

Golden Age Centers of Greater Cleveland



2006

Environmental Trends & Perceptual Analysis

2011

**Mandel Consulting Team
November 17, 2005**

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November 17, 2005

Dear Strategic Planning Committee Member,

We are excited to have this opportunity to work with you to develop the 2006-2011 Strategic Plan for Golden Age Centers of Greater Cleveland. In the following documents, you will find a detailed summary of current trends, which could possibly affect the aging industry, as well as accounts from personal interviews and surveys with a variety of stakeholders.

Over the next two months, we hope you will take the time to read and carefully review this material, as it will be extremely important for future meetings. These findings will be used to determine strengths, weaknesses, opportunities, and threats, which will lead us to determine the organization's critical issues. While reviewing this material, if you have any questions regarding the findings or the source of information please feel free to contact us.

Thank you for taking part in this important process. We look forward to working with you over the next few months.

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Environmental Scan

Volunteerism Trends

1. There is an increasing interest in short-term volunteer opportunities.

- “People are busier and more stressed out than ever, but here is a lot of data that proves volunteering is alive and thriving, it’s just different from the old ways of using homemaker, day-time volunteers.”¹
- The United Way Volunteer Center reports that requests for short-term volunteer opportunities are on the rise because although people are very busy, many still want to do what they can to help.²

2. Baby boomers are becoming a target for volunteer recruitment.

- Seventy percent of non-retirees between age 50 and 70 report that retirement is “a time to begin a new chapter in life” and claim that, just after traveling, volunteering is what they look forward to most.³
- A problem facing the 50-plus age group is that the many volunteer opportunities available to them do not reflect their diversity, skills, and needs.⁴

3. There are a greater number of organizations seeking volunteers, which is leading to greater competition within the nonprofit industry.

- The number of nonprofit organizations is increasing rapidly, both nationally and locally, and is requiring more volunteers to accomplish their missions.⁵
- The IRS reports that there are nearly 800,000 charities registered, twice as many as 1990.⁶

4. Numerous organizations are converting volunteer hours into measurable dollar values.

- Volunteers produce services for others worth \$113 to \$161 billion annually.⁷
- Volunteers are motivated by personal reasons, not monetary reasons. The value of volunteer work is based on motives for volunteering and the client’s need of the service.⁸

5. The proportion of the U.S. population that volunteered in 2004 remained stable.

- Over the one year period ending in September 2004, the Bureau of Labor estimates that the volunteer rate remained at 28.8% (64.5 million people) after having risen from 27.4% to 28.8% the prior year.⁹
- Among the different age groups, persons age 35 to 44 were the most likely to volunteer (34.2%), closely followed by 45- to 54-year olds (32.8%) and 55- to 64-year olds (30.1%).¹⁰

6. Senior citizens make excellent volunteers; they just need to be asked.

- Americans age 65 and older who volunteer contribute more time than any other segment (an average of 96 hours per year). They are often the most reliable and committed of all volunteers. However, only 22% of the age group is volunteering.¹¹
- Senior services volunteers tend to be older than the average volunteer (65 years old as opposed to the average 44 year old volunteer) and are more likely to be male.¹²
- According to a Gallup Poll, 45% of older people age 65-74 volunteer. The poll also revealed that 85% of those asked to volunteer did so.
- Characteristics associated with volunteerism later in life include health, marital status, and previous volunteer experience.¹³

- 7. Corporations continue to encourage volunteerism among employees because they feel it makes good business sense.**
 - “Many business leaders concur that employee volunteer programs, which encourage employees to share their time and talent by volunteering in the community, help business achieve company objectives and deliver on their values.”¹⁴
 - “Corporate citizenship not only helps to better people’s lives, it also benefits business by boosting performance, improving the bottom line, and building competitive advantage.”¹⁵
- 8. Organizations are utilizing “virtual volunteers.”**
 - “Virtual volunteers” can volunteer from their home and make significant contributions to organizations via the computer.¹⁶
 - “Volunteers today are more sophisticated. They are looking for value, benefits, and demonstrable results of their contribution.”¹⁷
- 9. Most individuals find volunteer opportunities by being asked; and a significant portion of individuals seek out volunteer opportunities on the Internet.**
 - In a survey conducted by Independent Sector, 50% of respondents reported that they had been asked to volunteer. Seventy-one percent of the individuals that were asked to volunteer did. Of those that were not asked to volunteer, only 29% actually volunteered.¹⁸
 - Sixty percent of respondents reported that they search for volunteer opportunities as well as other information about organizations over the Internet.¹⁹
- 10. Seniors in the suburbs are relying on neighborhood volunteer groups for assistance.**
 - The senior population in suburbs is increasing as the boomer generation ages and municipalities are having a hard time meeting their needs. (The boomer generation, born between 1946 and 1964, are expected to stay in the suburbs, unlike past generations which moved to retirement homes or warmer states.)²⁰
 - Neighbors are stepping up and assisting the elderly with tasks such as mowing the lawn, home repairs, and transportation to doctors’ appointments.²¹

Technology Trends

- 1. There is an increase in computer usage rates among senior citizens.**
 - The desire of senior citizens to communicate with children and grandchildren through email is helping them to overcome their fear of computers.²²
 - Classes covering everything from typing to Internet usage are available to ease the fears of inexperienced users.²³
- 2. The upcoming generation of senior citizens has a higher desire to use computers than current seniors.**
 - “Young” seniors desire the use of computer labs at senior centers whereas “old” seniors tend to fear computers because they are complex machines.²⁴
 - Many believe that the technology gap will gradually work itself out as many younger seniors have already used the computers in the workplace and computers are becoming more user-friendly.²⁵
 - Among Americans 65 and older, 31% have used the Internet at some time.²⁶
 - For seniors making less than \$20,000 annually, Internet usage is 15%.²⁷
- 3. Companies are utilizing technology in the design of products to assist the disabled and elderly.**
 - Increased access to assistive technology in daily life can help the elderly and disabled achieve better quality of life and greater independence.²⁸
 - Web Adaptation Technology can assist disabled/elderly computer users by reading text out loud, making words larger and sharper, and changing the colors of text and backgrounds.²⁹
 - Other products incorporating technology to help the elderly include Powervision, a product that enhances objects such as reading materials and sewing needles, and the Teletalker, an amplified phone for the hearing and visually impaired.³⁰
- 4. The internet is becoming a valuable social tool for senior citizens.**
 - Older adults are using the Internet to keep in touch with family members and save money on phone bills.³¹
 - In an online survey of people age 25-44 conducted by the AARP, 43% reported having a parent over age 50 that uses instant messaging to keep in touch with their children.³²
- 5. Technology is assisting organizations in their fundraising efforts.**
 - Organizations can cut expenses and become more efficient by implementing online fundraising.³³
 - Internet fundraising “works best for larger nonprofits that present a crisis factor or strong emotional appeal like September 11th.”³⁴
- 6. Website design needs to adjust to address the needs of a diverse population.**
 - The population of non-English speaking older adults will increase 219% by the year 2030. Therefore, websites will need to become bilingual.³⁵
 - Older adults are coming online by an estimated growth rate of 15% per year and encountering usability barriers such as complex navigation schemes, poorly designed search capabilities, and cluttered web pages.³⁶
- 7. Nonprofit organizations are using websites to communicate to stakeholders.**
 - Many charities have found the Internet to be an effective means of exchanging information across barriers of time, distance, and power.³⁷

- To be an effective tool for an organization, its website needs to be aligned with the organization’s goals, mission, and strategy.³⁸
 - Larger organizations, like the Red Cross, already use the Internet extensively and are trying become more efficient by using the Internet for supply chain management.³⁹
 - It is more challenging for smaller nonprofits to develop websites due to limited budgets and small staffs. However, even small organizations can “put up an extensive amount of useful information fairly quickly, and that information often has a long shelf life.”⁴⁰
- 8. Effective email communications will have a positive impact on fundraising, event promotions, and membership recruitment initiatives.**
- Nonprofits and associations using an email service for member communications reported higher open, click-through, and overall response rates over the last year.⁴¹
 - In a survey, 40% of nonprofits reported that they send monthly email communications to members and 44% reported that they communicate with members twice per month or more.⁴²
 - The most important benefits of email use for strategic communications cited in the survey includereporting and tracking capabilities, reduced effort, and reduced cost.⁴³
- 9. Nonprofits are recognizing the potential benefits of utilizing technology and making technological advancements a priority in their organizations.**
- One survey found that 63% of respondents had a line item in their budget dedicated to technology.⁴⁴
 - A survey conducted by Princeton Survey Research Associates found that 51% of nonprofits say they place a priority on enhancing their information technology and 28% have an information technology strategic plan.⁴⁵
- 10. Wireless communications will play in increasing role in the nonprofit sector in the years to come.**
- Wireless communication can be utilized to increase productivity and reduce IT costs.⁴⁶
 - Wireless networks are less expensive to create than traditional LANS and, because computers are not tied to data ports, offices can be reconfigured easily.⁴⁷

Aging Industry Trends

- 1. Community leaders in northeast Ohio are trying to prevent aging residents from moving from their neighborhoods by providing more services and researching ways to help them.**
 - Cleveland Heights is pressuring developers to build elderly-friendly homes with first-floor master bedrooms.⁴⁸
 - Some communities are organizing volunteers to do chores for the elderly.⁴⁹
 - Maple Heights has two social workers that visit the homes of older residents.⁵⁰
 - The Cuyahoga County Planning Commission is trying to provide more transportation options by linking senior programs in several cities to establish a network to carry passengers across the county each day.⁵¹
 - The Cleveland Foundation has given grants to 17 suburbs that have started yearlong studies to determine how to better help the elderly.⁵²
- 2. Senior centers are adding fitness programs in order to attract younger seniors.**
 - According to the National Council on Aging, exercise is replacing bingo as the most popular activity at senior centers.⁵³
 - The International Council on Active Aging claims that senior centers, retirement communities, and assisted-living centers are increasingly adding exercise equipment and staff in order to serve the needs of the senior population that are being ignored by commercial health clubs.⁵⁴
 - Commercial fitness clubs tend to be intimidating to older adults. Only 30% of private health clubs offered senior programming in 2002, but the industry is beginning to recognize the senior market's potential.⁵⁵
- 3. Unaffordable housing is making it difficult for older adults to stay in their communities.**
 - In 2002 and 2003, 27% of households headed by someone age 50 or older experienced a "housing cost burden," defined by the Department of Housing and Urban Development as payments toward housing that total more than 30% of gross household income.⁵⁶
- 4. Lack of personal transportation decreases mobility for those 50 and older.**
 - Nondrivers age 50 and older make less than half the number of trips made by drivers and are six times as likely as drivers to frequently or occasionally miss doing something they would like to do because they have no transportation.⁵⁷
 - Nondrivers envy drivers because they have freedom.⁵⁸
- 5. Over the next 15 years, there will be a significant increase in older nondrivers.**
 - Today there are approximately 4.5 million nondrivers over the age of 75. This number is likely to increase to 6 million by the year 2020.⁵⁹
- 6. Over the next two decades, there will be a large increase in the number of drivers over age 65.**
 - By 2030, the number of drivers over age 65 is expected to double to 60 million.⁶⁰
 - Time in their cars and average distance has been increasing from an average of 12.7 miles a day in 1995 to 15.3 miles a day in 2001.⁶¹
 - The Insurance Institute for Highway Safety estimates that by 2030 those ages 65 and older will account for 25% of traffic deaths.⁶²

7. Seniors are increasingly concentrated in suburban areas where public transportation is not widely available.

- The Brookings Institution predicts that seniors' reliance on automobiles will continue because 56% of seniors live in suburbs that are often ill-served by public transportation.⁶³
- Only 1.3% of all seniors' trips were made on public transit in 2001 (down from 2.2% in 1995.) This may be because bus stops are often too far of a walk for most seniors to make. Alternatives such as voucher programs, ride-sharing and small community buses have proven more appealing to seniors than traditional public transportation.⁶⁴
- Approximately 9 out of 10 trips made by individuals age 50 and older are made in privately owned vehicles as a driver or as a passenger.⁶⁵

8. Seniors who want to remain independent are a growing population.

- In the AARP's "Beyond 50" survey, 95% of respondents living in homes that meet their needs said "I am satisfied with my life the majority of the time."⁶⁶
- Due in large part to technology and financial planning, seniors who want to remain independent are a growing population.⁶⁷
- Nursing home utilization rates have declined substantially, especially among persons age 75 and older.⁶⁸

9. Home-delivered and congregate meal programs are facing challenges as funding decreases and gasoline prices increase.

- On average, it costs \$5 per meal to prepare and deliver meals to homebound seniors or to congregate sites at senior centers. Agencies are beginning to request that those who can afford it pay \$2 for their meals, but most cannot afford even that.⁶⁹
- Many meal programs are considering cutting back the number of days they deliver hot meals from five to three days per week and delivering a couple frozen meals on the same trips to improve efficiency.⁷⁰

10. An increasing amount of employers are offering elder-care services to their employees.

- About 20% of companies offered elder-care in 2002. The Society for Human Resource Management projects the number to be 30% in 2005.⁷¹
- Services offered to assist employees with elderly dependents include flex-time, job-sharing, compressed workweeks, telecommuting, adult day care, home health assistance, resource and referral programs, and employer-sponsored long-term care insurance.⁷²

Demographic and Social Trends

- 1. The elderly population is growing faster than the total population.**
 - Seniors will outnumber school-age children in ten states by 2030.⁷³
 - Twenty-six states will double their populations of people older than age 65 by 2030.⁷⁴
 - In Cleveland, the number of residents between the ages of 55 and 69 will grow by about 35% from 2005 to 2020.⁷⁵
 - Two-thirds of all the men and women who have ever lived past age 65 in the entire history of the world are alive today.⁷⁶
- 2. The poverty level in the city of Cleveland is improving; however, the poverty in Cleveland suburbs is worsening.**
 - Formerly America's poorest big city, Cleveland is now number 12. According to the U.S. Census Bureau, Cleveland's poverty rate is now 23%, an improvement over 2003's rate of 31%.⁷⁷
 - The number of poor people in Cuyahoga County outside of Cleveland rose by about 12%.⁷⁸
 - The shift may be due to a decrease in the population in the city as the poor move to the suburbs where there is a soft housing market.⁷⁹
- 3. Although the elderly constitute a small portion of the total homeless population in North America, their numbers are increasing.**
 - The Aging Health Policy Center estimates that between 14.5% and 28% of the homeless population are age 50 or older.⁸⁰
 - The U.S. Department of Housing reports that 3% of hostel users are over age 65.⁸¹
 - Elderly homeless people have multiple needs extending beyond the lack of housing: they face physical and mental health problems and "lack a social margin at a time of life when most people expect to draw on that set of resources and relationships."⁸²
 - One-third of single, homeless adults have a mental illness.⁸³
- 4. Residents continue to leave the Cleveland area.**
 - The U.S. Census reports a 1% decrease in Cleveland's population between 2003 and 2004.⁸⁴
 - It is estimated that 20,000 residents have left Cleveland since 1990. The population is the lowest it has been since the 1900 census.⁸⁵
- 5. The gender gap among older Americans may narrow.**
 - Currently, women over the age of 80 outnumber their male counterparts by 2.5 to 1, but that may change as cures are developed for heart disease, prostate cancer, and other ailments that typically shorten men's life spans compared with women's.⁸⁶
 - The average woman lives to be 79, while the average male lives to be 72. Death rates have begun to converge in the past 20 years it will most likely continue to converge. Some researchers attribute the convergence to women taking on the behaviors and stresses formerly considered the domain of males (like smoking, drinking, and working outside the home).⁸⁷

6. **Older persons reaching the high risk years of age 75 and older during the next two decades have more adult children than previous generations.**
 - In contrast to the current generation age 75 and older, the upcoming generation has low rates of childlessness and a high average number of children which provides increased potential for family support of the elderly⁸⁸.
 - However, 2-3 decades from now, the increased divorces rates and higher rates of childlessness among the baby boomer generation make expectations of family support for older persons much less certain.⁸⁹
7. **The city of Cleveland is slowly becoming more ethnically diverse.**
 - In 1990, 49.5% of the city's population was white; in 2000, 41.5% of the city's population was white.⁹⁰
 - In 1990, 46.6% of the city's population was black; in 2000, 51% of the city's population was black.⁹¹
 - In 1990, 4.6% of the city's population was Hispanic; in 2000, 7.3% of the city's population was Hispanic.⁹²
 - The 2000 U.S census reports that segregation levels in Cleveland between blacks and whites, and blacks and Hispanics, are among the highest in the U.S.⁹³
8. **As life expectancies increase, various age-related diseases will become more prominent.**
 - It is predicted that by 2054 there will be three times as many Alzheimer's patients.⁹⁴
 - By 2020, half of all Americans could be at risk for fractures due to osteoporosis or low bone mass.⁹⁵
 - Adult onset diabetes could also become a major issue as life expectancies increase.⁹⁶
9. **The notion of traditional retirement will be rejected.**
 - Nearly 80% of baby boomers want to continue working after they reach retirement age.⁹⁷
 - Approximately 42% want to rotate between work and leisure; 56% want to begin an entirely new career.⁹⁸
 - Over the next two decades, 78 million people will retire. It will be the biggest retirement wave in history.⁹⁹
10. **Generational marketing will focus on the needs of the aging baby boomer generation.**
 - Baby boomers are more likely than those in the "Greatest Generation" to hire help. The members of the current generation of elders are "do-it-yourselfers" while the baby boomers prefer to hire a specialist for convenience.¹⁰⁰
 - There will be a greater demand for personal services - cooks, cleaners, shoppers and fitness coaches. Membership numbers are expected to drop at private gyms as aging but body-conscious boomers turn their basements into home gyms.¹⁰¹
11. **Miscellaneous Cleveland statistics:**
 - The Poverty Center reports that 1 in 4 Cuyahoga County households have at least one member over age 65 and 1 in 7 households have a member over age 75.¹⁰²
 - Cleveland ranks 96th out of the 100 largest cities in the share of adults who have a bachelor's degree; and the educational attainment of each racial/ethnic group in Cleveland significantly lag that in other cities.¹⁰³
 - Cleveland's unemployment rate is the second-highest among large U.S. cities, and median household income is the third-lowest.¹⁰⁴

Economic Trends

1. Concentrated poverty is prevalent in Cleveland.

- “Concentrated poverty” refers to an extremely poor, racially segregated neighborhood.¹⁰⁵
- The Brookings Institution determined Cleveland has a concentrated poverty rate of 29.8%, which means that 29.8% of all poor people citywide live in extreme-poverty neighborhoods.¹⁰⁶
- Based on the 2000 Census, Cleveland has 52 extreme-poverty neighborhoods, defined as neighborhoods that had more than 40% of their residents living below the federal poverty threshold in 2000.¹⁰⁷

2. The poverty level in the city of Cleveland is improving; however, the poverty in Cleveland suburbs is worsening.

- Formerly America’s poorest big city, Cleveland is now number 12. According to the U.S. Census Bureau, Cleveland’s poverty rate is now 23%, an improvement over 2003’s rate of 31%.¹⁰⁸
- The number of poor people in Cuyahoga County outside of Cleveland rose by about 12%.¹⁰⁹
- The shift may be due to a decrease in the population in the city as the poor move to the suburbs where there is a soft housing market.¹¹⁰

3. Cleveland continues to suffer from an economic emergency.

- Comparing March 1994 with November 2004, Cuyahoga County welfare payments to low-income families have been cut by \$310 million annually – a 55% cut.¹¹¹
- In 32 of Ohio’s 88 counties, the number of families cut from OWF/TANF cash welfare between September 2003 and September 2004 was larger than the total number of jobs created in the counties.¹¹²
- Ohio lost 186,826 jobs during the last four years – a 3.4% decline.¹¹³
- Cleveland remains in a recession even as the rest of the country appears to be slowly recovering from the 2000-2003 recession.¹¹⁴

4. There is a regional movement to rebuild Greater Cleveland’s economy.

- In February 2004, more than thirty community, family, and corporate foundations came together to discuss who their grants could spur economic growth. Many of the foundations agreed to jointly fund “Fund for Our Economic Future” that will make major investment in development efforts.¹¹⁵
- Six major business development groups have set up Team NEO, a joint effort to market the thirteen counties in the region.¹¹⁶

5. After a two year period of rapid growth, the U.S. economy will slow to a more sustainable pace.

- The American Bankers Association Economic Advisory Committee (EAC) forecasts the national economy to grow at an annual rate of 3.5% in real terms for the remainder of 2005 and slightly more than 3% in 2006.¹¹⁷
- The EAC believes that the underlying inflation rate will stabilize around 2% through next year; however, a tight labor market and persistently high oil prices could push inflation higher than expected.¹¹⁸

- The EAC’s chairman and chief economist states, “With economic health now restored and the economy approaching full employment, continued stimulation for monetary and fiscal policies is no longer required.”¹¹⁹
- 6. In addition to paying higher energy prices, consumers may pay higher prices for a variety of goods.**
- The Federal Reserve reports that, since hurricanes Katrina and Rita hit the Gulf Coast, businesses’ have raised the price of consumer goods due to the rising costs for fuel, petrochemicals, building materials, and shipping.¹²⁰
 - Federal Reserve officials plan to keep price increases under control by raising interest rates in the coming months, which should also slow economic growth.¹²¹
- 7. The distribution of income growth will continue to be uneven as the “rich get richer, and the poor get poorer.”**
- The Center of Budget and Policy Priorities determined in 2002 that Ohio ranks third in the nation in the extent to which incomes of the poor and the rich pull apart.¹²²
 - A continuation of this trend could result in increased demand for government services associated with public health, improving poor schools and school performance, juvenile and adult criminal justice, and public housing.¹²³
- 8. Experts are predicting continued inflation.**
- The Organization for Economic Cooperation and Development believes that, “despite higher energy prices, the expansion has continued at a solid pace, driven by private domestic demand.” This causes risk of inflation.¹²⁴
 - The U.S. Federal Reserve has steadily raised interest rates from 1% in 2004 to the present rate of 3.75% and many economists believe further increases are needed to contain inflation.¹²⁵
- 9. The elderly are going to become increasingly more responsible for healthcare costs.**
- From 1993 to 2000, employers providing benefits to retirees declined from 40% to less than 25%.¹²⁶
 - From 1970 to 2000, Medicare expenditures per elderly enrollee grew approximately 2.8% per annum faster than the GDP per capita.¹²⁷
 - The elderly may become “healthcare poor.” Low-income elderly are being forced to choose between vital elements such as prescriptions and an adequate diet.¹²⁸
 - Americans are going to need to work longer and build up greater savings prior to retirement.¹²⁹
- 10. Ohio is experiencing an overall decline in migration which leads to lost tax revenues and work shortages.**
- The number of Ohioans leaving the state is three times greater than the number migrating in from foreign countries.¹³⁰
 - Studies show that better-educated residents are more likely than lower-skilled workers to move out.¹³¹

Political / Legal Trends

- 1. The federal government is playing a larger role in requiring states to administer services and programs to persons with disabilities to increase independent living.**
 - In 1999, the U.S. Supreme court issued the “Olmstead decision,” requiring states to administer services, programs, and activities for persons with disabilities through accessible community-based services.¹³²
 - The U.S. Department of Labor recently announced grants for home modification.¹³³
- 2. Medicaid’s institutional bias in favor of funding nursing home services is slowly shifting toward increased funding for home and community-based services.**
 - “From 1990 to 2000, the share of all Medicaid long-term care dollars funded to home and community based services doubled from 13.2% to 26.9%.”¹³⁴
 - “Despite the shift toward increased funding for home and community-based care, older persons who rely on public funding are more likely to be institutionalized than younger persons with disabilities.”¹³⁵
- 3. Senior advocates are pushing for more federal spending on public transportation.**
 - Federal spending on public transportation has risen from \$3.7 billion in 1993 to \$6.5 billion in 2003.¹³⁶
 - According to the American Public Transportation Association, in 1972 Americans took 6.5 million trips on commuter buses, trains, or trolleys. In 2001 ridership increased to 9.5 billion trips.¹³⁷
- 4. Mounting consumer debt and bankruptcies among seniors are becoming more common.**
 - The combination of a fixed retirement income, increasing living expenses, and high prescription drug costs can severely damage a senior’s financial security.¹³⁸
 - The average credit card debt among Americans age 65 and older more than doubled between 1992 and 2001 to \$4,041, reports Demos, a public policy research group in New York City.¹³⁹
 - The Federal Reserve Bank’s Survey of Consumer Finances shows that seniors between age 65 and 69 years old saw almost a tripling in their credit card bills to an average of \$5,844.¹⁴⁰
- 5. The new Medicare Part D Plan will have a significant impact on drug costs for the elderly.**
 - The standard Medicare drug benefit offers insurance that will pay some of a senior’s drug expenses and will protect him or her against very high costs.¹⁴¹
 - If a senior has drug expenses that go above the coverage gap (\$2,850), the plan covers up to 95% of the rest of prescription costs until the end of the calendar year.¹⁴²
 - The new Medicare prescription drug program offers extra financial help for people with limited incomes and assets. You may qualify for this extra help if your income is below \$14,355 a year (or \$19,245 if you are married and living with your spouse—and more if you have dependent children or grandchildren living with you), and if your assets are below \$11,500 (or \$23,000 if you are married).¹⁴³
- 6. There has been a decline in the share of federal support to state and local governments which has caused a greater reliance on state and local taxes to support public services.**
 - During 1990-1995, federal grants in aid to state and local governments averaged 21.5% of total spending, well below the 26.5% peak that occurred in 1978.¹⁴⁴
 - The trend in Congress of pushing more responsibilities and costs on to state and local governments is expected to accelerate and is fueled by federal policy on devolution, immigration, national security, health care, and taxation.¹⁴⁵

- 7. Changes in social security could have a major ripple effect on seniors in Ohio and the rest of the country.**
 - Approximately 46% of Ohioans age 65 and older would be below the poverty line without social security assistance.¹⁴⁶
 - Social security provides 68% of the annual income for Ohio citizens age 65 and older (79% for black Ohioans and 83% of Hispanic Ohioans).
- 8. Although Medicare is currently a stable course of affordable healthcare for the elderly, the future of Medicare is still uncertain.**
 - The aging of the baby-boom generation, a decline in the number of workers per beneficiary, and increasing life expectancy will present fiscal challenges for Medicare.¹⁴⁷
 - From 2000 to 2030, the number of people on Medicare is projected to rise from 40 million to 78 million, while the number of workers to support beneficiaries is projected to decline from 4.0 workers per beneficiary to 2.4 workers per beneficiary.¹⁴⁸
- 9. States may be forced to increase their healthcare assistance to the elderly.**
 - States such as Ohio, Pennsylvania, and Michigan will have the most “needy” elderly population and will face increasing financial burdens of paying Medicaid and other health care costs for the oldest seniors.¹⁴⁹
- 10. The political power of the elderly will continue to have a major impact.**
 - The elderly will continue to pressure state legislature and local government to increase social services.¹⁵⁰
 - The elderly are expected to support programs that foster independence, such as PASSPORT, Ohio’s alternative to nursing care program.¹⁵¹

Funding / Fundraising Trends

1. Involvement in organizations tends to increase donations.

- According to the AARP's "Beyond 50.05" survey, 92% of respondents who belong to one or more organizations had given to charity, compared to 77% of those who belonged to no organization.¹⁵²
- A survey conducted by Independent Sector reported that households in which the respondent also volunteered gave higher monetary donations than households in which the respondent did not volunteer. Volunteers from giving households gave significantly more than non-volunteers from giving households: \$2,295 versus \$1,009.¹⁵³

2. People over 50 are especially active donors.

- The AARP's "Beyond 50.05" survey found that 69% of those over age 50 had contributed money to some charitable organization.¹⁵⁴
- Studies estimate that more than 75% of the members of older generations give to charitable causes, compared to 50% of Generation X (born 1965-1981). The average gift of older generations is \$1,707, compared to an average gift of \$532 from Generation X.¹⁵⁵

3. Generation Y (a group of 60 million people born between 1979 and 1994) is an important emerging donor group.

- Generation Y is a very ethnically and racially diverse group – 1/3 are not Caucasian.¹⁵⁶
- They are environmentally conscious, were raised on the Internet, are very self-reliant, and discriminatory about the messages sent to them.¹⁵⁷

4. With the increase in the number of nonprofit organizations and fundraising becoming more competitive, experts emphasize that the success of an organization's fundraising programs depends more on its strategy and executing, rather than external market conditions.

- Although fundraising in recent years has been difficult, the organizations that have done the best are ones that have "stayed the course" or even stepped up their fundraising efforts.¹⁵⁸
- Fundraising experts recommend that fundraisers stay educated and networked by joining member groups like the Association of Fundraising Professionals and industry groups that focus on the organization's particular cause.¹⁵⁹

5. Giving circles are becoming a fast-growing phenomenon.

- "A giving circle is a pooled fund for grant making, enabling members to combine contributions (often \$500 or \$1,000 each) and learn about issues of interest and possible recipients. Then they decide on distributions."¹⁶⁰
- Women's giving circles are becoming especially popular as friendships are formed at social gatherings when issues and grants are discussed.¹⁶¹

6. Venture philanthropy and donor advised funds are becoming more prominent.

- Venture philanthropists use innovative strategies and a network of contacts to address complex issues.¹⁶²
- Donor advised funds are advantageous to donors because it allows them to benefit from tax deductions in the current year and decide later which charities to support with those funds.¹⁶³

7. Internet giving now represents a steady stream of revenue for a broad spectrum of philanthropic organizations.

- Although internet giving still represents only a small percent of overall giving, approximately 5% during 2002, experts are predicting it will continue to grow.¹⁶⁴
- A survey conducted by The Chronicle of Philanthropy concluded that funds raised online in 2003 were 48% higher than 2002.¹⁶⁵
- Internet giving allows organizations to send an instantaneous online thank you letter to the donor. Many believe that generation X and Y donors prefer this as opposed the usual gift acknowledgement that arrives via mail months after the donation is made.¹⁶⁶

8. Many organizations are finding that the solicitation of major gifts is essential to securing their futures.

- Experts predict that a minimum of \$6 trillion will be transferred as bequests to charities in the 1998-2052 time frame.¹⁶⁷
- Successful planned giving campaigns require careful preparation and comprehensive marketing materials. The most popular planned gifts are wills and bequests, life insurance, real estate, charitable remainder trusts, and charitable gift annuities.¹⁶⁸

9. A growing number of nonprofits are launching for-profit ventures.

- Nonprofits that are having difficulties finding funding for their programs are looking to for-profit ventures to help make up for the loss and sustain future funding.¹⁶⁹
- However, experts caution that, as with any business, there is risk involved and research indicates that 70% of the for-profit endeavors do not make money.¹⁷⁰

10. Miscellaneous statistics:

- It is estimated that women control 51.3% of wealth in the U.S. and donate twice as much to charity as men do.¹⁷¹
- Almost three-fifths of donors give to more than two nonprofit organizations (up from less than half in 1990.)¹⁷²
- Donations to environmental groups and human service organizations are rising, while those to arts and culture groups are declining.¹⁷³
- In households with incomes of \$25,000 or more, black women are more likely to give to charity than white women.¹⁷⁴

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Perceptual Analysis

Perceptual Analysis

The perceptual analysis is a systematic approach to learning the opinions, thoughts, and attitudes of all constituents associated with Golden Age Centers (GAC). The following information was gathered through personal interviews, focus groups, and confidential surveys. The summaries provide a brief overview of important points of interest and comments that were discussed repeatedly among the individual constituent groups. Due to the detailed nature of the information, we have only provided a brief summary. It is critical that the full reports are examined; these can be located in the appendix.

Board of Directors

The Board of Directors had a response rate of 26%. Yet, each of the respondents provided critical information about the current abilities of GAC, as well as future ideas. All of the respondents either currently sat on a board committee or had done so in the recent past.

Board Meetings

A majority of respondents, 50%, believed that board meetings were productive. However, those who viewed the meetings as unproductive provided adequate feedback for improvement. Some suggestions included:

- “The meetings are mostly informational. I would carve out time to tackle issues in small groups and then report back to the larger body.”
- “Work should be done in committees and the committee chairs should report out results...”

Committee Meetings

With regards to the productivity of individual committee meetings, there was a mixed response. A majority of respondents (50%) felt that the meetings were either highly productive or productive. Individual assessments were given for several of the committees. These surveys yielded similar suggestions to the larger board meetings included establishing objectives and work plans.

Programs and Services

Board members feel that GAC is most effective at food programs, specifically home delivered and congregate meals. Other programs were mentioned, but the focus remained on food delivery. Responses concerning improvements to programs were equally varied. Funding was mentioned numerous times as an impediment to providing additional services. However, thoughts of more or new social worker services, intergenerational programs, and nutritional counseling were mentioned.

Board and Staff Effectiveness

Sixty-six percent of respondents (8 persons) felt that the board leadership was effective. Comments surrounding this rating included:

- “I think we need more workers”
- “I think we need more workers”
- “Run meetings well, very optimistic and positive”
- “Does not challenge the president”
- “Things get done, problems are discussed and solutions mentioned.”

With regards to staff effectiveness, 58% of respondents or 7 persons felt that the staff was very effective. Again a wide array of comments were provided,

- “On an efforts basis, they do a great job...”
- “Very organized”
- “Questions are handled and situations explained.”

Future Vision

The open-ended nature of the questions provided the board with an opportunity to voice suggestions surrounding the future vision for GAC. Suggestions included strategic partnerships with other organizations, locating additional funding sources, and a continuance of current services. To effectively implement these suggestions, survey participants were asked to describe specific actions for the next five years. Responses to this question were broad in scope, but included expanding services, increasing work with government agencies, forging partnerships, creating advertising, rebuilding the board, and creating advisory boards, as well as developing new funding sources.

Funders

In order to get a sense of the perceptions of Golden Age Center within the funding community, we conducted in-person interviews with key staff from the Western Reserve Area Agency on Aging (WRAAA), the United Way, the Cuyahoga County Department of Senior and Adult Services, and the City of Cleveland Department of Aging.

We developed a standard template of questions that we used as a framework for our interviews and recorded the responses of our interviewees. Below is a synthesis of the key themes that emerged from our discussions.

Important Industry Trends

- Most foundations and governmental agencies prefer to fund specific programs. They do not give much money for general operating support.
- Senior centers have experienced declining enrollment nationwide.
- There is no plan for dramatic increases in governmental social services programs despite the fact that, demographically, this population group is growing and there will likely be increased demand for services in the near future.
- There are increasing numbers of homebound seniors.

Golden Age Center Strengths

- Golden Age Centers has a good reputation amongst the various agencies that fund senior services. Golden Age has a long history of providing a reliable, high level of service and is well known within the Cleveland Area. They are a large and stable organization.
- Golden Age has strong senior leadership. Paul Alandt was highly regarded amongst the individuals that we interviewed. They valued his long-term involvement with the organization and appreciated the expertise he has developed through his years of service. Additionally, GAC was perceived as having a strong Board.
- Golden Age Centers has established a strong relationship with the Cleveland Municipal Housing Authority.
- Golden Age Centers provides essential services to a very needy population.
- Golden Age Centers has developed the ability to deliver services across a broad area. They work throughout Cuyahoga County.

Golden Age Center Weaknesses

- Many programs seem to focus exclusively on Cleveland Municipal Housing Authority tenants. This excludes seniors who may wish to use those services but ultimately choose not too. The respondents expressed the importance of reaching a broad cross section of the senior community, but recognized the difficulty of serving communities with very different needs.
- There is the perception that, at current funding levels, GAC will not be able to serve a broad cross section of seniors. The interviewees were worried that GAC might scale back or eliminate services in the future.
- All of the respondents mentioned the importance of succession planning. Several interviewees stated that, at transitional times in the past, key staff positions were not filled in a timely manner and as a result communication and the ability to meet deadlines suffered. They felt that attracting and retaining talented employees will be a critical issue for Golden Age Centers in the future.
- Golden Age Centers does not have particularly diverse sources of funding and are reliant on a handful of key sources.
- Inefficiency in the Home Delivered Meals program: Wasted meals in the form of meals that are prepared but not ultimately delivered to a client. Our interviewees would also like to see meals delivered in a more timely manner; they had the impression that the window of time that any meal was delivered within was too large.

Suggestions for Golden Age Center

Services

- Develop services for seniors who have a changing perception of aging. The baby boomers as a generation have new and different expectations for their retirement. Suburban seniors have very different needs from seniors living in Cleveland Municipal Housing Authority facilities.
- The name Golden Age Centers has an antiquated ring to it. GAC should consider a name change to reflect efforts to reach a broader client base.
- Respondents liked the atmosphere and mix of programs offered at the Gunning Center.

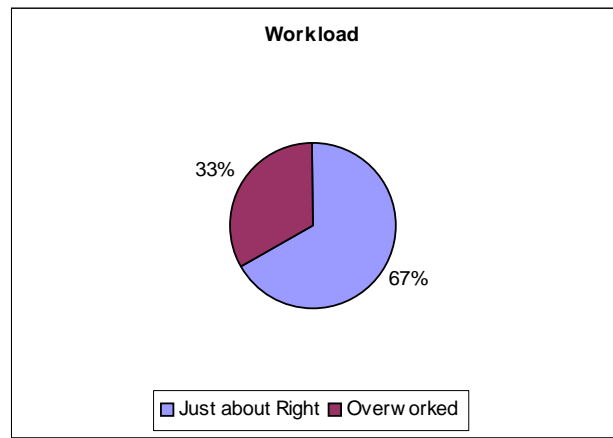
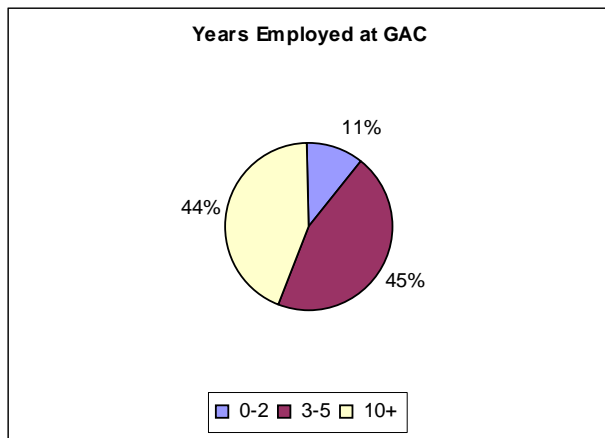
Succession Planning

The Interviewees gave us suggestions as to what qualities a future leader of Golden Age Centers should possess. An ideal leader should:

- Have experience managing a non-profit organization, including specific expertise in financial management, business planning, and budgeting.
- Have a comprehensive knowledge of the aging issues and senior needs.
- Have a working knowledge of current information technology tools.
- Have knowledge of the Greater Cleveland area, its donor community, and political and social networks.
- Have experience working with poor, urban populations.
- Golden Age Center should develop a plan for preserving the institutional knowledge that may disappear when key staff members retire. For example, Paul could serve as a mentor to his eventual successor. He could give advice on the very complicated processes of securing these funds from governmental organizations.
- A new leader should be able to effectively hire new employees to fill vacant positions and have courage to terminate ineffective employees.
- This leader should effectively communicate with the staff, delegating tasks to employees who handle operational tasks.

Employees

Employees were surveyed to gain a greater understanding of their perception of resources, workload, benefits, and support. Two percent of employees responded to the distributed survey; from these responses we were able to gather quantitative data to describe the average time of employment and perceptions of workload. The following charts graphically display these results.



From these charts we are able to see that of the respondents, 45% have been employed from 3 to 5 years, yet closely following are 44% of respondents that have been employed over 10 years. Additionally, 67% of employees feel that their current workload is just about right; no employees that responded felt as though they were under-worked.

Resources and Support

A majority of employees felt that they had the adequate resources to get their job done, however there were a few specific incidents that combated effectiveness (i.e. computer problems). When asked about supervisor support, 89% of employees felt that their supervisor adequately supported them. For those who felt as though their superior did not support them, they stated that they “don’t get the guidance [they needed]” and that their supervisor’s hands-on approach “sometimes interferes with proper handling of subordinates.” Additional questions were asked regarding board support, as well as working relationships with subordinates (see appendix for detailed accounts).

Compensation and Benefits

When discussing compensation and benefits, a majority of respondents felt they were underpaid. Although some stated the job was rewarding, the pay was minimal. One respondent had not taken advantage of the benefits program, but was amazed that GAC provided full coverage to employees.

Programs and Services

As with other survey participants, employees felt that the current programs and services provided were of great importance. Additional programming suggestions were made surrounding

more activities such as gardening, crafts, and outings. Another suggestion was to have more visits to clients by social workers. No one believed that there are programs that should be discontinued; however, concerns arose regarding transportation and funding issues.

Center Directors

The center directors are dedicated, professional people. They are committed to what they do and make a huge difference in the lives of countless seniors. Their comments were thoughtful, respectful, and offered with a deep passion for GAC and its mission.

Finances

The most common theme revolved around finances. The directors understood that much was being done to respond to the budgetary crisis at GAC. Yet they were also clear about their frustration with the current state of affairs.

- Salaries are too low. One director pointed out that the current compensation structure is “creating clients” who need help when they retire.
- They feel that even the basics are not adequately being supplied. More than one director mentioned that there was not even proper office furniture available to the staff.
- The budget crisis is also creating a staff crisis. There is an over-reliance on volunteers and too many staff members have been reduced to part-time status.
- The administration and board need to think in a different, more creative way about how to secure new funding sources.

Staff

There was a lot of concern regarding the impending retirement of the executive director. Paul is seen as a good director who has passion for his position and for GAC. To effectively replace him will take foresight, and the center directors are appreciative of Paul’s willingness to honestly broach the subject far in advance.

Another staff concern voiced by several individuals is center director turnover. While Paul’s retirement is on everyone’s radar screen, there is some fear that several center directors will also be retiring or leaving in the near future after long tenures at GAC. Many are afraid that

this reality is below the radar screen and could pose major problems, especially if the executive director position and several center director positions become vacant at the same time.

Operations and Programming

The autonomy given to each director and his or her center is seen as both a blessing and a curse. Clearly, the directors appreciate and enjoy the freedom to run their own centers without being subjected to micromanagement by the administration. They do admit, though, that there are certain economies of scale that can not be utilized because of this decentralized organizational structure. One director wondered if certain positions, perhaps even an activities director, could be GAC-wide. Another director asked if inter-center activities were a possibility. This director wondered if more well-to-do centers might be able to coordinate and cooperate with the poorer centers in providing certain basic services or activities. An example mentioned was the use of the pool at Gunning by lower income clients from other locations.

A final operational issue that came up repeatedly was transportation. There simply are not enough transportation opportunities provided to clients, and the need is growing rapidly. This issue is universal. It is not connected to any particular client demographic. The need is also not just reserved to group transportation. There is a growing need for personal transportation (visits to the doctor, etc.) for many of the clients, especially those in the suburbs without easy access to public transportation.

Communication

The issue of communication emerged repeatedly during the center director interviews. Many directors felt that administration could do a more effective job in communicating with the centers. At the same time, there was also a desire for better and more communication among the centers themselves.

There was some concern that the administration and especially the board do not really know what is going on at the centers. Directors would like to see more center visits by the GAC administration and board members. Directors suggested spending an entire day at a center to get a real feel for what happens.

Demographics

There are several demographic shifts occurring in Cleveland and in the U.S. that are being felt at all of the centers. The baby boomer generation reaching retirement age is causing a shift in

attitudes about aging. Baby boomers want different services and different activities than their parents. They are much more health-conscious, more active, and are staying healthier longer. At least one location is offering yoga, and several offer exercise classes. There was even a question as to whether “Golden Age Centers” (and the image of seniors that it connotes) is an appropriate name for the organization.

At the same time, the baby boomer generation is bringing individuals into the centers who are lifelong recipients of welfare benefits and sometimes even lifelong drug addicts. Center directors wonder if there will need to be a shift in the services provided for these individuals. There is a basic population shift occurring in Cleveland. As seniors move, some directors wonder if certain centers will also need to move or be eliminated altogether. Finally, with GAC’s fiscal problems, the demographic shifts, and the future staff turnover, there was some concern voiced by several directors as to whether GAC will survive at all.

Clients

Through client focus groups, we were able to obtain information about current programs and services offered by GAC at various locations.

Programs and Services

Although each location had different needs and wants, there were several key themes among the groups. First, each group reported the need for additional or better transportation. Some felt that because only a limited number of individuals could use this service, it posed a problem when people needed to go to the grocery store or to the doctor. Others made comments regarding the type of transportation. Since some members of the community are physically disabled, they are not able to use GAC services because the vans are not wheelchair accessible.

A second theme that surfaced was the lack of participation. Those who were housed in CMHA housing noticed that everyone knew of the services, but very few participated. A large percentage of participants felt that if specific programs were offered, GAC might see a better turnout. Examples of additional services included classes focused on legal aid, Medicaid and Medicare, support services, and more.

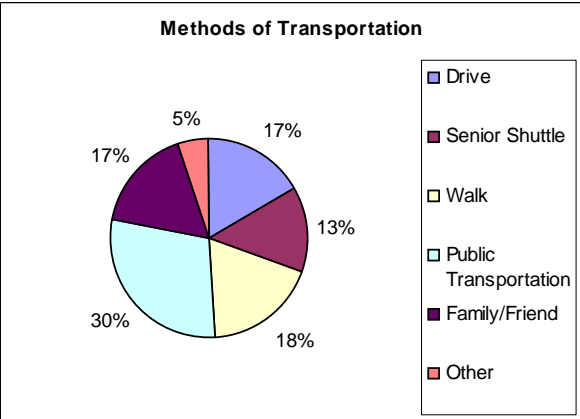
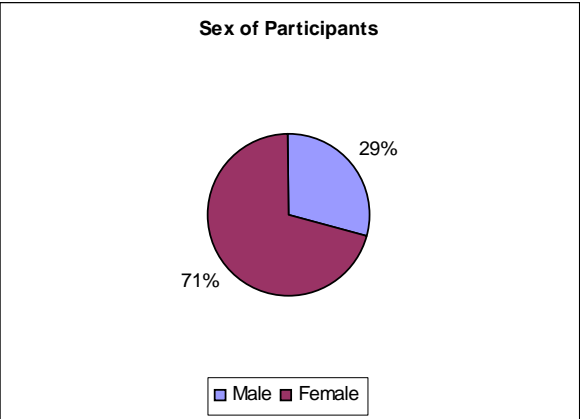
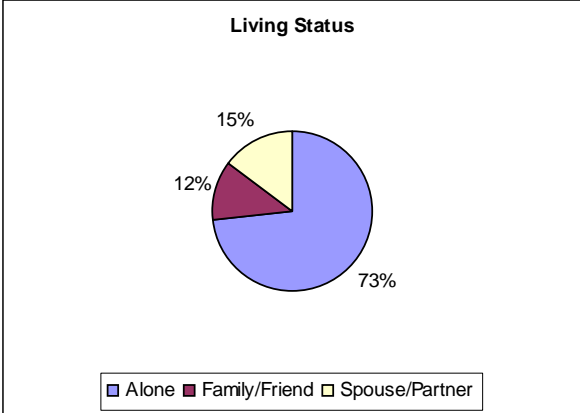
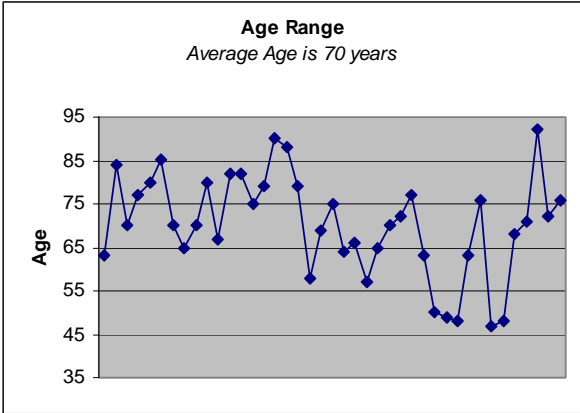
The final group-wide comment revolved around communication. Some clients felt their particular center provided semi-adequate communication about events and services; others felt

that the minimal amount of information disseminated to clients caused the problem of minimal participation. They felt that more flyers, posters, newsletters, etc, would be helpful in getting the message across to a larger group of people.

Center specific information was generated from all of our conversations with clients. Detailed accounts of these conversations can be found by reading the accounts found in the appendix .

Demographics

Additionally, to determine client demographics we asked participants several basic questions. These questions focused on age, living status, sex of participants, and methods of transportation. The following charts describe the results.



Volunteers

Volunteers from four senior centers were interviewed through focus groups to determine why they volunteer, if they are provided the necessary resources, and what they see for the future of GAC. A majority of participants volunteer because they enjoy working with other people and truly enjoy helping their peers. Additionally, some participate because it keeps them active. Each believes that his or her role as a volunteer does directly benefit the elderly population they are helping serve. They are able to answer questions and make new friends, which benefits both the clients and the volunteers.

Centers

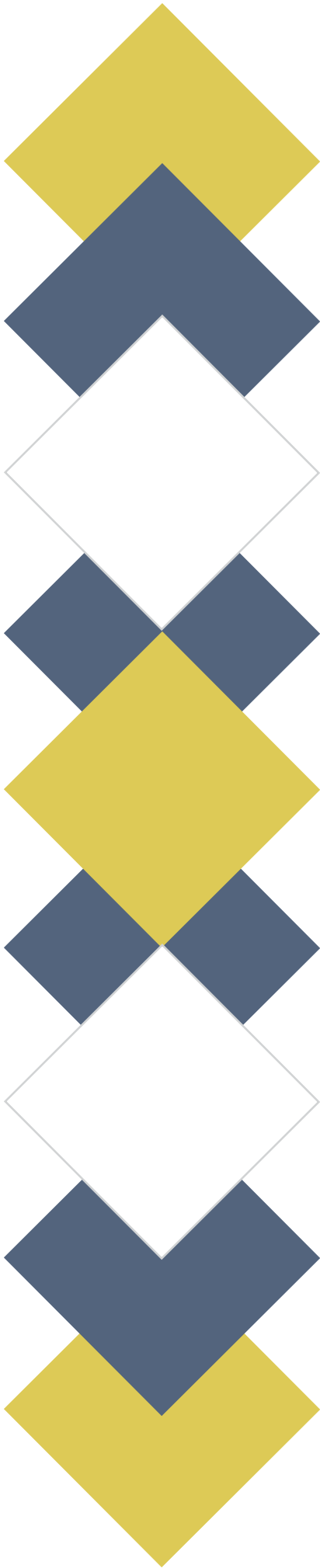
Through discussion volunteers commented that the lack of an adequate budget plays a role in what they are able to do for the clients. Additionally, because the budget is continually being cut they are seeing a greater need for more staff, which is not possible at this time.

Programs

One comment that was heard time and time again was that few men participate in GAC activities. Because of the lack of men's participation, volunteers felt that programs designed specifically for men would be helpful in attracting their attention. On the other hand, volunteers commented on additional programs and services they would like to see offered to all clients. Suggestions included more exercise and nutritional programs, additional medical screenings, and on a larger scale, and the recruitment of more volunteers to help spread the word of GAC.

Resources

The volunteers felt well-supported by the staff at each center, yet individual resources were an issue at some locations. Some mentioned that they eventually obtain the items they needed; others purchased the items themselves for use in activities because of budget cuts.



Appendix

Board Survey

2. Do you hold any offices on the GAC board? If so, which one(s)?

- Treasurer
- Past president for two years and various other officers, including the Executive committee.
None currently
- Former program chair, vice president and president and been a past member of all the committees
- First Vice Chair

3. Which committees, if any, do you serve on?

- Budget/Advertising (1)
- Executive (3)
- Development (3)
- Program and services (5)
- Legislative (1)

4. How did you come to be a member of the GAC board? Describe that experience.

- A former board member, who I knew of through UWS work (not in Cleveland) asked me to volunteer
- The incoming President recruited me
- Recruited through current members
- I was recruited by a friend. I researched the organization and visited several centers. I also talked to the director at length.
- Went to BVU
 - Selected GAC as one I wished to serve and interviewed with Paul over lunch – very pleasant; welcomed warmly at first board meeting
- In 1984, I was recruited by out then Exec. VP and General Counsel of Eaton Corporation at the request of Peg O’Neill, who was then President of GAC or was about to be President
- Through Barb Mixon
 - Great experience to work with such dedicated people to better the lives of the elderly
- Through a friend who was also involved volunteering at the Bing GAC (at the time the only center) and was a Board member
- After completing the Leadership Development Course, I wanted to work for seniors or youth, an opportunity to work for seniors arose first
- Recruited by Joan McCarthy
- Appointed by Mayor Campbell since I had been part of the Cuyahoga County advisory council on Senior and Adult Services and Jane Fumich knew of my interest.

5. How would you evaluate board meetings?

Highly productive Productive Minimally Productive Not at all Productive

5a. If you answered *minimally productive* or *not at all productive* in question 5, how would you change the structure of the board meetings to increase productivity?

- Highly productive (2)
 - Historically have been productive
- Productive (6)
 - I believe the subject matter should be better explained in the notice of the meeting
 - Review responsibility of board and provide reports in board accomplishments
- Minimally Productive (3)
 - The board appears large and unwieldy to me. The meetings are mostly informational. I would carve out time to tackle issues in small groups and then report back to the larger body. Then capture the small group ideas.
 - More information from Executive Director – too passive
 - More work should be done in committees and the committee chairs should report out results. This is an organization about service to people and to the cause of successful aging. Very little discussion about that occurs in our meetings. I am more interested in how many meals are being served and how short we are of serving the need in the community. I am also concerned about the price per unit of service but primarily as a reference point in asking for funding and in determining if GAC or another agency is better able to perform this function.

6. How would you evaluate your committee meetings?

Highly productive Productive Minimally Productive Not at all Productive

6a. If you answered *minimally productive* or *not at all productive* in question 6, how would you change the structure of the committee meetings to increase productivity?

- Highly productive (2)
- Productive (4)
- Executive Committee
 - Productive: executive committee meetings are typically well run and productive. Part of why the board meetings are minimally productive (to me) is that we re-hash the same informative issues
- Development (3)
 - Productive
 - Highly productive (2)
- Program and services (3)
 - Minimally productive: establish objectives for committee, establish work plan, and send out agenda beforehand
 - Highly productive and historically
 - Productive

7. What do you think GAC does well today in terms of programs and services?

- Very good
- Food delivery services
- Programs at the centers that provide for socialization opportunities for seniors
- The centers seem to be well run and the clients are happy. That tells me a lot.
- Home delivered meals
- Activities at centers to keep seniors active and out of nursing homes
- Meals – home delivered and at centers

- Social forum at centers
- Providing social worker services
- Transportation
- It does an excellent job serving our elderly population most of whom are very poor, use the home delivered meals, meals served in the centers (those who can come) and enjoy the activities provided at the centers
- Remind us of needs of older people
- Home delivered meals, congregate meals, health screenings, assistance with personal business, like banking and transportation, trips – entertainment and culture, music and art, counseling, recreation, socialization
- Home delivered meals
- The meals program and activities

8. What do you think GAC could improve upon with regards to programs and services?

- Can't do more without the money
- I would like to see an emphasis on social work. Social work currently is viewed as a costly burden (due to the lack of social workers and cost of social workers). I would like to see if we could turn this around into a positive revenue effort. We can change for social work.
- It's hard, with funding problems, to do much more or do better. Increased publicity of the GAC's programs and services to the community may help.
- Involve clients more; identify unique skills of clients and employ more skills
- More money needed to do more
- Increasing services to more seniors
- Not fully aware of all programs – I may need more orientation
- Perhaps recruit more volunteers to assist staff
- Seek more cultural enrichment opportunities
- Intergenerational programs
- Nutrition counseling
- Senior Centers

9. In your opinion, how effective is the current leadership of the GAC board?

Very Effective Effective Somewhat Effective Not at all Effective

9a. Why?

- Very effective (3)
 - Effective, it is that people try.
 - Dedicated
 - Very involved with senior issues; often brings information and issues to the attention of the board; conducts efficient meetings
- Effective (8)
 - We've got the job done
 - Too many people on the board do not attend meetings or help in anyway. I think we need more "workers"
 - Run meetings well, very optimistic and positive
 - Does not challenge the president

- Good Implementation
- Have more Board members visit the centers so they know exactly what goes on and have contact with the center directors
- Dr. Jackson is an expert in this field. I think that she runs an efficient meeting. However, her expertise on successful aging is rarely communicated to the Board.
- Things get done, problems are discussed and solutions mentioned
- Somewhat effective (1)

10. In your opinion, how effective is the current staff leadership?

Very Effective Effective Somewhat Effective Not at all Effective

10a. Why?

- Again, can't do all that is necessary without the money. Government programs are 60-90 days late in payment, sometimes 120 days
- Very effective (7)
 - Paul and team work very hard in some very challenging environments
 - Knowledge, budget management, staff leadership
 - Very dedicated and effective in managing our resources
 - Very organized
 - On an "efforts" basis they do a great job. They loose productivity to the realities of running a not for profit. An example is dealing with suppliers when we are behind in billings.
 - Paul Alandt is fantastic as is Jeanne and Carolyn Caldwell is effective although her health is poor
 - With both a director and assistant director the community we serve as well as the persons responsible for providing the service were effectively administered. Without the assistant director, I am concerned but will wait and see
 - Questions are handled and situations explained
- Effective (4)
 - The director does a fine job. He is one man and can't do it everything. I think someone should be in training NOW to assume the director's position. Paul will be retiring soon.
 - Paul is also an expert in successful aging and is well respected in the field. However, I think that Paul will agree that new energy is needed to support his activities. We have to raise the cause of successful aging in the community in the dialogue among funders. We also have to raise the profile of the agency.

11. In your opinion, what are the most important services offered by GAC?

- We keep 800-1000 people of the public rolls by feeding them their main noon hot meal – in nursing homes, they would qualify for government assistance – 30million/year
- Food delivery
- Programs (not really a program guy)
- Add social work as a revenue generator
- It seems as though senior transportation is important
- Providing a "family" for those who have none.
- Ensuring people get social services they need

- Home delivered meals
- Activities at centers to keep seniors active and out of nursing homes
- Home delivered meals and meals at centers
- Social forum at centers
- Meals and doctors appointments
- To keep elders independent through transportation
- Meals on wheels
- Meals and programs for the seniors and social services for referral of center members to meet some of their needs
- Help to older people
- Home delivered meals
- Congregate meals
- Recreation
- Socialization
- Home delivered meals. Aside from the food aspect, this is a socialization program and it's a program designed to have seniors live at home longer. So, not only is there a humanitarian aspect of this program, there is a practical cost saving side to the community.
- Meals and programs

12. What is your overall vision for Golden Age Centers in the future?

- A must to continue doing what we are doing
- We need (in this process) to really become committed to being the best at a few things. We then need to communicate this value to the government agencies and begin to be compensated appropriately. More than anything we need to quite banking on the government and turn that equation around.
- To continue the legacy of good works. To establish a financial base that will allow leadership to run vital programs.
- Grow in terms of existing community; develop alliances with governmental and parochial organizations to share resources and build vibrant life activities for seniors
- It would be great if increased funding could be realized so greater services could be delivered, especially with social workers and home services
- To continue to maintain services
- Stronger leadership
- Perhaps partner with an agency such as Benjamin Rose to provide a link for service for more frail elderly
- Services for the frail elderly in addition to the well elderly
- To figure out the components of successful aging that we can do with a high level of competency and consistency within our ability to raise funds. Those other components of successful aging should be handed off to other agencies, who form strategic alliances with GAC.
- The various centers could use some joint programming so they get to know and understand our city

13. Based on your response to question 12, what specific actions would you like to see GAC focus on over the next 5 years?

- Expanding our services
- Work with government agencies aggressively. Lay out what we can do and our terms. If we don't communicate value and they can't/won't meet our terms, then agree to go out separate directions. Too much effort and money is spent working for agencies that don't appreciate this value.
- Try to establish more legacy funding. Find leadership on the board that is ACTIVE and engaged. Find a replacement to the director who will be retiring
- Establish growth plan for each center and report on it; Identify obstacles to growth and address; Broaden community support by establishing/exploring alliances
- Fundraising
- Partnering with similar services within greater Cleveland and the surrounding suburbs, merging or annexing those in trouble if financially feasible to us
- Stronger leadership and more aggressive fundraising
- Raising more money from private sector to buy means to transport and so budget isn't so tight
- Perhaps partner with an agency such as Benjamin Rose to provide a link for service for more frail elderly and a Board advisory committee with each center (or at least a board member at the center advisory committee) – which seems to have fallen through
- Continue advice to older persons.
- Advertising services to increase interest and participation among seniors so that it is economically feasible to accomplish services to both frail and well elderly.
- Rebuild its board of directors to include people who have a call on funding resources and people who will serve as ambassadors to the cause of successful aging and the GAC.
- Create at least one advisory board consisting of experts on aging to provide advice and guidance to government and funds of programs for the aging and the aged. Those advisory boards will also assist the board by providing guidance about where and how to effectively deploy agency resources and programming.
- Make the “endowment fund” into a separate legal entity apart from the agency and engage in an endowment campaign with the goal of building assets to \$1 million within the next few years. We have to rethink what is the appropriate amount of the endowment fund's earnings that should be made available to the operating budget of the organization.
- Rethink and reposition the Golden Achievement Award to be the primary fundraising gala for the organization.
- Joint programs and transportation

Funder Questions

1. How would you describe the relationship between you and GAC?

- Community development funds them for about \$280,000 a year. Agency is well run, excellent director very thorough. Program is critical (meals and socialization to seniors) – happy with what they provide. Evaluations are positive every year.
- Municipal office, try to convene local providers to focus on issues. Paul is looked at as a leader in aging network...he is brought in to work with community to determining a solution to a problem (transportation). Jane serves on advisory group to Lakeshore and Gunning GAC centers

2. How do you support GAC?

Monetary

3. Why do you support them?

- Other meal programs are funded, but not to that extent...they are more limited in service area, unlike GAC. Others don't have expertise that GAC has (which might be \$30-40K).

4. What programs and services do you feel GAC should offer that are not currently offered?

- In terms of focus and work plan, they are hitting the target. Meeting a key identified need
- No in the sense that they aren't offering; is there more of a need for congregate meals – should they be doing more of that in other areas? Potential new area in the city (similar to Gunning) to have center/services by GAC. Feel as though they have their niche and they fill it, may just need more services that they provide.

5. What do you believe are GAC's strength?

- Excellent management, top quality service, always reliable, always excellent performers; Little contact with others beyond Paul and Jim Moore, staff will have more interaction with program managers
- Social service assistance to lower income senior population, nutrition programs

6. What in your opinion are their weaknesses?

- More diversified funding sources – difficult to come by because of this day and age
- Funding, which isn't their fault. It is simply a lack of funding

7. What is your opinion about the current leadership of the organization?

- Not a lot of interaction...not familiar with board; most direct contact is Paul
- Key attributes: expertise and experience in nonprofit administration; knowledgeable of senior programs and have experience administering those program and understanding senior needs; excellent understanding of nonprofit financial management
- Carolyn Caldwell is great, as is Eugene.
- Key attributes: knowledge of local aging network, ability to collaborate with other agencies, ability to fundraise, genuine respect and caring for senior population

8. In the future, do you feel that your funding to GAC will change? If so, how?

- Grant – community development block grant – from federal taxes collected every year. Approx. \$27-30 Million/year; primary usage is housing and \$2.5 million goes to social services. Grant as a whole is decreasing total amount, there are no other funding sources that go into that grant.

9. What do you see as the future funding challenges that GAC will encounter?

- Critical issues are funding levels...will lose 8% this year and continually more over the next few years. Were able to fill in for the cuts this year.
- Yes, across the board, federal is going to decline, as is state and county is being reduced. Social services aren't the real high priority at a federal and state level because of the conservative administration of policy makers.

10. What trends do you see in our organizations or your personal giving that will affect the future funding of GAC?

Other trends that might affect GAC?

- Increase in homebound seniors? But more are health conscious is going to play a role. Another challenge is the amount of fixed low and moderate income will increase – larger population to serve with less money – Care provided from private sector is becoming to expensive...can't afford it and don't want to spend the money even if they can.
- No plan for increasing funding to match the plan for the growing senior population – no increase in federal and state support...GAC will be strapped because they will be doing less with less. GAC is one of the larger and more stable organization in the aging networks...they even will begin to suffer. Pilot programs are an option unless you can secure an ongoing funding source.
- Mission is basic and clear...provide social service assistance and they feed people. Nutrition program and social service assistance. These get people in, everything else happens once they are there.

Funder Questions

1. How would you describe the relationship between you and GAC?

- WRAAA is the regional implementer of a federal program created by the Older Americans Act, they are strictly an administrative agency that disperses funds to service providers like GAC
- Their passport program funds Home Delivered Meals
- GAC is their largest provider

2. How do you support GAC?

Monetary

3. What programs and services do you feel GAC should offer that are not currently offered?

- All panelists agreed that GAC offers a sufficient range of programs but they would like to see those programs reach a broader audience

4. What do you believe are GAC's strengths?

- Within the industry, GAC is well known in the Cleveland area. They have a long history of supporting seniors in this community
- They have a good reputation amongst the funding community
- They have a partnership with CMHA
- Has had good leadership from senior staff and has historically had a strong board

5. What in your opinion are their weaknesses?

- The staff at WRAAA is very much aware of the challenges facing the organization in terms of succession planning
- They feel staff retention is an issue. They used the term "burnout"
- They feel attracting the most talented staff is also an issue
- Have not replaced key staff in a timely manner which has had an effect on GAC's ability to meet deadlines in a timely manner
- Inefficiency in the Home Delivered Meals program: Wasted meals in the form of meals that are prepared but not ultimately delivered to a client; they would also like to see meals delivered in a timelier manner, they had the impression that the window of time that any meal was delivered was too large. Lunch, for example could show up at 10am or 3pm

6. What qualities would the ideal leader of this organization possess?

The new executive director

- Knowledge of aging issues, gerontology
- Business planning
- Good understanding of information technology. They said reporting will increasingly be communicated electronically
- Knowledge of the Cleveland area
- A Change Agent
- A visionary

- Needs to be a delegator who cultivates key staff members who handle the actual day to day execution of projects

New Program Staff

- A Masters degree in Social Work with experience in aging issues
- Good organizational skills
- Not too burned out
- A good motivator

7. In the future, do you feel that your funding to GAC will change? If so, how?

- Don't worry; funding is secure at the current levels.

8. What do you see as the future challenges that GAC will encounter?

- The name itself has an antiquated ring to it, should consider a potential name change
- Reconciling the difference between inner city and suburban needs
- Unless there are big changes in sources and levels of funding, can you continue to accommodate everyone

Funder Questions

- 1. How would you describe the relationship between you and GAC?**
 - The county funds Home Delivered Meals through its Options Program and provides funds for senior transportation services and senior development programs

- 2. How do you support GAC?**

Monetary

- 3. Why do you support them?**
 - The county puts out requests for bids and proposals from agencies who act as service providers for county programs. GAC has been chosen through this process to deliver these services. GAC has several multi-year contracts with the county stipulating the precise services that they will provide to county seniors

- 4. What programs and services do you feel GAC should offer that are not currently offered?**
 - GAC bids for specific programs that we put out requests for

- 5. What do you believe are GAC's strength?**
 - The Ability to Serve the whole county, GAC has a countywide reach
 - GAC has a long History of honoring their contracts with the County
 - The County office has received few complaints about GACs
 - The are well established and reliable

- 6. What in your opinion are their weaknesses?**
 - Communication: David recounted a story where GAC had made a change to its services and he heard about through a third party as opposed to being advised about it directly from GAC

- 7. What is your opinion about the current leadership of the organization? What Qualities do you feel future leadership should embody?**
 - Paul Alandt has done a fine job and is held in high regard at the county office
 - David suggested having Paul serve as a mentor to his eventual successor. He could give advice on the very complicate processes of securing these funds from the county
 - Any succession plan should include tools for maintaining the institutional knowledge of the process of working with the county

- 8. In the future, do you feel that your funding to GAC will change? If so, how?**
 - There is modest growth built into the Counties funding to reflect factors like inflation. The county programs will continue for the foreseeable future.

- 9. What do you see as the future funding challenges that GAC will encounter?**
 - If GAC continues to apply for these county funds they will continue to be considered for contracts

10. What trends do you see in our organizations or your personal giving that will affect the future funding of GAC?

- This is a very complicated billing process. Any future staff at the organization will need to be effectively prepared for the reporting requirements.

Funder Questions

1. How would you describe the relationship between you and GAC?

- 21 indicators which discuss strengths and weaknesses – help decide how to distribute money
 - Investment committees – lot less emotional and historical funding
- Don't just fund agencies, now fund programs within agencies
- 3 year plan
- Outcomes piece (qualitative) – social benchmarks – really looked at during the 3rd year
- Core service planning – UWS has been moving to “impact” work; done through Cleveland's Vision Council (public/private venture – Steve Minter/Bob Gillespie) – Senior transportation systems, senior website – know what's out there, and caregiving.
- Now attacking the bottom of the pyramid of core services – what should they be, what are the gaps and overlaps – in the research phase, then data launch (start community discussion based on data)
- Overall it's a good relationship – Paul has been very involved as volunteer and through VC
- Long relationship – provide funding for congregate meals, case management, and home delivered meals

2. How do you support GAC?

Monetary

3. Why do you support them?

- Because they deliver a set of services to a population segment that is needy
- Main draw to supporting them – been a partner agency for years; typically once a year, they go before a board of volunteers

4. What programs and services do you feel GAC should offer that are not currently offered?

Some of this will come out of core service review (calendar year 2007)

- As a community what are the core services for this population?
- Need programming for baby boomer population – how will they attract seniors into the center and how will they attract baby boomers and the old folks (85+, which are homebound)

5. What do you believe are GAC's strengths?

- Strong reputation
- High communications
- Service is fairly high quality
- Well respected for senior centers
- Staffing - longevity

6. What in your opinion are their weaknesses?

- Programs seem to focus on residents of CMHA; use to do more community based services – problem because of service and access – don't have the resources to serve additional populations outside of CMHA
- Staffing longevity could be weakness – did they keep up with service trends (have they been able to keep up centers) and is succession planning been put in place

7. What is your opinion about the current leadership of the organization?

- Paul is a stand-up guy; he knows what he is doing – but knows he is retiring
 - Succession planning – how do we evaluate?
 - Don't want to become staff driven
- Key characteristics for new ED – project management, volunteer/staff relationships; demonstrated history of running nonprofit; intimate knowledge of senior and senior issues (doesn't have to be the lead); good volunteer, nonprofit organizational leader (not just maintain organization); what jobs do you want them to accomplish in 5 years (goal based)? Which of those are the deal breakers? (board needs to determine, not Paul); knowledge of health and human services; knowledge of running a business; inclusive; driven; compassionate; passion; pride of leadership; not just the ego; have demonstrated some vision; general manager as opposed to specific; great communicator; good at hiring; where with all to fire someone; character-based leadership is emerging; integrity; goal-oriented by demonstrated history; what where Paul's strengths and weaknesses? And how does this effect what we think we want? (not in the room)
- How strong is the organization? – the perfect candidate will have been in an urban area from a medium – large organization focused on senior services programming
- Ideal qualities for ED – flexible, well educated, social work licenses

8. In the future, do you feel that your funding to GAC will change? If so, how?

- Hope not, but programming has been cut over the past few years

9. What do you see as the future funding challenges that GAC will encounter?

10. What trends do you see in our organizations or your personal giving that will affect the future funding of GAC?

- There is major attrition across all senior centers
- Funders, administrators, etc. always spoke for the consumers, but now, politicians want to hear from consumers – need to put something in place where they can advocate for themselves. Service providers can put a framework around it to help – but overall, More advocacy

Employee Questions

1. Do you feel like you get the resources you need to get your job done?

- Yes (5)
- No, the computers go down regularly or I cannot access
- Difficulty getting information needed based on the system.
- Could always use additional help (in terms of people)
- For our size I think we do well

2. Are you fairly paid? Do you feel your employee benefits such as health insurance and retirement are competitive?

- No (6)
 - Underpaid
 - Yes, (the benefits are competitive) for the most part – retirement is an annuity
- The salary is not competitive at all, although the job is rewarding in that you help the seniors
- Haven't had to use insurance, but I think it is remarkable that we provide full coverage
- Feel fairly paid

3. Do you feel like you are adequately supported by your supervisor?

- Yes (9)
 - Keeps us on track
 - Definitely
 - Absolutely
- No (1)
 - Being “newer” to the position some of the smaller details I question don't get any answers. Sometimes I feel I don't get the guidance I need.
- Very hands on and sometimes it interferes with the proper handing of subordinates

4. Do you feel adequately supported by the executive director and the Board of Directors?

- Yes (5)
 - Fabulous board
- No
- Don't know
- Don't know about board of directors, haven't gone to them with issues

5. Does anyone report to you? How well do you feel about this relationship?

- Yes (4)
 - Ok and good
 - Good
 - Again interference plays a role and they feel they can overstep me as their manager
- No (3)
- Not at this time

6. How do you feel about the environment that you work in?

- Small, NO privacy
- Good (2)
- Very good working environment
- It is adequate
- Ok (2)
 - Get along with majority of people; again the concern is the interference
- Think its great or I wouldn't have stayed
- Positive environment. Not a big fan of the building, but better than the last building was

7. Are there services that GAC should provide that are not currently offered?

- We are a senior center...I feel we fit that type of center adequately
- In the spring and summer, they could sponsor a garden plot nearby
- Yes (3)
 - More group activities, crafts, outings and more speakers
- Good, we provide needed services
- Would like to see us visiting clients – social workers use to do that to some degree, but don't any longer because of funding
- Not realistically
- Feels GAC is doing everything it should

8. Are there services that GAC should discontinue?

- None that I can think of (2)
- No (3)
 - But old isn't what it use to be, there are more opportunities for people – they have multiple careers. Don't need to do the hand-holding for some. We've figured out how to extend life, just not how to improve the quality of life
- They need to raise the amount of the food to at least \$1.00
- Concern is with transportation services purely from an economics standpoint – funding is an issue and it costs far more to run that service

9. Do you have any stories that you would like to share about how this job has personally affected you? Or how you have affected a client?

- I thoroughly enjoy working with the elderly. When I can help just one person, I feel satisfied
- Ok
- I have been able to get people on Passport, Options, and other programs. I have obtained housing for someone in three weeks. Working with Concordia Care I have provided affordable health care for 60 and under 60, I am getting a ramp built.

10. Other:

- Concerned about the funding situation. Would like the organization to be comfortable financially and would like to see the employees get paid more because they work so hard.

Director Interviews

1. What are the goals for your specific center/program?

- Increase participation – when we get referrals but those people are frail and have medical problems. We have a great need, but every time we get one we lose one. We try to work with surrounding housing, but because of competition (they have their own social service coordinator) they hold onto the people and they don't partake in our center activities.
- Increase Membership – There are over 500 now, but we are always looking for more participants in our programs.
- There has been a shift from shopping and trips and other off-site activities (Wal-Mart, Grocery, Science Center, Concerts) to on-site activities. At the Lucia Bing GAC we are still assessing the needs and wants of the participants. I envision in an ideal world four things on the calendar for each and every day.
- To provide programs and activities for the enrichment of the life of the elderly. At our center there has been more of an emphasis these days on being active and health-minded.
- Yes, we have programming that is beneficial to the elderly in the neighborhood; we provide cultural enlightenment. We are at the mercy of CMHA.
- We are now able to share a van with the downtown cluster. Once a week we can plan outings. We try to include all three centers but will need to rethink how we use the van.
- It was in horrible, horrible shape. So, we've come a long way already. The village helped.
- So, at this time, we have 300 to 400 members. Would like to have 500.
- There are not a lot of services offered. We do what we can.
- We keep people from going under. They don't have food. They can't read. They need help with their prescriptions. We try to help them keep their heads above water. We keep them from being evicted.
- We have bingo. We watch movies, but they are not that group-oriented. They are not a very committed group.

2. Do you feel those goals are being met? If no, why?

- **What could be done to improve the programs features to meet goals?**
 - It's my pet peeve that we have a lot of competition with Passport and home delivered meals. Most are part of the home delivered meals long term; If there were short term meals, we could maintain people
 - Additionally, people are going on trips because they are more able bodied, so they don't frequent centers as often
- We do feel like our goals are being met. We feel that we are increasing membership all of the time.
- Staffing is a big problem. I am the center director and social worker. A program assistant has just been hired so that should help. Time is also, of course, always an issue.
- Sure, but there is always room for growth. It has taken a long time, over twenty-five years to get to where we wanted to be. But we still want to grow more. We could easily expand our home-delivered meals program. We're at 125 now, but we could easily expand.

- We would love to do more community-wide events. Gave out 1800 flu shots yesterday.
- We would like to have recreation and exercise programs
- We do not have adequate staff
- With the new Medicare Part D, we want to make sure they get what they need and want. Don't have enough resources to get that message out there.
- More staff would make it so much easier to reach our goals.
- Yes. We would like to do more group stuff.
- We fee our job is to refer them when they can't do it.

3. Do you have appropriate resources to meet your program/center goals? If not, why?

- There are more competitors these days. Metro Housing and even the public library offer similar services and programs which the elderly are invited to.
- **What additional resources do you need?**
 - More funding – with government cuts and the problems with United Way. We don't have a program person
 - Transportation is the biggest problem. There is simply not enough and always asked to give a donation to use it. Even 50 cents is a big deal for many of the elderly and is a prohibitive sometimes.
- All services that involve paying or even asking for donations can be prohibitive. Metro Housing often offers free trips. People are always going to choose free over paying. Things should be better with an assistant program director and a lot of great ideas currently being shared.
- Better communication among all of the centers would also help. It would be great to have a forum to share center information and resources. That information and exchange of ideas would be invaluable.
- We, of course, need more money. I am the only full-time person on staff. Even the part-time people have had to be cut back.
- We do not have enough resources. We lost staff when we cut back. There is no secretary. There is no program activity director. It's just the director and the social worker. They would probably have more participation if they could provide more consistency.
- We are losing people. The directors are aging. Something is going to have to give. The older staff don't really have options. The younger staff will end up leaving.
- More staff would make it so much easier to reach our goals.
- Pretty much. The agency is pretty generous. Kiwanis and St. Augustine are involved and generous. We have a little coffee fund, so we do okay. We try to get donations.

4. Are there additional services that GAC could add that would supplement your program? If yes, how would you go about developing these programs?

- Activity and program coordinator and a full-time bus driver would be helpful. Because we don't have either of these, we don't do crafts, mini-trips (because they need supervision). Additionally, the social work services are really important
- We would love to be able to have different organizations and agencies come in and run programs: ceramics, exercise, computer classes. But we have to rely on volunteers. Can't afford it.

- Emphatically, we would love to expand the transportation. It needs to become more individualized. Right now, we are only able to go and get people for lunch and then bring them right back home again. Otherwise, the van is used to deliver meals. There is a huge unmet need.
- Also, the home delivered meals program can not rely on volunteers forever.
- It would be nice to get paid and get funding for serving the younger people and the disabled. Can't discriminate because they're 51 and not 65.
- We need home health services for the really homebound.
- Transportation is currently one of the gaps of service. Even with the van, the lift doesn't work, it is small (10 person), and we only get to use it one day a week.
- Need a full-time secretary for data entry as much as anything. Then the social services person could do more instead of spending part of her time doing data entry.
- Could use two social workers. We had an intern for awhile and both the intern and the social worker were busy all the time.
- We could become more involved in the community.
- It would be nice to have an outreach worker.
- We would like to be able to work with other communities.
- Right now we use the village bus. This has worked well so far, but does limit some things. We used to have our own bus but it just kept breaking down and so didn't allow us to remain regular in our commitments.
- We would like to see more inter-center activities. We would love to use the pool at Gunning.

5. Are your program activities matching the overall goal of GAC?

- I think so, supposed to provide and help with activities of daily living; Socialization is low to a lot of people, but it is very much needed, it helps keep them functioning
- Yes. The mission of the GAC is to assist seniors to live independently. Every program brings them out and helps them live independently. No matter how small the scale of the program or event, the fact that they come out and socialize is critical.
- Yes. We try to coordinate our basic style and the needs we try to meet. But each center definitely has its own style. We fall under the same umbrella organization but we are uniquely designed. Around here, this place is a home away from home for many of our clients.
- To an extent. The staff limitations limit so much. We don't even have enough space. There are a lot of politics, especially with CMHA.
- CMHA provides some programming. They sometimes almost seem competitive.
- CMHA also provides some transportation, but it is very unreliable. GAC is not allowed to use CMHA vans.
- Yes, they do.
- Somewhat. I don't think that the administration knows how hard it is to get group things going, especially with a tiny budget.

6. What positive attributes do you believe the current leadership brings to GAC?

- Director is interested in elderly and is very supportive and open to suggestions. He has a lot of concern for providing services

- Leadership – Keeps abreast of what Senior Centers are doing around the country. Always seeking more funding and donations. Communicative skills are good.
- The technology has been updated and brought into the 21st century.
- The leadership is good at keeping them on track with the reports, numbers, etc. When asked about the numbers, we are told not to get too stressed about it.
- They are dedicated people. They are committed and believe in what they are doing.
- They try to get our story out and find the resources that are needed. They are efficient at what they do.
- They are always timely in their responses.
- Paul has a great heart for the seniors. He works hard to make sure that they get benefits and are educated about the benefits they qualify for; he includes seniors in the “fight” so they have a voice; he meets them where they are, one-on-one; he tries to get everything that he can for them; the pot is getting smaller and smaller and Paul is doing all he can.
- Open door policy.
- Means what he says
- They are always supportive.
- They know how and when to leave us alone. This is a good thing.
- They have good senses of humor. We have to have that or else we’d cry.
- As long as you do what you are supposed to, they trust you to do your job and leave you alone.
- There’s very little turnover because they leave us alone. We’re almost like small-business owners, mission-driven, who believe in what we’re doing.
- There is money being brought in by development people.
- They really do try to work out problems.
- When Carolyn was there, it could be a bit frustrating. She was never quick in getting back to us. We felt like we were on a bit of an island.
- Paul gives us a lot of autonomy, but he is more responsive. We don’t feel as isolated.
- Linda is great. There is always a quick response.
- The bookkeeping part is a pain, but we realize it is a necessary evil. And it is getting better as we get away from the hard-copy. That is definitely better.

7. What do you think could be improved at GAC?

- I like the current structure, don’t necessarily want it to be more autonomous. It’s not a dictatorship, and I can be creative, which I like
- Communication needs to be better at the main office. Everyone needs to be on the same page. It needs to be a more organized system with p.o.’s and the like.
- There is a certain intimidation factor. When certain questions are brought up, we get very vague answers. Sometimes we just want specific answers. It almost comes across as condescending sometimes. Tries to foster a bit of an aura.
- The mission is clear, but the Board and Administration might not understand the everyday functions and importance of them. A good example is coffee and donuts. Being disengaged doesn’t allow them to completely understand what’s going on and the critical importance of seemingly miniscule things.

- The financial picture, of course. If there were stable funding, their jobs would be a lot easier. It's hard when you have a 3 million dollar operating budget, 1.2 million to spend, and 5 million in need.
- The administration has to make difficult decisions in how to rob Peter to pay Paul. And now Carolyn is gone. Everyone is stretched a little farther.
- The salaries could be upgraded to provide more incentive to hold on to staff.
- We could use additional staff. Seniors see GAC as their family, so the one-on-one contact is essential. We really emphasize the one-on-one.
- It's sad that the Board doesn't know what's going on.
- Paul relied on Carolyn to help him form opinions about what was going on. Those opinions were erroneous. She was never at the centers. She didn't know what was going on. Eventually, we just had to divorce ourselves from it all.
- It is shameful that we get paid so little. Something intrinsically wrong if people aren't getting a living wage. Someone needs to reconfigure it. Pay is a moral issue. Remember, many of our staff are very competent. "We are creating our own clients."
- The leadership really has no clue what goes on at the centers.
- They don't take advantage of the talented staff that they have.
- A GAC-wide activities director might be a good idea.
- People need to feel secure in their jobs, and that needs to come from the main office.
- It would be nice if everyone would visit the site and see what a day at the Center is really like.
- We need some basic equipment, especially furniture. We need more.

8. In your opinion, what attributes are most important for an Executive Director to have?

- Supportive of staff and a positive role model
- Good communicator; always holding the interests of seniors above everything else; have to love the seniors; can't be a nine to five job
- Must remember where it all starts.
- Needs to be assertive.
- Have to be able to think outside the box. This will especially important as the trends shift.
- Can't be afraid of change.
- Needs to have an open-door policy.
- Cheerful and not stuck on oneself.
- He or she needs to be willing to roll up one's sleeves and join the group.
- An E.D. really has to know and understand the unique system of funding. Have to know how to work with unique and diverse sources and how to generate more funds.
- Need to know how to generate and administer those funds.
- Really have to have the contacts in the community.
- Have to keep GAC in the forefront, the needs, etc
- An E.D. needs to have some political savvy.
- It would help if the person had social service background.
- Needs to know the business side of things, the community, and the policies that affect seniors.
- Needs to care about people. The money is important but not an end in itself.

- Needs to be sensitive to staff as well. The assistant director position added a nice balance.
- Need to have an open door policy
- Need to know your audience and be a good listener.
- Needs to be a big money person
- Needs to be a good communicator.
- Good manager of people.
- Needs to have vision and understand the “big picture”
- Need to figure out what to do with Carolyn’s part. Someone has to write the grants.
- Good business manager.
- Communication skills.
- Needs to make sure the agency is out there, at the workshops, on the panels, etc.
- Responsiveness. No question should be a stupid question. At least try to write an email saying they got the message.
- Fundraising and budgets.

9. What do you think the critical issues are facing the organization?

- Funding – we are being asked to do more for less and for the same pay
- The center used to be made up of common, working people. Now, members want to golf and travel, more of a country club mentality. We need to find programs that will interest them. Quilting and crafts just aren’t going to do it anymore. For example, we started a Lunch Bunch group. It attracts a different demographic and that’s all those particular seniors participate in. So it responds to some need. There are those who will only go on the trips (especially gambling). Again, it responds to a need.
- In this particular neighborhood, it used to be almost all retired people. Now there are a lot of young families moving in. Funding – It’s soooo tight. It makes us have to stretch sooo far with resources. Sometimes it can hurt.
- There is a shift occurring in what seniors want. There is a big difference in serving seniors in the suburbs and serving them downtown. The low income seniors needs and wants are changing but not as much.
- Funding
- How to impact the political powers that be.
- How to enhance programs, not cut them back.
- We’ve already changed focus – we basically only now have activities and only at CMHA sites.
- Need to go to where the needs are
- Won’t even fund activities anymore. In three years, not one cent for programs.
- Finances – the well is drying up. Wonder how long GAC will survive; if they can hang in there for 2 years, probably will make it.
- Turnover in staff – so many will be retiring soon and the younger people may jump ship; seniors are resilient though; they’ll be able to handle the change.
- Existence – there is a place for us in the world.
- Need to treat employees better. Comes down to salary and “chairs.”
- We are used to being resourceful. Need to come up with a plan.
- Number of center directors may be near retirement age too.

- Budget cuts and possible layoffs. We are at the bare-minimum now. There isn't any more room for cuts. Volunteer help can only go so far.
- Finances must be the most important critical issues.

10. What problems do you foresee in the future of the center/program?

- The center being cut funding and that we won't survive; because of the lack of participation the housing environment in the neighborhood is affecting the program. Senior housing is now multi-age.
- Funding – Staff is so limited. Some directors having to work out of two different offices.
- There are going to be growth issues. To keep up with growth is most important. We are already outgrowing everything.
- We're losing our seniors. Many are moving out and younger people are moving in. We don't know exactly where CMHA is going.
- King/Kennedy – We may not have enough seniors to keep going
- There are so many young people in the building. The seniors are afraid. They lock themselves up at 5 pm and don't come out until the morning.
- The space is also a problem. There is vandalism and security is a big issue.
- We do not have a contract with the city of Oakwood. It seems that it would make good business sense to make sure that happens.
- The people moving in literally only have the shirts on their backs. There are a lot of homeless people. There are more and more needy people. The building is nice and relatively secure. But the client population is much needier and much poorer than it used to be.

11. What problems do you foresee in the future for GAC?

- I think they are going to face difficulties with clientele they serve. We are starting to serve a generation of substance abusers – programs are going to be an issue because of those with drug and alcohol abuse and those that are mentally ill. It's going to be a challenge for the staff because they are hard to work with (mostly those in their early 60s). We've all ready started to see a difference between those who have been in the "system" their whole lives. Also funding issues – something will have to happen, but who provides them, who knows? There will always be a need, and that need is only going to grow in the near future. For example, we believe the congregate meals program will only grow for us.
- Funding. It takes money to make money. It takes money to get seniors what they want.
- Stable funding – there have always been promises on how to do it, but the money needs to follow the promises.
- Finances – Will GAC survive in this economy?
- What happens when Paul retires?
- The E.D. sometimes has to make difficult decisions regarding finances, etc. What will that look like?
- Paul and several center directors are about to retire.
- Will we still exist?
- Is there anymore funding out there?
- We are going to have to deal with the staffing issues.

- Need to address and add to the mission. We tend towards lower income people. That's who we serve.
- GAC resources continue to get cut. The community resources are drying up.
- Transportation – if we lose that, we'll be hurting.

Client Questions – Downtown GAC

1. How did you hear/learn about GAC?

- Because it is located in the building
- Learned a lot about GAC when younger because they were volunteering prior to taking a job later in their life/career

2. Do you utilize the congregate meals service? Why/Why not?

- Not available at this location

3. Do you utilize the home delivered meals? Why/Why not?

- Most of the individuals in the building that use it are because they are physical challenged; none of these individuals are using this service
- One used service after knee replacement and it was extremely helpful

4. Do you utilize transportation services? Why/Why not?

- Yes, use it for meetings, shopping, trips for movies, lunch
- Limited amount of space, only 2 residents from each estate (King Kennedy, Bing, Union) – only holds 10 people
- Use to take trips, but with a limited income, most people don't join in because of that and people don't sign up
- Major issue since the bus accommodates a limited number of people

5. Do you utilize services with a Social Worker? Why/Why not?

- Yes, Candy; also have a recreational social worker, Diane
- Some people don't realize that a social worker is available or what services a social worker can provide
- Fee of \$8/year to join GAC, but a lot of people won't take advantage – those who do pay feel that this fee is worth the money!

6. Do you utilize health screening services when they are made available? Why/Why not?

- Use to use prior to budget cuts; now they have a nurse once a month to take blood pressure
- Other nurse was helpful at the time
- Podiatrist doesn't come often any more, but it was convenient when he was here; bus will take to other locations

7. Do you utilize legal services when needed? Why/Why not?

- No one used; hasn't been necessary

8. Do you utilize the recreational activities? Why/Why not?

- Some people with pay for activities, but for budget reasons can't hire additional drivers or additional buses
- Take advantage of these activities because she doesn't have a car (shopping, etc.)
- Gets you away from home from time to time (Camp Forbes)

- Socialization
- 9. Do you utilize services for your income tax? Why/Why not?**
- No one used; but some didn't know about it the service
- 10. Do you like coming to the center? Why?**
- 11. What is your most favorite thing about the center?**
- 12. What is your least favorite thing about the center? How could they be improved?**
- People remove messages from bulletin boards, which is a problem
- 13. What services would you like to see offered that are not currently offered?**
- Mardi Gras – bake sale, sold popcorn, sold trinkets, games
 - Movie day – have popcorn
 - Social day with dancing
- 14. How well are events offered through the GAC center attended? What do you think would help improve attendance?**
- 15. Other**
- People take advantage of other activities that are provided through church groups or other recreational groups

Client Questions – East Side Cluster

- 1. How did you hear/learn about GAC?**
 - Moved into the neighborhood and surrounding housing
 - Learned about it when I was on the Westside

- 2. Do you utilize the congregate meals service? Why/Why not?**
 - Only available in this building not all buildings; is open to anyone
 - Overall good service
 - Use Murtis Taylor and East End for similar service
 - A lot of seniors use home delivered meals; seem as though it's a positive experience

- 3. Do you utilize transportation services? Why/Why not?**
 - Yeah, transportation through CMHA
 - GAC doesn't help with transportation

- 4. Do you utilize services with a Social Worker? Why/Why not?**
 - Its available when we want it
 - A lot of people use because of convenience

- 5. Do you utilize health screening services when they are made available? Why/Why not?**
 - Yes, everyone uses it – blood pressure, blood sugar, cholesterol
 - Use to have podiatrist; now someone comes by to see people in their apartments

- 6. Do you utilize legal services when needed? Why/Why not?**
 - Would be useful now and then
 - Have it upon request

- 7. Do you utilize the recreational activities? Why/Why not?**
 - Would like to visit IX Center when groups come in related to older adults
 - Cards, Bingo
 - Use to have arts and crafts – was good – would be nice to come back – was college kids in the summer
 - Went to some plays; but don't have all the time
 - Use for friendship, something to do, and to get away, and I like it
 - Have Christmas and birthday parties (done semi-annually)

- 8. Do you utilize services for your income tax? Why/Why not?**
 - No, most don't need it

- 9. Do you like coming to the center? Why?**
 - Yeah, it is a positive experience

- 10. What is your most favorite thing about the center?**
 - Going to lunch and shopping – community, friends

11. What is your least favorite thing about the center? How could they be improved?

- More events around the holidays – friendly – not everyone has family

12. What services would you like to see offered that are not currently offered?

- Exercise classes/fitness – only had once or twice; timing is poor and tough
- Insurance services and information would be nice
- Ballroom dancing; new years eve ball
- Arts and Crafts

13. How well are events offered through the GAC center attended? What do you think would help improve attendance?

- Attendance is poor; 15 signup and 5 will attend
- Only one or two men, they are all couch potatoes
- Wish we could get more women involved in programs, again list name and don't show
- Spend own money and people want things to be free

14. Other

- Communication with tenants – get newsletter and signs, but people probably don't read them; things don't always get posted
- Needs to find motivation for the men
- A lot of camaraderie; people don't get the idea of the "cluster"
- Had been talking about a computer room, there is one at Union – it is used – CMHA supplied
- Use students from CSU – use to line dance with them

Client Questions – Lakeshore

1. **How did you hear/learn about GAC?**
2. **Do you utilize the home delivered meals service? Why/Why not?**
 - Use daily because I am homebound
3. **Do you utilize the congregate meals service? Why/Why not?**
 - Use it weekly; use for convenience and fellowship
 - Use it weekly for convenience
 - Very convenient; like visiting with friends and I participate in senior center programs
 - Use because I don't have to cook and it is good to eat with other people
 - Works at GAC and utilizes service
 - Use sometimes when I have outings to GAC
 - Uses daily because enjoys the friendship
 - Use daily because it's a convenient service
 - It's great being with luncheon friends
4. **Do you utilize transportation services? Why/Why not?**
 - I will use them as needed
 - Use weekly; use for van trips to malls, flea markets and lunch
 - Use monthly for doctors appointments
5. **Do you utilize services with a Social Worker? Why/Why not?**
 - Maybe once a year
6. **Do you utilize health screening services when they are made available? Why/Why not?**
 - Use when I need a flu shot (2)
 - Use when they are available at the center
 - Use when available because they are convenient
7. **Do you utilize legal services when needed? Why/Why not?**
8. **Do you utilize the recreational activities? Why/Why not?**
 - Use weekly for line dancing (2)
 - Use GAC for various outings
 - Use them because of the ease of use
 - Enjoy some of these programs; uses monthly
 - Participate in Amish trips and some van trips
9. **Do you utilize services for your income tax? Why/Why not?**
 - No, never had the need to
 - Have my own help

Client Questions - Oakwood

1. How did you hear/learn about GAC?

- Utilized Bedford Senior Rec. center and ended up here
- Through friends
- Drove seniors for the county and the city in VA; drove home delivered meals
- Joined because husband was on disability – and was utilized for friendship and activities
- Referred by Bedford senior center
- Looked at Sun Banner for exercise program and found out at GAC

2. Do you utilize the congregate meals service? Why/Why not?

- Yes, its ok, but eat few meals here; depends how hungry, but diet is pretty bland
- Yes, uses it almost everyday; use it for convenience
- Yes, use for friendship and companionship
- Yes, friendship and enjoys being here and is waitress
- Yes, likes that he doesn't have to cook and wash dishes
- Yes, really enjoys the camaraderie; look out for one another

3. Do you utilize transportation services? Why/Why not?

- Yes, when use the service quite pleased; could use more transportation; use because of disability; also uses transportation through mayor
- No, generally drive self (4); will only use if they need to go with the group

4. Do you utilize services with a Social Worker? Why/Why not?

- Yes; they are very accommodating, will refer you if not able to help
- No; but heard she is extremely helpful; know it's there but don't use it yet

5. Do you utilize health screening services when they are made available? Why/Why not?

- Yes; blood pressure – nurse will help contact doctor if need be
- Not all use this service; if need to go to doctor make sure you'll get there
- Could use more services – hearing, vision, and foot doctor will happen once and a while; these are all periodic – may be used more often
- Services are well publicized; but could publicize more for communities/housing benefit
- Give a card with prescriptions to use when visiting personal doctor
- Special diet for diabetics but now specific health services

6. Do you utilize legal services when needed? Why/Why not?

- No, but thought about it
- No, but will talk to social worker if need services
- Would like to have service to learn about legal issues, not maybe specific to lawsuits, etc.

7. Do you utilize the recreational activities? Why/Why not?

- Line dances
- A lot of entertainment, supplied by mayor (city) (i.e. magicians, musical, etc.)
- Celebrate birthday's of the month (last Thursday of the month)

- Clears out after lunch; use to have activities after lunch, but they no longer do
- Trips (Hawaii, cruises, gambling, etc.) – most are one day trips versus staying overnight; City Hall also provides trips
- Halloween, Christmas, Easter – parties are hosted at center; do a cookout and provide dinner for those that don't have family
- Center is government funded; can't go on trips with community groups (Bedford) if you don't live in the city
- Bedford offers a 60+ Club; once a year fee – showed card to get into all activities; once a month they would have dinner and discuss what is going on the with the community – Would like to have at Center
- Loves to play cards, but doesn't remember how – could please offer a class to learn new things - takes 10 to have a class, why don't they involve the greater community than those at the center

8. Do you utilize services for your income tax? Why/Why not?

- No; all have tax man; there is a local guy that helps them
- There use to be someone, but haven't seen them in a long time
- Got USPS on wheels to come to center; would be great if they came once a month as they promised
- VITA program for income tax

9. Do you like coming to the center? Why?

- Enjoy the meals if there is something on the menus that sounds good; enjoy the activities
- Enjoy the friendship; they have a concern for your wellbeing
- Be with people, volunteer
- Enjoy meeting with the guys; something to do and get out of the house; good food
- Enjoy coming; people skills of management is excellent versus other community centers/ services
- This center is much friendly than other centers; this isn't a clique

10. What is your most favorite thing about the center?

11. What is your least favorite thing about the center? How could they be improved?

- Don't know what the chain of command is at the center; always preaching de-segregation but they are segregating because the communities
- Unorganized – need to know who handles what and who you should go to if you need information
- Not enough activities; community-wide there is a lack of knowledge about the center

12. What services would you like to see offered that are not currently offered?

- Bowling
- Classes (as mentioned above)

13. How well are events offered through the GAC center attended? What do you think would help improve attendance?

- Mostly attended by Oakwood residents or those at the center; tell friends, but other community members (Bedford, etc) don't necessarily take advantage of activities
- Biggest day is Thursday (Bingo)
- 40-50 show up for lunch here and when Sam's club offers breakfast once a year 150 show up...where are the others?
- Oakwood has 90 units, but they think only 10 people come to center; needs to be better advertised to the others living in senior center – although they have lunches delivered they could still use the services at the center – needs to sound inviting to them (i.e. door-prizes, etc)

Client Questions – W.25th

- 1. How did you hear/learn about GAC?**
 - Referred here when first moved here because director is a social worker
- 2. Do you utilize the congregate meals service? Why/Why not?**
 - Yes, could be better; don't want the same thing everyday
 - If we're going to pay, everyone should pay – is it a recovery group
 - Pay a \$8 membership
 - Only use home delivered meals when sick
- 3. Do you utilize transportation services? Why/Why not?**
 - Yes, to movie, lunch, etc. – need to \$1 to driver for gas – needs to be explained better to clients
 - Need a bus to take handicap people in wheelchairs
- 4. Do you utilize services with a Social Worker? Why/Why not?**
 - Find services offered by social worker are very helpful
 - Some don't use because they don't want too
- 5. Do you utilize health screening services when they are made available? Why/Why not?**
 - Yes, a lot of people take advantage – blood pressure, blood sugar, eye, podiatrist (once a couple of months) – cover a majority
 - Bring in a nutritionist – a nutrition class once a week would be great – diabetics could definitely use the advice to maintain a healthy diet
- 6. Do you utilize legal services when needed? Why/Why not?**
 - Social worker is a notary, will give advice and check things out for you
 - Would be good if someone from legal aid could come in once a month or every two months – help explain healthcare, Medicare/Medicaid, living will, power of attorney
- 7. Do you utilize the recreational activities? Why/Why not?**
 - Ceramic room, computer classes, bingo, movies, cookouts
 - Like to socialize, food especially toward the end of the month
 - Go for something to do
- 8. Do you utilize services for your income tax? Why/Why not?**
 - Not offered, should be offered through legal aid
 - Social worker calls in social security, who will give a seminar about the programs they offer and how you can use
- 9. Do you like coming to the center? Why?**
 - Because their helpful; no bad attitude here
 - Like the people
 - It's fun

10. What is your most favorite thing about the center?

- Trips; the craft room
- The whole structure is good
- Open to our suggestions of places to go

11. What is your least favorite thing about the center? How could they be improved?

- Food, better selection – same thing every week; could have a salad or yogurt
- A lot of time they run out of food – a lot of people don't sign up
- One month they had chicken for the entire month
- Communication to tenants – find out things to late or don't have all the details – a lot of people don't know about GAC, they know about the food, but don't bother to learn about the program – there is a board downstairs that there is a bunch of information, they get a calendar – more should be publicized/communicated on the board

12. What services would you like to see offered that are not currently offered?

- Legal Aide – see above
- Transportation w/ handicap access

13. How well are events offered through the GAC center attended? What do you think would help improve attendance?

- Communications; not enough details – some aren't interested – if there is food, people will show up.

14. Other

- GAC and Care Alliance should work together to get information out about medical services

Volunteer Focus Groups

1. What is your volunteer role with GAC?

- Helps with meal program sign-in, tickets, available to help with anything
- Sets up tables, does anything he is asked
- Originally helped with bingo; now acts as hostess for the lunch program (water, coffee)
- 11 years of volunteering at GAC; does everything that needs done (coffee, snack bar, water plants); also volunteers for other organizations
- Arts and craft volunteer
- General volunteer; passing out food, shopping trips for seniors; President of GAC and secretary of LAC (Local Advisory Committee)
- Treasurer, sell donuts to raise money; volunteer with tenant counsel of building (LAC) with CMHA – give advice
- Attorney - Help with legal problems (wills or power of attorney) and teach computer class
- Advisory board member for the center; participates in come activities – feels that this is one of the most effective GAC centers
- Advisory board member – interested in center because mother attended and loved it – there are a lot of activities which they enjoyed; people love being here
- Chair advisory board committee; a former board member for GAC; worked for a health center that provided services and became attached – could use more staff for programming

2. Why do you volunteer?

- In the nursing field for 30 years; loves helping those in need; GAC a perfect fit
- Likes to stay busy; after retirement there is nothing else to do; if you don't stay active you get lazy in the brain; you need to keep thinking and stay mobile
- Lost a child many years ago, become depressed and suicidal; decided liked being with people; especially older people because they appreciate it more than younger people; like the opportunity to share with others; it helps her mental capacity
- Her mother told her not to live life like she did; spirit lead her to volunteer
- Like it and like people, use to volunteer at UWS and just loves people
- Was a nurse helping people, felt as thought she needed to continue helping people
- To disabled to work and wasn't ready to stop working; gets a social pleasure out of volunteering and helps her get a plan in a daily life
- Decided she needed to be active and get her husband involved (amputee) and sister; was going to go to Eliza Bryant because they misunderstood her needs; volunteer work when she is here, but really enjoy being here with the other people
- Work as a support volunteer; gets help from services
- First started because she lost her sight from diabetes, likes the place, she is able to relax and meet other people; staff is great
- Invited after he retired by a friend; likes the exercise and the staff, the leadership
- The center reflects the personalities of those who run it; Staff has an ability to remember details about each person who attends the center; staff is another one, she is very gentle and kind; both are super efficient. the social worker also spends a lot of time with everyone. Membership genuinely likes being together – no one is a strange

- 3. Do you believe your role as a volunteer benefits the population being served?**
- Gives GAC clients her ears, eyes, legs
 - Gives others inspirations
 - Likes to put others minds at ease, give advice, peace of mind
 - Yes
 - Benefits the residents, someone always wants to know something
 - I think so, I love people; It's a one on one basis – benefit by being on both ends both as a participant and volunteer
 - Greatly benefit from the meals served; get to meet so many people – get away from the house
 - Meet the people and make new friends; I benefit from the exercise
- 4. What do you like most about volunteering here at the center?**
- Interacting, teasing, having fun, reward for self
 - Helping the handicap (floor captain in the building) partake in activities
 - The Access for the Arts program is wonderful! Grabs the attention of others; the people that are brought in here, she had never seen before – and it's FREE!
 - People
 - Crafts; when you put something in, you can get something out of it
- 5. What do you like least?**
- Overloads herself, has trouble saying no
 - Likes to keep her word, feels overcommitted
 - Never know if space is utilized by another event; needs more coordination of scheduled activities
 - Lacks a decent budget
 - Needs additional staff; and additional things to enhance the program
 - Person who runs the food service was reduced half-time, would be helpful if she could be restored to full time.
- 6. What are your feelings about the variety of programs offered by GAC?**
- Need direct offering for “men” – never sees any ads for center; she heard through word of mouth; only members get newsletters; younger seniors have different interests so they keep trying new programs to see what they like
 - There is cheating and fighting over cards at bingo; they have a pole table that only he uses; says they need more stuff that men like, more checkers
 - Programs have been tried but lacked turnout; but they still think there is interest
 - Too few men participate – 10:1
 - Classes are opened to all and everyone benefits from the advice given to everyone - makes such a difference; Social worker is always available that can interpret new laws, doctors, medications
 - Transportation system is great; it's a crucial part of the program – alert center if something is wrong or suspected problems – serves a huge need – they really care and are involved

7. Do you feel that GAC needs to offer additional (or different) programs? If so, what would they be?

- Need to get someone to do exercise classes; have some volunteers but they are too stiff to help others
- Would like exercise to help lose weight and give nutritional instruction
- More exercise programs
- More medical clinics (flu shot program – not this year); have a podiatrist, blood pressure; in the past, periodically would be more people coming, use to be an internist would come; also use to have speakers – would be great to have more – dental would be great
- Nutrition program that we just had was good
- Here people get help with medication and how to take it – not able to do everything for everyone, but they are doing great
- Need more volunteers to help spread the word of what the center can provide

8. Do you feel you are being provided with necessary resources to accomplish your job/responsibility?

- Yes
- Needs to use what is available because of narrow budget; will post signage to have residents save items; material is a limitation; could use a sewing machine
- Eventually
- Yes
- Would like more volunteers – especially those who have professional skills

9. In the past, have you tried to recruit friends to volunteer?

- **Were you successful? Why or why not?**
 - Yes; hard to get others to volunteer
 - There are people who don't want to do anything but sit in their apartment; some people are night people and don't want to be involved at that time

10. Do you plan to continue to volunteer at the center?

- You are as old as you feel, can't be narrow-minded
 - Volunteers because she sees the need, adapts to the environment, helps others to cope
 - Yes

11. Is there anything else you'd like to mention?

- You are as old as you feel, can't be narrow-minded
- Volunteers because she sees the need, Golden Age needs to adapt to the environment; helps others to cope
- *A lot of people don't want to accept what's going on and that the world is changing*
- Programs need to be offered during the daytime so more people will attend; some view evening activities as socials

- Transportation service that charged less than \$5 for trips to the store; because of accommodations shop across the street and they know they will pay more (CMHA will take people if there is a majority)
 - More communication about CMHA transportation (going to have Peggy get signup sheet)