Youth Medical	1
Early Intervention	3
Juvenile Early	3
Teen Employment	5
Child Care	5
Head Start	5
Juvenile Diversion	5
CYF	7
Youth Programs	13

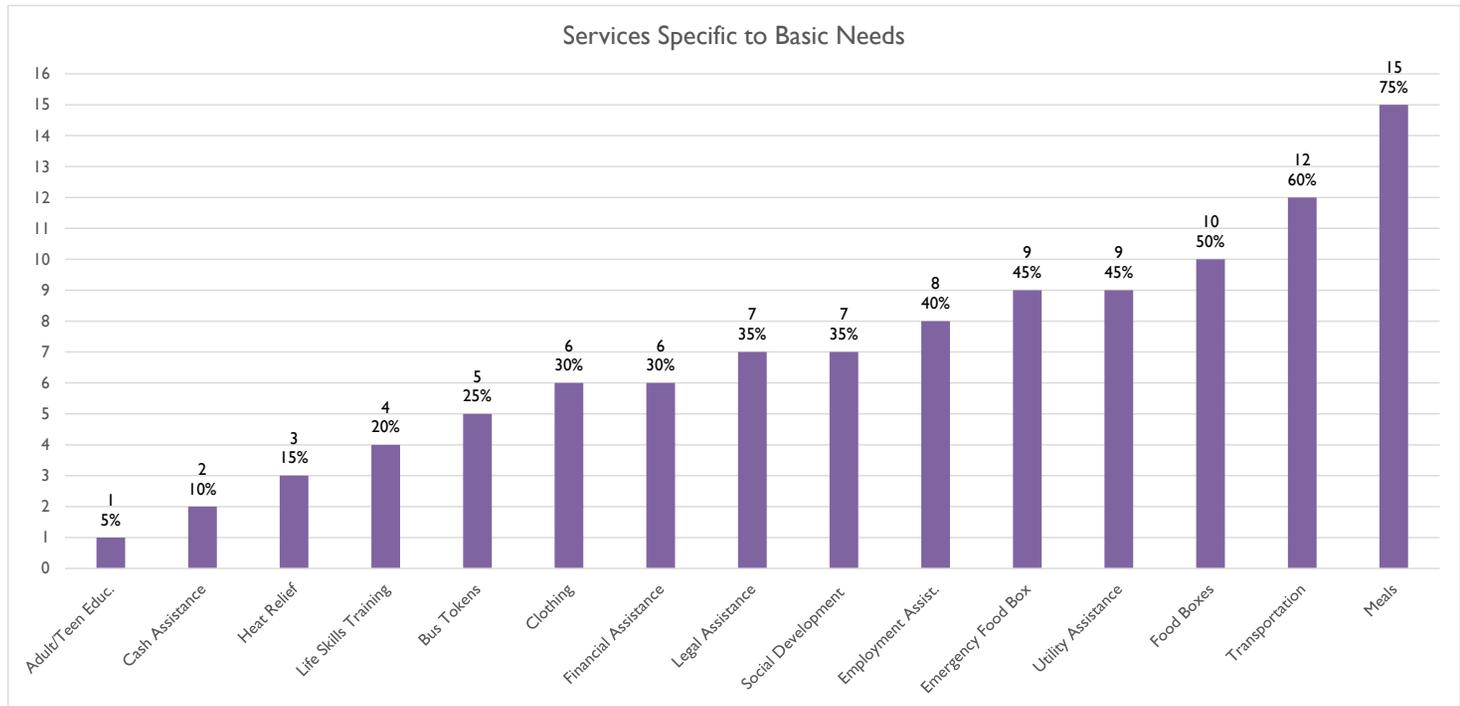
Services	
Youth Afterschool	5%
Youth Medical	5%
Early Intervention	15%
Juvenile Early	15%
Child Care	25%
Teen Employment	25%
Head Start	25%
Juvenile Diversion	25%
CYF	35%
Youth Programs	65%

Number of Municipalities	20
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Services	
Adult/Teen Educ.	1
Cash Assistance	2
Heat Relief	3
Life Skills Training	4
Bus Tokens	5
Clothing	6
Financial Assistance	6
Legal Assistance	7
Social Development	7
Employment Assist.	8
Emergency Food Box	9
Utility Assistance	9
Food Boxes	10
Transportation	12
Meals	15

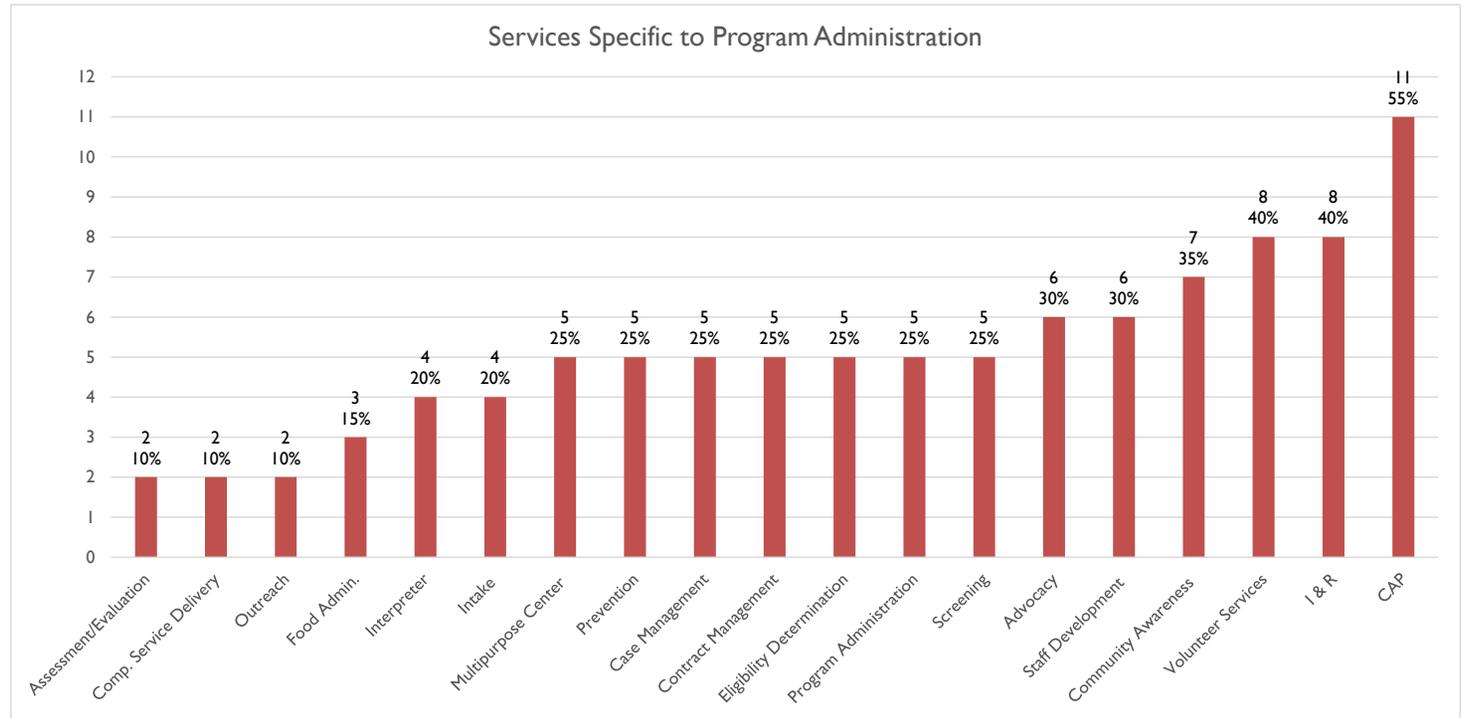
Services	
Adult/Teen Educ.	5%
Cash Assistance	10%
Heat Relief	15%
Life Skills Training	20%
Bus Tokens	25%
Clothing	30%
Financial Assistance	30%
Legal Assistance	35%
Social Development	35%
Employment Assist.	40%
Emergency Food Box	45%
Utility Assistance	45%
Food Boxes	50%
Transportation	60%
Meals	75%



Number of Municipalities 20

Services	
Assessment/Evaluation	2
Comp. Service Delivery	2
Outreach	2
Food Admin.	3
Interpreter	4
Intake	4
Multipurpose Center	5
Prevention	5
Case Management	5
Contract Management	5
Eligibility Determination	5
Program Administration	5
Screening	5
Advocacy	6
Staff Development	6
Community Awareness	7
Volunteer Services	8
I & R	8
CAP	11

Services	
Assessment/Evaluation	10%
Comp. Service Delivery	10%
Outreach	10%
Food Admin.	15%
Interpreter	20%
Intake	20%
Multipurpose Center	25%
Prevention	25%
Case Management	25%
Contract Management	25%
Eligibility Determination	25%
Program Administration	25%
Screening	25%
Advocacy	30%
Staff Development	30%
Community Awareness	35%
Volunteer Services	40%
I & R	40%
CAP	55%

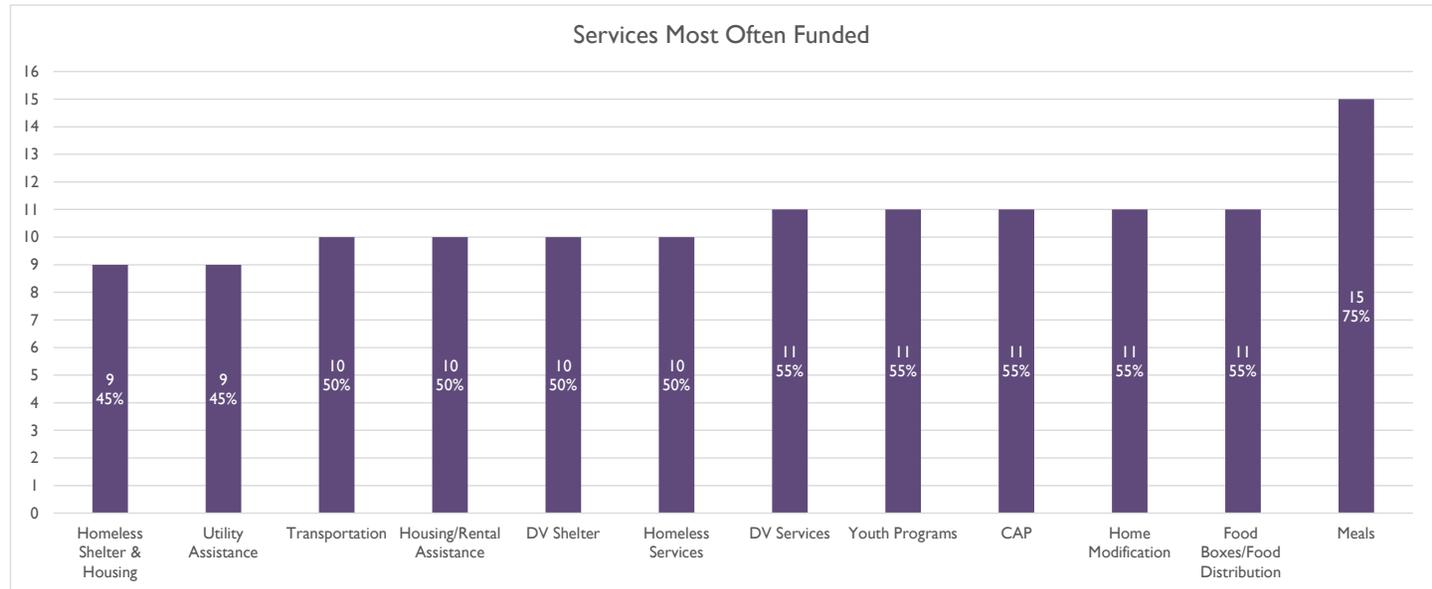


Number of Municipalities 20

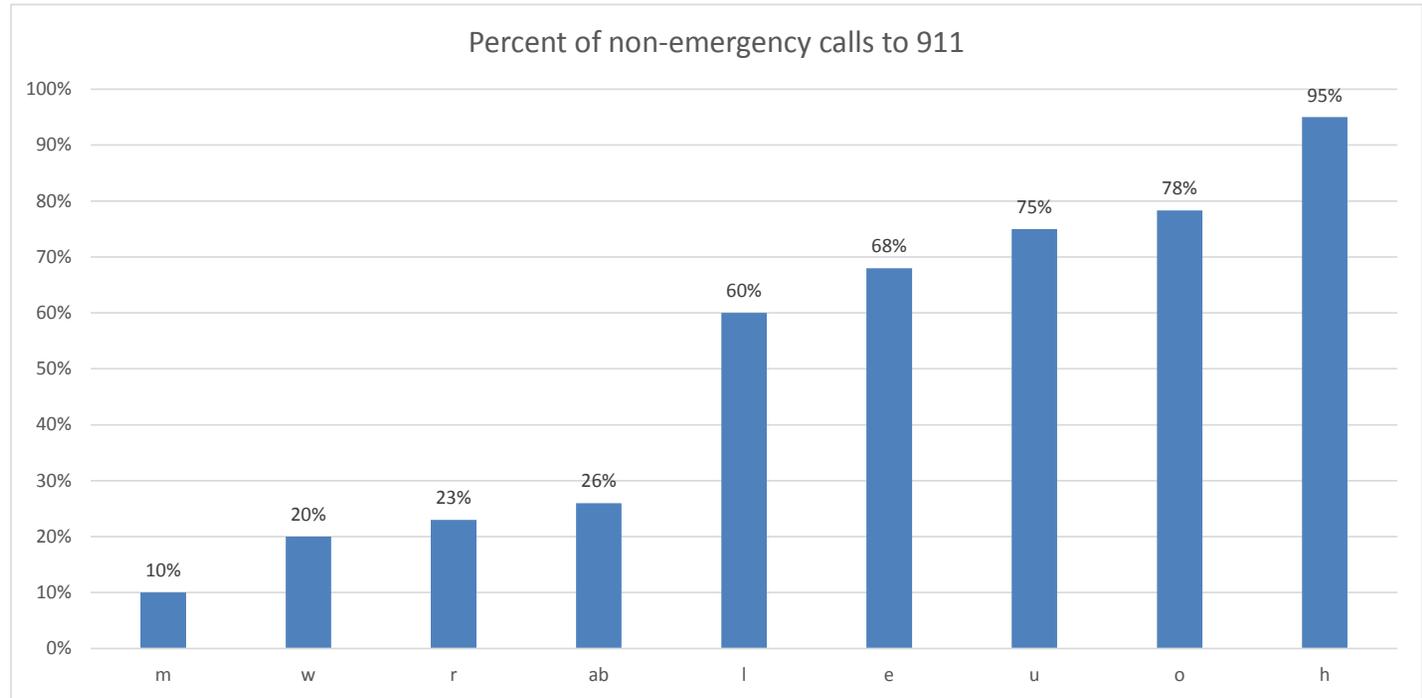
Services	
Homeless Shelter & Housing	9
Utility Assistance	9
Transportation	10
Housing/Rental Assistance	10
DV Shelter	10
Homeless Services	10
DV Services	11
Youth Programs	11
CAP	11
Home Modification	11
Food Boxes/Food Distribution	11
Meals	15

Services	
Homeless Shelter & Housing	45%
Utility Assistance	45%
Transportation	50%
Housing/Rental Assistance	50%
DV Shelter	50%
Homeless Services	50%
DV Services	55%
Youth Programs	55%
CAP	55%
Home Modification	55%
Food Boxes/Food Distribution	55%
Meals	75%

Number of Municipalities	20
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Municipality	Percent
m	10%
w	20%
r	23%
ab	26%
l	60%
e	68%
u	75%
o	78%
h	95%



References

Population Data	Office of Employment & Population Statistics, Arizona Department of Administration, July 2013 Population Estimates http://azstats.gov/population-estimates.aspx
Poverty Data	U.S. Census Bureau, 2012 American Community Survey 5-year Estimates
Expenditure Data	Survey of MAG Member Agencies for 2013 Human Services Expenditures and Services Offered
City of Maricopa	July 1, 2013 estimate from the Arizona State Demographer's Office www.azstats.gov
	the Census 2010-2012 American Community Survey 3-Year Estimates