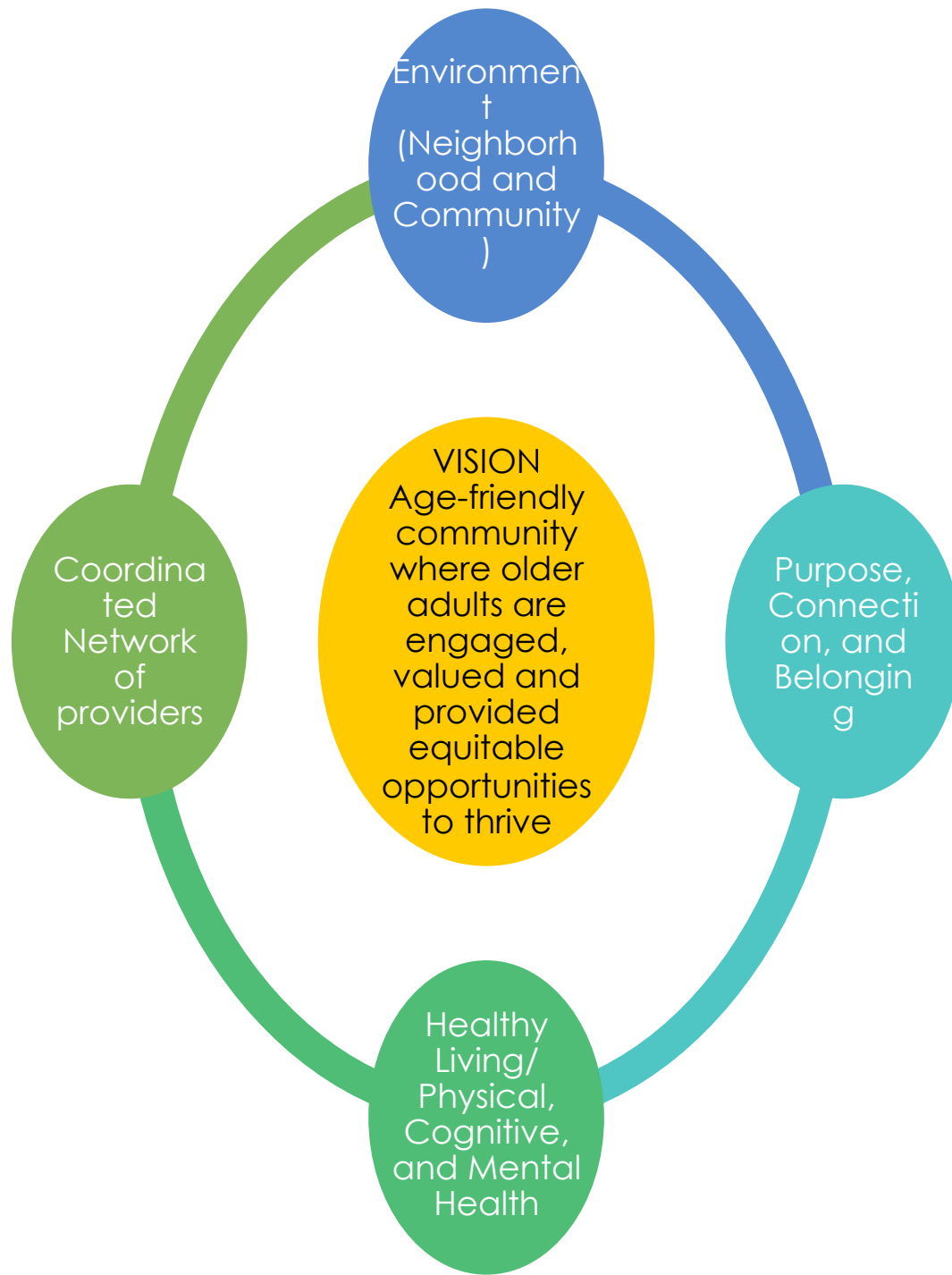


# Los Gatos Senior Services

## Benchmarking



May 2022



spending (mostly pre-pandemic) for Los Gatos seniors against services and spending in 7 other peer communities:

- Campbell
- Cupertino
- Los Altos/Los Altos Hills
- Morgan Hill
- Palo Alto
- Princeton, NJ
- Saratoga

		Los Gatos*	w/o abatement	Los Altos**	Palo Alto	Princeton NJ	Cupertino	Morgan Hill	Saratoga	Campbell	Peer Avg
	<b>Total Community Budget</b>	\$ 610,000	\$ 360,000	\$ 343,000	\$ 1,664,645	\$ 778,000	\$ 1,439,451	\$ 591,000	\$ 1,370,000	\$ 498,000	
	Per Senior	\$87	\$52	\$56	\$125	\$149	\$162	\$93	\$192	\$91	\$124
	<b>Municipal Portion of Budget</b>	\$ 335,000	\$ 85,000	\$ 343,000	\$ 1,084,058	\$ 270,511	\$ 1,289,451	\$ 340,000	\$ 70,000	\$ 283,000	
	Per Senior	\$48	\$12	\$56	\$81	\$52	\$145	\$53	\$10	\$52	\$64
	<b>Senior Population</b>	6,974	6,974	6,101	13,303	5,208	8,876	6,368	7,142	5,489	
	Percentage	21%	21%	20%	19%	17%	15%	14%	23%	13%	17%
<b>Category</b>	<b>Service</b>	* Includes \$250K Rent Abatement and does not include \$500K one-time ARPA funding									
<b>AARP Senior Livability Index</b>			56	57	61	60	59	57	56	57	58.1
<b>Environment</b>	Safe, accessible and walkable space		Hi	Hi	Med	Hi	Hi	Med	Med	Med	
	<b>Affordable Transportation</b>		Med	Hi	Hi	Hi	Med	Hi	Hi	Hi	
	<b>Senior Services Facility</b>		Low	Hi	Hi	Hi	Med	Hi	Hi	Hi	
	<b>Senior Services Staffing</b>		Low	Med	Hi	Hi	Med	Med	Hi	Hi	
	Available Parks, Open Space, and Public/Social Spaces, close location,		Hi	Hi	Hi	Hi	Med	Med	Med	Hi	
	Personal Safety, crime rate, home call programs, walking safety		Hi	Hi	Low	Hi	Low	Med	Hi	Med	
	Emergency and Disaster Preparedness		Hi	Hi	Hi	Med	Hi	Med	Med	Hi	
	Help in Home Maintenance		Med	Low	Hi	Low	Low	Med	Med	Med	
	<b>Participation and Communication with Older Adult Community</b>		Low	Med	Hi	Hi	Med	Med	Hi	Med	
	<b>Network of Information/Hub</b>		Low	Med	Hi	Hi	Hi	Med	Hi	Med	
	<b>Service Force and Volunteer Opportunities</b>		Med	Med	Hi	Hi	Med	Med	Hi	Med	
	Opportunities for Education, Culture, Reading, and Arts		Med	Hi	Hi	Hi	Hi	Med	Hi	Med	
	Participation in Current Affairs, Politics, and Civic Groups, History club, etc		Med	Hi	Hi	Hi	Hi	Med	Med	Hi	
	<b>Technology Proficiency Assistance for Access to Internet for Social, Shopping, Entertainment, programs,</b>		Med	Low	Hi	Hi	Hi	Med	Hi	Med	
	Employment Opportunities for 60+		Low	Low	Med	Med	Low	Low	Med	Low	
<b>Purpose, Connection, and Belonging</b>	Promoting inclusivity in all of our 60+ programs (applies to all services)		Med	Med	Hi	Hi	Med	Med	Med	Med	

		Los Gatos*	w/o abatement	Los Altos**	Palo Alto	Princeton NJ	Cupertino	Morgan Hill	Saratoga	Campbell	Peer Avg
Category	Total Community Budget	\$ 610,000	\$ 360,000	\$ 343,000	\$ 1,664,645	\$ 778,000	\$ 1,439,451	\$ 591,000	\$ 1,370,000	\$ 498,000	
	Per Senior	\$87	\$52	\$56	\$125	\$149	\$162	\$93	\$192	\$91	\$124
	Municipal Portion of Budget	\$ 335,000	\$ 85,000	\$ 343,000	\$ 1,084,058	\$ 270,511	\$ 1,289,451	\$ 340,000	\$ 70,000	\$ 283,000	
	Per Senior	\$48	\$12	\$56	\$81	\$52	\$145	\$53	\$10	\$52	\$64
Senior Population		6,974	6,974	6,101	13,303	5,208	8,876	6,368	7,142	5,489	
Percentage		21%	21%	20%	19%	17%	15%	14%	23%	13%	17%
Service		* Includes \$250K Rent Abatement and does not include \$500K one-time ARPA funding									
Healthy Living/Physical, Cognitive, and Mental Health	Nutrition, meals, meals on wheels, etc.	Hi	Hi	Hi	Med	Low	Hi	Med	Med		
	Mental and Behavioral Health Programs	Med	Med	Hi	Hi	Hi	Low	Med	Med		
	Adult Day Care and Caregivers (Dementia Care)	Med	Low	Hi	Med	Hi	Low	Hi	Low		
	Fitness/Recreational Facilities & Programs (exercise, meditation, wellness, healthy living, etc.)	Med	Hi	Hi	Hi	Hi	Med	Hi	Hi		
	Affordable Quality Housing - Seniors	Med	Med	Med	Low	Med	Med	Low	Low		
	Continuing Living Facilities, different residence models	Med	Med	Hi	Low	Med	Med	Med	Med		
	Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics	Low	Hi	Hi	Hi	Low	Med	Med	Hi		
	Participation in Publicly Available Senior Programs outside the city	Med	Med	Med	Low	Med	Med	Med	Low		
	Volunteer coordinator	Low	Med	Hi	Hi	Hi	Med	Hi	Med		
	Affordability of Membership/Event Cost	Low	Med	Med	Hi	Med	Hi	Hi	Med		
Coordinated Network of providers											

= Essential services that are frequently within the scope of senior services programs

\*Los Gatos Includes \$250K Rent Abatement and does not include \$500K one-time ARPA funding

\*\*Los Altos We think the budget is artificially low due to availability of financial reporting

# Observations–Peer Cities

## Los Altos/Los Altos Hills

- New \$35m facility funded by the City
- No membership fee
- Paid transportation
- **Medium participation rate**

## Palo Alto

- Modern senior facility
- Wide range of choices of activities
- Organized and transparent about financial
- **High participation rate**

## Princeton, NJ

- Provided by non-profit: 70% from contributions, 19% from City revenues and 11% fees
- City makes annual contribution
- **High participation rate**, including from surrounding communities

## Cupertino

- Services differ because of higher homogeneity of ethnic population
- City budget is considerably higher within the peer group
- **Medium participation rate**

## Morgan Hill

- Good integration of senior services and senior center into the city's community center
- Well organized community programs that supplement senior services
- City funded through senior center with volunteers
- **High participation rate**

## Saratoga

- Coordinated governance & management of programs with central accountability by local entity (SASCC)
- Services are funded primarily from outside grants and contributions
- Independent non-profit operates with small (5%) support from the City. Funding tripled since 2016
- City is actively informed & Council participates on Board of Directors of non-profit. Strong board
- **High participation rate**

## Campbell

- City converted high school into Community Center with pool & outdoor fitness area - used by many

# Observations—Los Gatos

- Among the **highest** quality walkability, parks, personal safety, emergency preparedness, and meals program of peer group
  - Active engagement of Council in effort to improve the Town's senior services
  - Unique arrangement: Services primarily provided by community education organization funded by in-kind facility use fee-relief from Town
  - Secondarily provided by volunteers and non-profits with some funding by Town grants
  - Informal coordination of services through community grants with minimal direct governance
- Among the **lowest** senior staffing, participation rate, information availability, accountability, and volunteer coordination among peer group
  - **Least attractive** and functional senior activity center of peer group
  - **Lowest per senior budget** of peer group on both a total community basis and municipal spend basis
  - **Relatively high cost** of individual events/ programs combined with moderate cost annual fee
  - **Low participation rate**

Median Income:

**6,974**

155,863

**Healthy Living/Physical, Cognitive, and Mental Health**

Coordinated Network of providers

<b>Fitness/Recreational Facilities &amp; Programs (exercise, meditation, wellness, healthy living, etc.)</b>	LG Rec. 55 Plus programs currently being rebuilt with Town grant	Local Municipal Gov't.	Med	110	Members or Participants	1.58%
<b>Affordable Quality Housing - Seniors</b>	Some senior housing across financial spectrum: Villa Vasona, the Commons, Terraces, Belmont Village, etc.	Local Agency within City	Med		Housing Units	0.00%
<b>Continuing Living Facilities, different residence models</b>	Cedar Creek Alzheimers Assisted Living, Terraces, Blossom Hill Gardens assisted living	Local Agency within City	Med		Housing Units	0.00%
<b>Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics</b>	Information available from LG Rec 55 Plus program. LG Community Health and Senior Services Commission and the Senior Services Providers Network maintain selected information on programs.	Local Agency within City	Low			
<b>Program Governance</b>	Split between LG Rec, Town	Local Agency within City	Med			
<b>Professional, legal, estate, insurance, investment, etc.</b>	County support nonprofits such as Sourcewise and AARP provide services such as SALA for legal, tax prep., HICAP for insurance	Adjacent or Regional Gov't. or	Med			
<b>Participation in Publicly Available Senior Programs outside the city</b>	West Valley Community Services. Campbell and other senior centers.	Adjacent or Regional Gov't. or	Med			
<b>Volunteer coordinator</b>	No single coordination. LG Rec 55 Plus program, Live Oak Nutrition, Service Clubs, Library maintain individual volunteer lists	Local Agency within City	Low			
<b>Affordable membership cost</b>	\$25 for LG Rec 55 Plus program, free activities are increasing recently but most activities bundled in series of 5 to 10 classes with costs of \$75 to \$200	Local Agency within City	Low	\$ 25.00	Annual fee \$	
<b>Community Budget for Senior Services (total)</b>	\$285,000 provided by Live Oak Nutrition and Day Care adjacent agencies.	Adjacent or Regional Gov't. or	Low	\$ 360,000	Annual budget \$	\$ 51.62
<b>Municipal Budget for Senior Services</b>	Pre-pandemic budget listed. In 2022 \$500,000 one time funds from ARPA recovery money provided.	Local Municipal Gov't.	Low	\$ 85,000	Annual budget \$	\$ 12.19
<b>Similarity to Los Gatos</b>						
<b>Differences from Los Gatos</b>						
<b>Service delivery capability</b>	Limited					
<b>Other</b>						

Observations

Los Gatos has a unique arrangement whereby a rent abatement is given to LGS Rec in return for certain services

Rent abatement

\$ 250,000		
\$ 610,000	Annual budget \$	\$ 87.47
\$ 335,000	Annual budget \$	\$ 48.04

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<b>Municipality:</b> Campbell, CA							
Prepared by: Dick Konrad							
Date: 3/9/22							
Population:	42,221	Calculated 65+ Population					
65+ Population %	13%	5,489					
Demographics: 50.8% White, 21.4% Asian, 8.7% Hispanic, 7.8% Black, 1.3% Other							
Median Income: \$ 124,525							
Category	Service	Notes	Primarily Provided by (select)	Qualitative Assessment	Quantitative Value	Units	Per 65+ Population
Environment	Safe, accessible and walkable space			Med			
	Affordable Transportation	Use Ryde, VTA		Hi			
	Senior Services Facility	Excellent Community Center houses senior activities and recreation. It is a converted high school and has a pool and outdoor fitness facilities - separate senior area?		Hi			
	Senior Services Staffing	3 FTE pre-covid (now 2), .5 Nutrition manager, .3 case manager	Local Municipal Gov't.	Hi	3.8	Staff Full-Time Equiv (FTE)	0.0007
	Available Parks, Open Space, and Public/Social Spaces, close location,	Parks, dog park, Los Gatos Creek Trail		Hi	5	Number of Parks	
	Personal Safety, crime rate, home call programs, walking safety	Crime below national average, property crime is higher - use niche Grade Cplus for public safety		Med		Violent Crime rate per 1,000	
	Emergency and Disaster Preparedness			Hi			
	Help in Home Maintenance	Refer to Rebuilding Together and Heart of the Valley (don't want liability)		Med			
	Participation and Communication with Older Adult Community	e-Mail newsletter, recreation has published guide		Med			
	Network of Information/Hub	Senior coordinator is hub		Med			
	Service Force and Volunteer Opportunities	Website for volunteers		Med			
	Opportunities for Education, Culture, Reading, and Arts	Heritage Theater, 2-Santa Clara County public libraries, Campbell Historical Museum, Ainsley House, Book Club, Community Garden, Winchester Mystery House	Local Municipal Gov't.	Med			
	Participation in Current Affairs, Politics, and Civic Groups, History club, etc	Historic Preservation Group, Book Club, Country Women's Clujb, Busy Hands/Caring Hearts		Hi			
	Technology proficiency assistance	Holiday party, lunar new year party, library access to internet, summer concderts		Med			
Purpose, Connection, and Belonging	Employment Opportunities for 60+	None		Low			
	Promoting inclusivity in all of our 60+ programs (applies to all services)			Med			
	Nutrition, meals, meals on wheels, etc.	Catered meals for 90 served M-F for \$3, take out available, not delivery	Local Municipal Gov't.	Med	90	Clients served (average monthly)	1.64%
	Mental and Behavioral Health Programs	Public awareness healthy workshops, referrals for dementia		Med			
	Adult Day Care and Caregivers (Dementia Care)	No day care		Low			1. 9
Healthy Living/Physical, Cognitive, and Mental Health							

Coordinated Network of providers

<b>Fitness/Recreational Facilities &amp; Programs (exercise, meditation, wellness, healthy living, etc.)</b>	Membership fee \$25 pre-covid, 1100 current senior programs, fee-based but subsidized. average price \$5-\$10. Have pool and outdoor exercise facilities, offer trips and other rec programs are at cost. Free card games and movies		Hi	1100	Members or Participants	20.04%
<b>Affordable Quality Housing - Seniors</b>	Have case manager to help in housing, financial, health and transprotations		Low		Housing Units	0.00%
<b>Continuing Living Facilities, different residence models</b>	Merrill Gardens, Campbell Village, Princess Lodge, Bed of Roses, Ambrosia Home		Med		Housing Units	0.00%
<b>Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics</b>	Goals are set, measurements tracked on city website	Local Municipal Gov't.	Hi			
<b>Program Governance</b>						
<b>Professional, legal, estate, insurance, investment, etc.</b>						
<b>Participation in Publicly Available Senior Programs outside the city</b>			Low			
<b>Volunteer coordinator</b>	Senior Services Supervisor		Med			
<b>Affordable membership cost</b>			Med			
<b>Community Budget for Senior Services (total)</b>	\$283,000 Expense - \$180,000 Revenue			\$ 25.00	Annual fee \$	
<b>Municipal Budget for Senior Services</b>				\$ 498,000	Annual budget \$	\$ 90.73
				\$ 283,000	Annual budget \$	\$ 51.56
<b>Similarity to Los Gatos</b>	Some basic services are similar					
<b>Differences from Los Gatos</b>	1) Some subsidized programs for seniors 2)Have a case manager 3) Probably not as safe 4) Dedicated facility with pool and outdoor fitness activity 5) Senior services funded by city, more staff 6) Senior coordinator has more tenure in job 7) Maintained communications with seniors during covid 8) Volunteers help with senior programs 9) Senior coordinator provides hub informaiton					
<b>Service delivery capability</b>	Excellent					
<b>Other</b>	It starts with facility, and dedicated staff					

Observations



Coordinated Network of providers

Continuing Living Facilities, different residence models	Cupertino@risehouses.com		Med	2	Housing Units	0.02%
Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics	City managed, reporting of budgets, no annual senior report, Senior Center revitalizing Advisory Board, no separate city senior commission	Local Municipal Gov't.	Low			
Program Governance	City managed	Local Municipal Gov't.	Med			
Professional, legal, estate, insurance, investment, etc.			Hi			
Participation in Publicly Available Senior Programs outside the city			Med			
Volunteer coordinator	yes see website, new volunteer orientation course provided	Local Municipal Gov't.	Hi			
Affordable membership cost	\$30, \$25 for residents, many clubs free, 8-12 week series of classes \$15-68	Local Municipal Gov't.	Med	25	Annual fee \$	
Community Budget for Senior Services (total)	Live Oak Adult Day Care provides services in Cupertino		Med	1,439,451	Annual budget \$	\$ 162.17
Municipal Budget for Senior Services	FY20 total expenditures with \$363K from fees, City also provides community funding grants with \$144K provided in 2021-22 for local festivals	Local Municipal Gov't.	Med	1,289,451	Annual budget \$	\$ 145.27
Similarity to Los Gatos	Major employer does not provide support except for community where benefits employees (e.g. bike lanes)					
Differences from Los Gatos	City run					
Service delivery capability						
Other	West Valley Community Services located in Cupertino independently provides extensive services to the disadvantaged					

Observations

<b>Municipality:</b> Prepared by: Date: Population: 65+ Population % Demographics: Other Median Income:	<b>Los Altos-Los Altos Hills</b>						
	Dick Konrad						
	3/8/22						
	30,504	Calculated 65+ Population					
	20%	<b>6,101</b>					
	72% White, 31% Asian, .5% Black, 6.5% Other						
	\$	235,278					
<b>Category</b>	<b>Service</b>	<b>Notes</b>	<b>Primarily Provided by (select)</b>	<b>Qualitative Assessment</b>	<b>Quantitative Value</b>	<b>Units</b>	<b>Per 65+ Population</b>
<b>Environment</b>	<b>Safe, accessible and walkable space</b>	Yes.		Hi			
	<b>Affordable Transportation</b>	On the Move. Fully reimbursed +\$3 tip (Reimbursement of Uber, Lyft, taxie through July 2022		Hi			
	<b>Senior Services Facility</b>	Los Altos Community Center - recently completed at a cost of \$35M	Local Municipal Gov't.	Hi			
	<b>Senior Services Staffing</b>		Local Municipal Gov't.	Med	1.75	Staff Full-Time Equiv (FTE)	0.0003
	<b>Available Parks, Open Space, and Public/Social Spaces, close location,</b>	Parks plus redwood forest reserve		Hi	10	Number of Parks	
	<b>Personal Safety, crime rate, home call programs, walking safety</b>	Sunshine home call program. 35 safest small city in America		Hi		Violent Crime rate per 1,000	
	<b>Emergency and Disaster Preparedness</b>			Hi			
	<b>Help in Home Maintenance</b>	Hesitant to do referrals		Low			
	<b>Participation and Communication with Older Adult Community</b>	Spotlight is emailed once pre month, and mailed for \$6 charge. Event inclusive during past year, pre-covid 650 for seniors and recreation programs. Currently 350 and do not count seniors independently		Med			
	<b>Network of Information/Hub</b>	Senior coordinator provides hub services		Med			
<b>Purpose, Connection, and Belonging</b>	<b>Service Force and Volunteer Opportunities</b>	Town website for volunteers		Med			
	<b>Opportunities for Education, Culture, Reading, and Arts</b>	Foothill College and 2 libraries		Hi			
	<b>Participation in Current Affairs, Politics, and Civic Groups, History club, etc</b>	Talks by community leaders Volunteer theater summer concerts		Hi			
	<b>Technology proficiency assistance</b>			Low			
	<b>Employment Opportunities for 60+</b>			Low			
	<b>Promoting inclusivity in all of our 60+ programs (applies to all services)</b>	none		Med			
	<b>Nutrition, meals, meals on wheels, etc.</b>	Prior to Covid lunch at 2 locations for 60 people, other services referred to Community Service Agency (CSA) in Mt. View	Adjacent or Regional Gov't. or	Hi	60	Clients served (average monthly)	0.98%
	<b>Mental and Behavioral Health Programs</b>	No programs, referrals to CSA (Community Services Mt. View)	Adjacent or Regional Gov't. or	Med			
	<b>Adult Day Care and Caregivers (Dementia Care)</b>			Low			
	<b>Fitness/Recreational Facilities &amp; Programs (exercise, meditation, wellness, healthy living, etc.)</b>	Free card games, book club and some fitness programs. All else fee-based or not subsidized.		Hi	650	Members or Participants	10.65%
<b>Healthy Living/Physical, Cognitive, and Mental Health</b>							

Coordinated Network of providers

<b>Affordable Quality Housing - Seniors</b>	32 Rental units and 45 second living units monitored by Alta housing		Med	77	Housing Units	1.26%
<b>Continuing Living Facilities, different residence models</b>	The Terraces, Bridgepoint, and Hidden Lane Villa		Med		Housing Units	0.00%
<b>Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics</b>	1 Councilmember on Parks and Rec Commission		Hi			
<b>Program Governance</b>	Fund by city					
<b>Professional, legal, estate, insurance, investment, etc.</b>	AARP, SALA					
<b>Participation in Publicly Available Senior Programs outside the city</b>	CSA and VTA		Med			
<b>Volunteer coordinator</b>	Senior coordinator plus use of volunteers		Med			
<b>Affordable membership cost</b>	No cost for membership		Med	\$ -	Annual fee \$	
<b>Community Budget for Senior Services (total)</b>	Rec \$141K, Senior \$158K, to Covid \$392K for seniors and recreation			\$ 343,000	Annual budget \$	\$ 56.22
<b>Municipal Budget for Senior Services</b>		Local Municipal Gov't.		\$ 343,000	Annual budget \$	\$ 56.22
<b>Similarity to Los Gatos</b>	A few basic recreational services and an e-mail information brochure					
<b>Differences from Los Gatos</b>	1) Senior coordinator has a long-tenure in job 2) Many services are referred to outside agency 3) Funding comes from the city 4) no membership fee for seniors 5) a new dedicated community center that cost \$35M 6) Many talks by community providers					
<b>Service delivery capability</b>						
<b>Other</b>						

Observations

<b>Municipality:</b> Morgan Hill, CA <b>Prepared by:</b> Tom Picraux <b>Date:</b> 3/15/22 <b>Population:</b> 45,483 <b>65+ Population %</b> 14% <b>Demographics:</b> white 73%, hispanic 31%, asian 14%, black 2%, foreign born 18%. bachelors+ degrees 44%, poverty 4% (ISSUE HERE), broadband 92%. <b>Median Income:</b> \$ 124,000	Calculated 65+ Population						
	6,368						
<b>Category</b>	<b>Service</b>	<b>Notes</b>	<b>Primarily Provided by (select)</b>	<b>Qualitative Assessment</b>	<b>Quantitative Value</b>	<b>Units</b>	<b>Per 65+ Population</b>
<b>Environment</b>	<b>Safe, accessible and walkable space</b>	Sidewalks only in downtown area		Med			
	<b>Affordable Transportation</b>	Senior door to door trans. for medical, groceries by Sourcewise; senior curb to curb RYDE program managed by Morgan Hill w/volunteer drivers, VTA Access senior paratransit, minimal VTA bus service	Adjacent or Regional Gov't. or	Hi			
	<b>Senior Services Facility</b>	Senior Center in Community Center complex, outside of downtown; community, aquatic and senior center built 2001-06 w/city funds Regional Development Agency (RDA) support and some county support. Endowment from Friends of senior center	Local Municipal Gov't.	Hi	4839	sq. ft.	
	<b>Senior Services Staffing</b>	Senior recreation supervisor and some staff help	Local Municipal Gov't.	Med	1.75	Staff Full-Time Equiv (FTE)	
	<b>Available Parks, Open Space, and Public/Social Spaces, close location,</b>	~15 parks of various size, Active and Safe Parks initiative grant (CDC) to revitalize and increase use of Galvan Park.	Local Municipal Gov't.	Med		Number of Parks	
	<b>Personal Safety, crime rate, home call programs, walking safety</b>	Crime rates are well below national average		Med	1.34	Violent Crime rate per 1,000	
	<b>Emergency and Disaster Preparedness</b>	Emergency Operations Plan, CERT basic training, Ham radio, disaster supply kit & planning information, emergency call center, lot of volunteer participation	Local Municipal Gov't.	Med			
	<b>Help in Home Maintenance</b>	Provide information from list of known trusted local resources		Med			
	<b>Participation and Communication with Older Adult Community</b>	1900 members/month 55+ (pre-COVID) using center; total community center members ~13000 (preCOVID) now ~9000 with ~1600 55+. Communication by paper for older seniors placed in lunch bags, handed out by drivers, in senior center, by email list to ~2000, by website each month, by social media, by posting, and by marketing senior services in recreation program emails.	Local Municipal Gov't.	Med			
	<b>Network of Information/Hub</b>	Info provided by brochures, list of known trusted resources in community, couple volunteers answer questions		Med			

**Purpose, Connection, and Belonging**

Healthy Living/Physical,  
Cognitive, and Mental  
Health

Coordinated Network of  
providers

<b>Service Force and Volunteer Opportunities</b>	Volunteer intake and coordination for senior center and city managed by part-time senior center welcome desk.		Med			
<b>Opportunities for Education, Culture, Reading, and Arts</b>	Senior center provides opportunities through classes		Med			
<b>Participation in Current Affairs, Politics, and Civic Groups, History club, etc</b>	Senior center classes.		Med			
<b>Technology proficiency assistance</b>	Computer lab. Wed. 12:30-3:00 digital device help by volunteers on drop in basis (very popular)		Med			
<b>Employment Opportunities for 60+</b>	Sourcewise county program		Low			
<b>Promoting inclusivity in all of our 60+ programs (applies to all services)</b>	Appears to be the case.	Local Municipal Gov't.	Med			
<b>Nutrition, meals, meals on wheels, etc.</b>	Senior lunches M-F (currently boxed) operated by YMCA of Silicon Valley and supported by county nutrition program and Y's (\$250,000/yr.), Meals on Wheels (Sourcewise).	Adjacent or Regional Gov't. o	Hi	75	Clients served (average monthly)	1.18%
<b>Mental and Behavioral Health Programs</b>	Community Solutions La Casa Del Puente Treatment Center, Psynergy Nueva Vista psychiatric hospital.	Local Agency within City	Low			
<b>Adult Day Care and Caregivers (Dementia Care)</b>	Monthly caregiver support group by Alzheimer's Association	Adjacent or Regional Gov't. o	Low			
<b>Fitness/Recreational Facilities &amp; Programs (exercise, meditation, wellness, healthy living, etc.)</b>	Senior center, aquatic center, classes, e.g., art, Tai Chi	Local Municipal Gov't.	Med	1900	Members or Participants	29.84%
<b>Affordable Quality Housing - Seniors</b>	Various affordable rental apartments		Med		Housing Units	0.00%
<b>Continuing Living Facilities, different residence models</b>	4 assisted living facilities, 2 retirement facilities, 2 nursing homes		Med		Housing Units	0.00%
<b>Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics</b>	Detailed monthly tracking of membership, participation in programs by member type, meals program, member demographics, volunteer hours, and performance measures. Nutrition survey for nutrition program and program and services survey annually. Periodic press releases on program impact with some date on # people served, etc.		Med			
<b>Program Governance</b>	City governs facility and programs through the Recreation Department.		Med			
<b>Professional, legal, estate, insurance, investment, etc.</b>	Case Management for seniors (Sourcewise), SALA free legal advice for 60+, AARP tax prep for low/middle income, Health Insurance Counseling.	Adjacent or Regional Gov't. o	Med			
<b>Participation in Publicly Available Senior Programs outside the city</b>	Location makes external programs inconvenient to use		Med			

Observations

<b>Volunteer coordinator</b>	Yes. Senior center welcome desk (part-time) person is gatekeeper, complete form, maintain list (one-time vs. ongoing where fingerprint & backgnd check), act as a resource for city volunteers in addition. Have 50 volunteers in senior center, also have meals and wellness calls volunteers. (Had no organized volunteer effort before 2015).	Local Municipal Gov't.	Med					
<b>Affordable membership cost</b>	No annual fee. Some classes (like art) have fees, like \$2/class or \$58/session of classes.	Local Municipal Gov't.	Hi	\$ -	Annual fee \$			
<b>Community Budget for Senior Services (total)</b>	Sources are city (\$260K), program fees (\$33K), and donations (\$48K). Nutrition program funded by county + YMCA (\$186K+\$64K). Local donation sources are: weekly bingo program (\$30K/yr.), Friends of Morgan Hill Senior Center that provides grant program (\$20K/yr.). Friends has established an endowment (\$300,000) with \$1.5M goal that started with \$45K gift. Transportation receives some RYDE support. Sourcewise supports some Morgan Hill/Gilroy programs. (\$590,000 total includes city part of \$340,000.)		Med	\$ 591,000	Annual budget \$	\$ 92.81		
<b>Municipal Budget for Senior Services</b>	Staffing: \$232,000. Supplies & Services: \$13,000. Facility Costs: \$47,000.			\$ 340,000	Annual budget \$	\$ 53.40		
<b>Similarity to Los Gatos</b>	Makes use of services provide by county programs.							
<b>Differences from Los Gatos</b>	Community, aquatic & senior center with modern facilities and ample parking away from downtown area. City support and coordination of senior center and greater engagement of community in support of senior services.							
<b>Service delivery capability</b>	Senior Center Lobby/Reception/hallways 1127 sq ft, Senior Center Coordinator Office 132 sq ft, Activity Rms #1&2 772 sq ft, Computer room 277 sq ft, SC restrooms 112 sq ft, Senior Center MPR Room 1796 sq ft, Kitchen 623 sq ft, Teen Center on off hours 1401 sq ft. Total Community Center 56,000 sq ft.							
<b>Other</b>								

<b>Municipality:</b> Palo Alto, CA							
Prepared by: Kathy Mlinarich							
Date: 3/7/22							
Population:	68,572	Calculated 65+ Population					
65+ Population %	19.40%	13,303					
Demographics:	58% White, 33% Asian, AfAm 2% NatAm						
	0.5% Hispanic 6.4% Pac/Isle .1%						
Median Income:	\$ 158,271						
Category	Service	Notes	Primarily Provided by (select)	Qualitative Assessment	Quantitative Value	Units	Per 65+ Population
Environment	Safe, accessible and walkable space	Walkable Downtown		Med			
	Affordable Transportation	Avenidas door-to-door OUTREACH Star	Local Agency within City	Hi			
	Senior Services Facility	Avenidas Village, 450 Bryant, non profit.	Local Municipal Gov't.	Hi			
	Senior Services Staffing			Hi		Staff Full-Time Equiv (FTE)	0.0000
	Available Parks, Open Space, and Public/Social Spaces, close location,	4,000 acres of open spaces and parks 162 acres of urban park area, over 20 parks		Hi		Number of Parks	
	Personal Safety, crime rate, home call programs, walking safety	2	Local Municipal Gov't.	Low		Violent Crime rate per 1,000	
	Emergency and Disaster Preparedness	Office of Emergency Preparedness. Comprehensive list of services, communication and advice.	Local Municipal Gov't.	Hi			
	Help in Home Maintenance	Home Efficiency Genie. Consultation	Local Agency within City	Hi			
	Participation and Communication with Older Adult Community	Online "public letters to city council"		Hi			
	Network of Information/Hub	<a href="#">Avenidas.org</a>		Hi			
Purpose, Connection, and Belonging	Service Force and Volunteer Opportunities	May be accessed through City of Palo Alto website		Hi			
	Opportunities for Education, Culture, Reading, and Arts	<a href="#">Avenidas.org</a> Many programs available for Seniors		Hi			
	Participation in Current Affairs, Politics, and Civic Groups, History club, etc	Variety of classes ranging from cooking, dancing, to Karate and Yoga		Hi			
	Technology proficiency assistance	yes, have internet workshops		Hi			
	Employment Opportunities for 60+			Med			
	Promoting inclusivity in all of our 60+ programs (applies to all services)	Office of Human Services website (all of the following 'Healthy Living' segments have extensive information and referral services.		Hi			
	Nutrition, meals, meals on wheels, etc.	La Comida, 455 E Charleston. Senior Nutrition Program. Served 2,700 meals in February, 2022.		Hi	4513	Clients served (average monthly)	33.92%
	Mental and Behavioral Health Programs	Office of Human Services website		Hi			
	Adult Day Care and Caregivers (Dementia Care)	Rose Klein Center		Hi			
	Fitness/Recreational Facilities & Programs (exercise, meditation, wellness, healthy living, etc.)	Avenidas, Cubberly & Mitchel Park - Annual fees are higher but classes are lower and flexible		Hi		Members or Participants	0.00%
Healthy Living/Physical, Cognitive, and Mental Health	Affordable Quality Housing - Seniors	29 complexes	Local Municipal Gov't.	Med	1,123	Housing Units	8.44%
	Continuing Living Facilities, different residence models	27,983		Hi	7	Housing Units	0.05%

Coordinated Network of providers

Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics	website		Hi			
Program Governance						
Professional, legal, estate, insurance, investment, etc.	Palo Alto Mediation Program. Provides assistance for various legal disputes, ranging from tenant/landlord to small business/consumer disputes. A large selection of banks and insurance/investment firms and trust and estates legal services		Hi			
Participation in Publicly Available Senior Programs outside the city	Stanford University, Menlo College.		Med			
Volunteer coordinator			Hi			
Affordable membership cost	\$60 to \$250 per year		Med	\$ 60.00	Annual fee \$	
Community Budget for Senior Services (total)	1,664,645			\$ 1,664,645	Annual budget \$	\$ 125.13
Municipal Budget for Senior Services	1,084,058			\$ 1,084,058	Annual budget \$	\$ 81.49
Similarity to Los Gatos	Cubberly Center host the broadest amount of general community activities. From dance classes and karate to other 1 time large events.					
Differences from Los Gatos	Palo Alto has a broad revenue base, including debt issuance and various usage fees and taxes.					
Service delivery capability	Strong capability to deliver services. However the city's budget appears to be primarily focused on improvements to infrastructure and less so to community programs.					
Other	\$20 million dollar , \$5 million from city of PA					

Observations

Municipality: Princeton, NJ Prepared by: Ellen Schwartz Date: 3/7/22 Population: 31,000 65+ Population % 17% Demographics: white 73%, asian 17%, black 6%, hispanic 8%; foreign-born 29%. bachelors+ degr. 81%, poverty 6%, broadband 90%. Median Income: \$ 138,000 per household	Calculated 65+ Population		5,208				
Category	Service	Notes	Primarily Provided by (select)	Qualitative Assessment	Quantitative Value	Units	Per 65+ Population
Environment	Safe, accessible and walkable space	Sidewalks in central part of town		Hi			
	Affordable Transportation	for seniors only : Ride Provide (subsidized, uses vol. drivers in their own cars), For all ages: Free muni.bus(M-F)in-town route, For all ages: free Univ. busses(parts of town,when univ. in session), for seniors: reduced rates for seniors on public transit to other towns: buses, train		Hi			
	Senior Services Facility	2or 3- Primary is used most- newly <b>Converted office building (12,000 sq. ft)</b> in wooded setting.(2021 moved in). 2nd is their original building near downtown, still used a little & rent space to others. 3rd small building, they don't own, but they have small program there, is near low-cost housing. New building(12,000 sq ft), bought in Dec 2020, moved into in 2021, has \$5-million capital campaign, kicked off with 1 donor giving \$1.3million.	Local Agency within City	Hi			
	Senior Services Staffing	7 full-time, 8 part-time 50 instructors (at least some are volunteer). <a href="https://www.princeton senior.org/wp-content/uploads/2021/05/IRS-990-2020.pdf">https://www.princeton senior.org/wp-content/uploads/2021/05/IRS-990-2020.pdf</a>		Hi	16	Staff Full-Time Equiv (FTE)	0.0031
	Available Parks, Open Space, and Public/Social Spaces, close location,			Hi	20	Number of Parks	
	Personal Safety, crime rate, home call programs, walking safety	violent crime 3.2/10,000. property crime 75/10,000. <a href="https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/topic-pages/tables/table-8/table-8.xls/view">https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/topic-pages/tables/table-8/table-8.xls/view</a>		Hi	0.32	Violent Crime rate per 1,000	
	Emergency and Disaster Preparedness	PSRC responded to Covid well: vaccine finders (118 volunteers helped 687 seniors get appts.), converted to Zoom, increased meals on wheels		Med			
	Help in Home Maintenance	Social worker will refer to someone. PSRC has Homefriends volunteers whose primary role is visiting home-bound but could help with minor things.		Low			
	Participation and Communication with Older Adult Community	PSRC montly newsletter by email (if mail=\$10/yr) and excellent website		Hi			
	Network of Information/Hub	maintained by PSRC	Local Municipal Gov't.	Hi			
	Service Force and Volunteer Opportunities	PSRC volunteer coordinator & separate GrandPals coordinator(130 grandpals reading to 300 kindergartners/wk); Evergreen forum is part of psrc that is volunteer-led classes(1300 students); They told me that while many retired professors volunteer, also many instructors are just knowledgeable(&not professors); Corporations do community-service @PSRC -for example 90 Bloomberg employees volunteered last year		Hi			
	Opportunities for Education, Culture, Reading, and Arts	PSRC has classes in this category as part of Evergreen Forum, But beyond PSRC, because of presence of Univ., there is Theater, Concerts, Museum, univ. courses to audit, Also: local choral groups, local orchestra, local theater group, art org. classes, Adult Ed,adult rec, Y programs	Local Agency within City	Hi			
	Participation in Current Affairs, Politics, and Civic Groups, History club, etc	Histor.Society, NewComers-interest groups, activitlies (attracts newly retired, not just newcomers)		Hi			
	Technology proficiency assistance	PSRC's Tech lab(openM-f) had 633 client visits in 2021.Also virtual appts. for tech assistance. In general in town, 2020 census says 90% residents have broadband, New-ish library in center of town		Hi			
	Employment Opportunities for 60+	just provides links to listings & programs		Med			

Purpose, Connection, and Belonging

Promoting inclusivity in all of our 60+ programs (applies to all services)	Didn't find an official statement, fall fundraising event speaker was Dr. Bernice King (MLK's daughter); hold some activities in low-cost housing neighborhood		Hi			
Nutrition, meals, meals on wheels, etc.	Various agencies, religious orgs., county government. Not clear if anything implemented by town itself. Some specific to seniors. On these 2 charts, show Meals on wheels and other services. <a href="https://www.princtonsenior.org/wp-content/uploads/2022/01/Princeton-Area-Food-Resources-PDF.pdf">https://www.princtonsenior.org/wp-content/uploads/2022/01/Princeton-Area-Food-Resources-PDF.pdf</a> <a href="https://www.princetonnj.gov/DocumentCenter/View/10271/Food-Resource-Calendar-2022-PDF?bidId=">https://www.princetonnj.gov/DocumentCenter/View/10271/Food-Resource-Calendar-2022-PDF?bidId=</a>	Local Agency within City	Med		Clients served (average monthly)	0.00%
Mental and Behavioral Health Programs	PSRC has Social workers. Offer discussion & support groups, total of 997 participants, 926 hours of case-management and counseling. Other agencies that offer services include other non-profits, Y, hospitals.		Hi			
Adult Day Care and Caregivers (Dementia Care)	Adult day care by private businesses in surrounding towns. PSRC has support groups including a group for dementia (early stage), a group for caregivers; & a group for children of aging parents	Adjacent or Regional Gov't. o	Med			
Fitness/Recreational Facilities & Programs (exercise, meditation, wellness, healthy living, etc.)	PSRC, Y, adult ed, adult rec, private gyms, yoga, etc. (PSRC had 197 virtual fitness participants in 2021), Value in quatitative column of 1300 represents the total		Hi	1300	Members or Participants	24.96%
Affordable Quality Housing - Seniors	1) Princeton Housing Auth. owns and manages 236 family and senior/disabled apartments within five developments throughout Princeton. 2) Princeton Community Housing provides and manages 466 affordable rental homes for individuals, families, seniors, and people with disabilities with very low-, low-, and moderate- incomes. More than 1,000 residents - about 3% of the Princeton population - reside in PCH homes at communities...		Low		Housing Units	0.00%
Continuing Living Facilities, different residence models	a little in town, much more in adjacent towns		Low		Housing Units	0.00%
Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics	PSRC is a Nonprofit. Puts links on its website (for download) to its annual Director's Report, IRS 990, Publishes annual financial statement, If I read it correctly: in 2021, expenses were \$778,000, got \$143,000(2018) from muni.contract, lots of donations(&endowment), <a href="https://www.princtonsenior.org/reports/irs-990/">https://www.princtonsenior.org/reports/irs-990/</a> has info on finances		Hi			
Program Governance	PSRC formed as a non-profit in 1979. Now Board of Directors(17 people) & Advisory Council (15 people). Person I spoke to does not believe Town picks any for board or council(will get back to me if she learns otherwise).					
Professional, legal, estate, insurance, investment, etc.						
Participation in Publicly Available Senior Programs outside the city	While lots of programs avail. outside of Princeton, Princeton has most comprehensive offerings		Low			
Volunteer coordinator	1.5 coordinators		Hi	1.5	people	
Affordable membership cost	0 -if want them to mail the monthly newsletter(instead of email), it's \$10/yr		Hi	\$ -	Annual fee \$	
Community Budget for Senior Services (total)	778,000 is what psrc spent in 2018;(2020 70% of spending comes from contrib.,19% from municipal contracts & rentals, 11% from program revenues). Note these values refer to the spending by only the senior center itself. The figures do not include any other services that seniors benefit from like the free bus, health dept., food bank, library programs, adult ed, Y, University, etc.		Hi	\$ 778,000	Annual budget \$	\$ 149.39

Observations

<b>Municipal Budget for Senior Services</b>	\$271,000 is amount town allocated to PSRC for 2021. Although for 2020, they had allocated a similar 253,000, they only actually disbursed 172,000. \$67 million is Total town budget(2021). In 2018 PSRC said town gave them 143,000; 778,000 is what psrc spent in 2018; Town 2021 budget says Contribution to Senior Resource Center= 10,000 in salaries and 260,511.00 in "other expenses". Total is 270,511. Note that all of these dollar amounts refer to the <b>senior center itself</b> . The figures <b>do not include</b> any other services that seniors benefit from like the free bus, health dept., food bank, library programs, adult ed, Y, University, etc.			\$ 270,511	Annual budget \$	\$ 51.94
<b>Similarity to Los Gatos</b>	socioeconomic, strong town identity, downtown important to identity, natural beauty & historic is valued					
<b>Differences from Los Gatos</b>	Princeton is a hub(culturally) for surrounding towns. Has Princeton U.. Some seniors may not be there in the winters					
<b>Service delivery capability</b>	5213 total constituents served in 2021. focus is 55+, but some people under since offers retir. planning& caregiver support. Programs are open to anyone in the greater Princeton area, and attracts residents from surrounding counties About 50% are from out-of-town. During covid even had people from out of state. Some of out-of-staters are pople who leave in winter but loved ability to stay connected while away, will likely continue beyond covid. During Covid, everything was on zoom, but will keep some zoom aspects going forward because some people prefer it. ~1,300 people attend classes and > 75 receive assistance weekly. PSRC's 60 collaborative partners and 375 volunteers help make this all possible.					
<b>Other</b>	PSRC Uses Zoom extensively, No fee to join. Activities like films, "FYI"=1-time vol. instructor talks, & Ted talks are free. (overall Funding is only 15% from fees). Classes like art, exercise, writing have fee to "break even" to cover cost of instructor; Evergreen forum -\$95 for 8wks of 2hr classes. Have "senior scholarships" - To apply, participant talks to one of PSRC social workers about "what comfortable paying". Is Not a formal "prove-financial-need" process. Can take 1-evergreen-class per session this way.Lots of fundraising and donors. 50% non-res participants. 1300 people attending classes. 375 volunteers for senior center. Funding comes from a wide range of sources: individual donors (37%), Municipality of Princeton (19%), program fees (15%), corporations (10%) and foundations (4%).					

Municipality: Saratoga, CA Prepared by: Tom Picraux Date: 2/18/22 Population: 31,051 65+ Population % 23% Demographics: 48% Asian, 48% white, 4% Hispanic Median Income: \$ 191,677							
		Calculated 65+ Population					
		7,142					
Category	Service	Notes	Primarily Provided by (select)	Qualitative Assessment	Quantitative Value	Units	Per 65+ Population
Environment	Safe, accessible and walkable space	Walkable downtown	Local Municipal Gov't.	Med			
	Affordable Transportation	RYDE program; VTA Access; VTA limited bus route	Adjacent or Regional Gov't. or	Hi			
	Senior Services Facility	Saratoga Senior Center (managed by SASCC) next to LGS Rec. SASCC brought land in 1971, built community senior center, sold to city in 1987 and established public-private partnership. Facility provided and property managed rent-free by city. Facility remodeled at SASCC expense in ~2019.	Local Agency within City	Hi	6286	sq.ft.	
	Senior Services Staffing	Staffing in 4 areas: Senior center; adult day care; RYDE; Outlook monthly. 15 full time & 3 part time staff	Local Agency within City	Hi	15	Staff Full-Time Equiv (FTE)	0.0021
	Available Parks, Open Space, and Public/Social Spaces, close location,	City parks: 14 parks totalling 111 acres (range from <1 to 64 acres) outside venues, Hakone, Montalvo, Mt. Winery		Med	14	Number of Parks	
	Personal Safety, crime rate, home call programs, walking safety	Safe walkable area around downtown. Crime rates are well below national average.		Hi	0.61	Violent Crime rate per 1,000	
	Emergency and Disaster Preparedness			Med			
	Help in Home Maintenance	Provide information on nonprofits operating in area and services across county		Med			
	Participation and Communication with Older Adult Community	Senior Center has 2500 members paying annual fee with ~30% of members/month participating in center programs. Outlook - monthly newspaper for seniors (print & online)		Hi	2500	members	
	Network of Information/Hub	SASCC: Outlook paper, social media postings, senior center staff feedback		Hi			
Purpose, Connection, and Belonging	Service Force and Volunteer Opportunities	Saratoga city volunteer website. SASCC volunteer opportunities handled by managers of 4 areas: RYDE, Senior Center, Adult Day Care, Outlook newspaper with operations manager providing overall coordination; do not use software.	Local Agency within City	Hi			
	Opportunities for Education, Culture, Reading, and Arts	SASCC talks by community leaders, West Valley College, Saratoga Civic Theatre, Hakone Gardens, Mountain Winery, Villa Montalvo	Local Agency within City	Hi			
	Participation in Current Affairs, Politics, and Civic Groups, History club, etc	SASCC: traders, quilting, karaoke, mahjong, spanish class, art, memoir writing, Chinese chamber music, book club, Anandvan social group	Local Agency within City	Med			
	Technology proficiency assistance	SASCC senior center computers, weekly tech drop-in classes	Local Agency within City	Hi			
	Employment Opportunities for 60+	Saratoga County Library, Sourcewise county program	Adjacent or Regional Gov't. or	Med			
	Promoting inclusivity in all of our 60+ programs (applies to all services)	SASCC volunteer program opportunities, Sourcewise and other county programs	Local Agency within City	Med			
	Nutrition, meals, meals on wheels, etc.	Meals on wheels, Wed. Senior lunch program at Senior Center (Pre-Covid)	Local Agency within City	Med		Clients served (average monthly)	0.00%
	Mental and Behavioral Health Programs	Saratoga Adult Care Center, SASCC programs (e.g., meditation)	Local Agency within City	Med			
	Adult Day Care and Caregivers (Dementia Care)	Adult day care 5 days/week with meals, fully licensed	Local Agency within City	Hi			
	Fitness/Recreational Facilities & Programs (exercise, meditation, wellness, healthy living, etc.)	1) SASCC: fitness classes, Tai-Chi, ping-pong, yoga, feldenkrais, line dance, bocce ball, dancercise, chair exercise 2) Los Gatos Saratoga Recreation: recreational classes	Local Agency within City	Hi	2500	Members or Participants	35.01%
Healthy Living/Physical, Cognitive, and Mental Health	Affordable Quality Housing - Seniors	Limited affordable housing: Saratoga Retirement Community at high end		Low		Housing Units	0.00%
	Continuing Living Facilities, different residence models	1) Saratoga Retirement Community: Retirement community (includes assisted living, memory support, skilled nursing & rehabilitation support) 2) Our Lady of Fatima Villa: Assisted living 3) Bon Homie Saratoga: Assisted living facility facility 4) Corinthian Care Center: Assisted living facility		Med		Housing Units	0.00%

Coordinated Network of providers

<b>Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics</b>	Provided by SASCC Board of Directors with City leaders via public meetings, Saratoga senior surveys, annual senior report not published	Local Agency within City	Med			
<b>Program Governance</b>	City has outsourced senior program governance to nonprofit SASCC which is managed independently with agreement for rent-free use and SASCC maintenance of city facilities	Local Agency within City	Hi			
<b>Professional, legal, estate, insurance, investment, etc.</b>	County support nonprofits such as Sourcewise and AARP provide services such as SALA for legal, tax prep., HICAP for insurance	Adjacent or Regional Gov't. or	Med			
<b>Participation in Publicly Available Senior Programs outside the city</b>	West Valley Community Services. Campbell and other senior centers.		Med			
<b>Volunteer coordinator</b>	Supervisors of 4 SASCC programs: RYDE, Senior Center, Adult Day Care, and Outlook newspaper intake volunteers for their programs, with overall coordination provided by operations manager; software not used.		Hi			
<b>Affordable membership cost</b>	Annual fee is \$30/yr/person with 2500 members; ~30%/month participate in activities. SASCC classes free (80%) or fee is collected by teacher at their discretion (20%)(no contractor issues for SASCC), LGS Rec charges for their classes, SASCC is partnering with West Valley Colleges to provide free classes for seniors (WVC gets to count enrollment and use SASCC facilities)		Hi	\$ 30.00	Annual fee \$	
<b>Community Budget for Senior Services (total)</b>	Revenues are from Foundation support, govt grants/contracts, individual contributions, Outlook ads, fees for external services (35-40%). Recent growth: in 2016 ex.dir. Tylor hired, staff was 7, budget \$475K; since then membership revitalized, senior center remodeled at SASCC expense, and budget tripled.	Local Agency within City	Hi	\$ 1,370,000	Annual budget \$	\$1,300,000.00
<b>Municipal Budget for Senior Services</b>	City provides to help support senior center and adult day care center	Local Municipal Gov't.		\$ 70,000	Annual budget \$	\$ 70,000.00
<b>Similarity to Los Gatos</b>	Size, population, density, transportation					
<b>Differences from Los Gatos</b>	Extent and completeness of senior program handling by outsourced nonprofit. Strong partnership and communication between the operating nonprofit and City					
<b>Service delivery capability</b>	More mature, efficient, extensive, and less fragmented	Local Agency within City	Hi			
<b>Other</b>	Community Center facility (10,217 sq. ft.) is used by LGS Rec for providing recreational programs and is next to the Senior Center	Local Agency within City				

Observations