Needs Assessment and Plan

To celebrate, embrace, and serve older adults for the betterment of our community.

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Community Builders, Inc.
June 2011
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ACKNOWLEDGEMENTS

Community Builders, Inc. (CBI) wishes to thank Executive Director Carmen Rideout, the Sheridan Senior Center Board of Directors, and the dedicated and friendly staff for the gracious welcome and supportive atmosphere we experienced during the assessment and planning process. The excellent preparatory work and background information provided greatly aided us with advance preparation and planning.

On-site, CBI benefited immensely from all the program directors and support staff. All were willing and eager to provide input and perspective on the overall needs assessment process.

Over the course of the project, we also met with more than individual 35 citizens, business leaders, government officials, community leaders, volunteers, seniors and others who provided valuable insight, comments and suggestions. Sheridan is a community that wholeheartedly supports the Sheridan Senior Center, and CBI has been privileged to be able to work on this project.
EXECUTIVE SUMMARY

The Sheridan Senior Center (SSC) is involved in providing “quality of life...later in life” for its patrons. The mission is “to celebrate, embrace and serve older adults for the betterment of our community!” Philosophically, the SSC actively works to fight premature institutionalization and the desire people have to live at home in their neighborhoods and communities. It nurtures and develops programs and connections that help provide companionship, develop helping opportunities for seniors and provide a wide variety of activities to meet the needs and desires of this precious human resource called “senior citizens.” To this end, the SSC is actively engaged in the current culture change promoted by Dr. William H. Thomas in community-based elder care models.

Most senior centers provide a variety of services that fit their community and the SSC is no exception. Typical programs and services provided by the SSC include:

- Meal and nutrition programs
- Information and assistance
- Health, fitness, and wellness programs
- Transportation services
- Public benefits counseling
- Employment assistance
- Volunteer and civic engagement opportunities
- Social and recreational activities
- Educational and arts programs
- Intergenerational programs

The SSC has gradually matured to effectively accomplish its mission. During the past five years, its budget has grown from $2 million up to its current $2.7 million budget. As part of its strategic plan, the SSC has established four key initiatives, including:

- Meet the needs and desires of changing generations
- Increase financial viability
- Human resource excellence is critical to the organization
- Increase community involvement

A major challenge for the SSC is to provide programming that continues to effectively serve current participants, engages non-participating older adults (including those with higher income, men and rural residents) and attract the Boomer generation and “younger” seniors. To do this it is incumbent on the SSC to reinvent its image, redesign and remodel facilities and develop new strategic partnerships in order to adapt to a new era of increased consumer choices. And, it needs to do this in a fiscally responsible and sustainable manner.
In analyzing needs and developing recommendations for the SSC going forward, the consultants first analyzed current programming, organizational structure, budgets, staffing and financial trends.

A solid demographic analysis of population trends, income, consumer types and overall economy was conducted. In summary, the following points can be made about Sheridan County demographics:

- Residents in Sheridan County are older than the norm
- This aging trend is accelerating and will continue for next 30-40 years
- Migration into the county is a significant component of the demographics
- Median income lags behind because of a large number of people earning less than $35K
- Home values and inflation are high
- The population of persons age 50+ in Sheridan County is 11,895 now and is projected to grow 11.4% by 2015 to 13,256
- The population of the group that actually comes to the SSC (Age 65+ with income below $50K) is growing more slowly (6.8% by 2015)
- The penetration rate for the population served by the SSC is 16.8% (2,000/11,895)
- Just to meet the status quo growth, the SSC will need to be able to absorb 136-228 more participants by 2015

Because the SSC is part of the Sheridan County community, it was important to explore that larger community to gauge support and general perceptions about the SSC and its programs and facilities. National trends, best practices and community desires were all explored. This was done through a public engagement process that included community and stakeholder surveys, one-on-one interviews with a number of different and diverse individuals and the utilization of an advisory committee to help evaluate and prioritize alternatives. (The Public Participation Action Plan can be found in the Appendix to this report).

Stakeholder groups contacted included current and anticipated senior citizens of the Sheridan area, government agencies and boards, community centers, community service providers and supporters, health agencies and providers, senior housing and nursing homes and the media. Key questions asked of these groups were:

- Does the existing SSC adequately address senior citizen needs in the community?
- If the existing facility is not adequate, what improvements or modifications would the community like to see?
- Is there a need for other types of senior services in the community?
- What is the sense of general community support for senior services and needed improvements?
- What is the best way to get seniors’ input and perspective?

In the survey of center users, the profile of the typical center participant:
• Has been coming for years and is convinced of the Center’s positive effect on their life
• Eats meals on site (loves them!) and engages in activities
• Comes to the center alone, and feels welcome
• Highly values health and wellness, meals, transportation, leisure and activities and in-home services
• Does not feel as strongly about adult day care, family caregiver support, housing assistance, computer support, mental health services and elder abuse prevention
• Values their health and wellness, wants counseling, and activities
• Is not convinced of a need for larger facility
• Believes their needs are met, but has wants (e.g., more outdoor & travel opportunities)
• Thinks SSC should pursue more government funding
• Is female, earns less than $35K/year, is a long-term Sheridan County resident, and learns about SSC in the newsletter

To assist in the analysis of needs, CBI used a model that started with a focus on the needs shared by all humans (food, health, companionship, self-worth, etc.). It then analyzed the current services provided by the SSC to meet each of those needs, explored a number of other ways people can have that need met in the community and then developed a list of programs, projects or partnerships the SSC might want to consider adding, eliminating or expanding.

The process resulted in a review of a large number of innovative programs, different models of senior centers and creative financing techniques to meet the goals for the future. New or enhanced partnerships with community organizations, relocation of some program areas and the establishment of satellite centers were all placed on the table for consideration during the public engagement process.

The SSC is not constrained by a Board of Directors or leadership team lacking in vision. They dare to dream very big indeed and have a plethora of community champions eager to promote the facility and make it that much better!

The SSC will need to approach expansion and growth from a perspective grounded by their own mission. The SSC can do many things, but needs to make certain to first ask if they should do it, or is there another entity better suited to address the program? Partnerships will be critical to the long-term sense of community and sustainability desired by parties to this process.

Final recommendations include several improvements to current operations (to increase revenues and cut costs) and begin innovative programs to reach new seniors. Recommendations for improvements for Staff, Management, Partnerships, and Facilities are made, along with Funding recommendations. The plan will become a blueprint for the
future of the Sheridan Senior Center as it strives to build upon its mission “to celebrate, embrace and serve older adults for the betterment of our community.”
INTRODUCTION

The Sheridan Senior Center (SSC) has a reputation as being one of the premier senior centers in the State of Wyoming. The SSC wants to position itself for the inevitability of the baby boomer generation placing greater demands on existing senior citizen service levels than have been seen in modern times. Recently, the City of Sheridan received a Community Development Block Grant from the Wyoming Business Council, funding from the City of Sheridan, and funding from the Wyoming Department of Transportation to help evaluate current and projected senior citizen needs in Sheridan County. The Sheridan Senior Center was charged with administering these funds, and retained Community Builders Inc. (CBI) to provide consulting services.

CBI conducted a needs assessment and has created this plan for senior services in the Sheridan area. CBI evaluated current programs and projected needs for seniors, and assisted in planning for the implementation of expanded senior services. All program areas of the organization were examined. Anticipating future trends and adapting to these changing demographics are a key components of this plan. The purpose is to provide the SSC Board of Directors and staff with information that will assist them in their desire to transform the organization towards even more effective and responsive programs.

This report examines many aspects of the organization, including values, goals, structure, and the internal and external environments affecting seniors. The recommendations contained in this report are just that—recommendations. The purpose of the report is to stimulate discussion, self-examination, and critical thinking. For this effort to be effective and successful for the long term, the Board, staff and community at large must discuss the issues, the potential impacts, and how best to implement changes within their own organization. Without such active participation and reflection, this report may become just another document that finds a dusty place in the agency’s archives. Fully implemented, this plan could become a blueprint for the future of the Sheridan Senior Citizen Center, building on its current mission:

"To celebrate, embrace and serve older adults for the betterment of our community."
SHERIDAN SENIOR CENTER PROFILE

History

Services for Senior Citizens in Sheridan County began in 1972 with the formation of a group called the “Senior Citizen’s Coordinating Council”. At that time, services specifically for seniors were virtually non-existent. The group met once a month to determine what services were available from other organizations and what needs were not being met.

In 1973, federal funding became available through amendments to the Older Americans Act for a number of programs that would benefit people 60 years of age and older, including senior centers. That same year, the Coordinating Council incorporated into the private non-profit organization now known as the Senior Citizens Council.

After the first van was purchased in 1973, a network of services developed at a quick and steady pace. In 1975, the Sheridan City Council began supporting the organization by providing financial support and office space at the City Hall. In 1976, the first Senior Nutrition Meal site was opened in the Salvation Army Community Center.

In 1980, the Senior Center at 211 Smith Street was built with funds from the Optional One Cent Sales Tax and private donations. The building was expanded and remodeled in 1990 to make room for the Home-Delivered Meals and “Day Break” Programs. In 2001, the parking lot was expanded and three new offices were built. The Family Caregiver Program was created at this time.

On June 30, 2003, construction began on the building renovation and expansion of the Senior Center. On a daily basis, more than five hundred people were receiving services provided by the Senior Center. The organization simply was running out of space to accommodate everyone. The Board of Directors set a campaign goal of $2 million dollars. Due to the generosity of foundations, funds from the optional one-cent sales tax, donations, pledges and grants over $2.3 million were raised.

The most recent expansion and remodeling project of the Senior Center was successfully completed in July of 2004. The construction included the addition of 5,200 square feet and major renovation of most of the building. A new 6,000 square foot Transit Facility was also built at that time to house the Senior Center’s Transportation Program.

Currently, the Senior Citizens Council operates as a private nonprofit corporation, recognized by the Internal Revenue Service as a tax exempt 501(c)(3) organization, doing business as Sheridan Senior Center.
Vision, Mission and Values

The organization’s mission is “to promote, develop and implement programs and services of quality that support the dignity, physical and emotional health and well being, for all Senior Citizens of the Sheridan area.”

The SSC has gradually matured to accomplish its mission. During the past five years, its budget has grown from $2 million up to its current $2.7 million budget. Services are delivered primarily through more than 80 part-time and full-time employees (about 63 Full Time Equivalent (FTE) employees). The following table summarizes the staffing levels for SSC programs.

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<tr>
<th>Sheridan Senior Center Staffing</th>
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<tr>
<td>Program</td>
<td>FTE</td>
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<td>Administration</td>
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<tr>
<td>Activities</td>
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<td>Day Break</td>
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<td>Development</td>
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<td>Family Caregiver</td>
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<td>In-Home Services</td>
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<tr>
<td>Meals - Congregate</td>
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<tr>
<td>Meals - Delivered</td>
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<tr>
<td>Transportation</td>
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<td>Volunteer</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>63</strong></td>
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As part of its strategic plan, the SSC has established four key initiatives, including:

- Meet the needs and desires of changing generations
- Increase financial viability
- Human resource excellence is critical to the organization
- Increase community involvement

These initiatives are pursued in each of the SSC’s programs, which are further discussed below.
Programming Today

Administration
Every effective organization – including the SSC – demonstrates strong and effective administrative services. At the SSC, this program provides the first impression for visitors (front desk), answers questions and directs seniors to the right place (reception), provides leadership and processes data for every other program. Administrative staff also makes sure the facilities are clean and running smoothly.

This area also covers the traditional financial functions of an organization - budget development and monitoring, investments, grant management, accounts payable and accounts receivable. Payroll services are outsourced to America Data Sources. The SSC Board of Directors acts as a Finance Committee for internal controls, investment and budgetary decisions and other financial matters.

SSC administrative staff demonstrates a high level of competency and passion. Almost every program manager expressed a desire for additional staff and/or schedule expansions in order to meet increasing workloads, but they understand the reality of financial constraints. Many staff members have worked at the Senior Center for a number of years. Executive Director Carmen Rideout has been in her position for 10 years. When asked to share her dreams for the SSC, most of the bulleted points began with the adjective “more” or “increased” services.

Much of the Administration department’s annual budget includes expenses to manage and support the other SSC programs. A portion (currently more than 50%) of the overall Administration budget is allocated to those other programs, reflecting the reality that there are overhead costs with every program delivered to seniors. There are 11 FTE employees in the Administration department, including those working in finance.

Nutrition Services
One of the earliest senior programs to be funded by the Older Americans Act was “The Nutrition Program,” which recognized the importance of good nutrition in maintaining health and vitality. The SSC has been providing meals since 1972 in collaboration with other local service organizations. In 1980, the Senior Citizen Center was built and became the primary site for meal preparation and delivery in Sheridan County.

Today, the Meals Program consists of mid-day meals served seven days a week, 365 days a year. The dining room is open from 11:30 to 12:45. More than 150 meals per day are served in the congregate meal setting, with an equivalent number of meals for in-home
delivery. That translated to more than 57,000 total congregate meals and 54,000 home-delivered meals in 2009-2010. In the future, staff expects a growing need for in-home delivery meals (which saw a 12% growth rate last year), and a stabilization of the number of congregate meals. The small size of the kitchen and staffing constraints are major challenges.

There is significant research to support the assertion that an optimal level of nutrition can extend life span and improve the quality of life. A key goal of the nutritionist charged with menu preparation is “not to provide the typical, tired, old people food.” As such, a focus on fresh food, more fruits and vegetables and greater variety at each meal is emphasized.

The SSC has established congregate meal sites in Sheridan, Tongue River Valley, Story, and Big Horn. The Sheridan Senior Center acts as the satellite kitchen for the other facilities. In the last year, nearly 112,000 meals were served throughout Sheridan County. Because meals are subsidized with federal funding, the SSC cannot charge an additional fee for these meals. However, seniors are asked to consider a $4.00 donation for their meal, and other guests are asked to consider a $5.50 donation. Meal Ticket Books are available to seniors to allow prepayment of donations (at a lower rate). While actual donations received average about $2.35 per meal, the real cost of each meal is much higher, averaging $8.00 per meal, including about $2.00 of estimated administrative costs.

Because of the difference between donations and the actual cost of meals, the Nutrition Services department operates at a loss. That loss equates to about $0.50 per meal. There are 14 FTE employees, although with part-time positions there are actually several more employees working with the department. Each FTE employee has been preparing nearly 8,000 meals annually.

**Transportation - Sheridan Mini-Bus**

The SSC provides door-to-destination transportation for the Sheridan County area, including Sheridan, Ranchester, Dayton, Big Horn, Story, and Banner. Most vehicles are wheelchair accessible (not on the weekend), and drivers are trained to provide passenger assistance. People of all ages use the service, most of whom have physical and cognitive limitations or financial obstacles to car ownership. Typically, seniors use the Sheridan Mini-Bus to travel to jobs, stores, medical appointments, meal sites, church and other community events. Users must call ahead to access the service. There are no fixed-route transportation services provided.
By appointment, Sheridan Mini-Bus services are available seven days a week from 8 a.m. to 5 p.m. Monday - Friday, and 8 a.m. to 1 p.m. Saturdays and Sundays. The fleet includes a total of 12 buses, including five 3-passenger mini-buses, five 7-passenger buses and two 14-passenger buses. Last year, the Sheridan Mini-Bus system provided 57,828 rides, driving 162,998 miles. There are 699 riders registered with SSC for this service.

The charge for the transit service is $2.50 per ride for eligible seniors, with those under 60 charged $4.00 per ride. Nearly 160 rides per day are provided, generating nearly $80,000 in program income annually. An average of 50 rides per month to and from Ranchester and Dayton are provided, along with the meal-delivery transportation. The actual cost of an average 3-mile ride is about $9.00, including deadhead trips (i.e., no rider).

The Sheridan Mini-Bus program is housed in a facility near I-25, owned by the City of Sheridan and funded by the Wyoming Department of Transportation (WYDOT). WYDOT heavily subsidizes the transit service operations. Additionally, some businesses (including Wal-Mart, Warehouse Market, Safeway and Albertsons) will pay for rides for customers.

The computer software currently being used to schedule rides and dispatch vehicles is not fully functional, and so there are frustrations and inefficiencies that hamper the program. Also, there is a need and a desire to provide evening services, but current funding has not yet been able to support this expansion. However, there are other transit programs in the community, operated by other organizations (such as the Veterans Administration, RENEW, Sheridan College, and others), available to community residents.

As with the Nutrition Services, seniors are not charged the actual cost of transportation services. Accordingly, the Sheridan Mini-Bus program operates at a loss. That loss equates to about $0.20 per mile of service. There are 14 FTE employees, although with part-time positions there are actually several more employees working with the department. Each FTE employee has been providing about 4,000 rides with 12,000 miles being driven annually.

In-Home Services
In 1986, the Senior Citizens Council became one of the State of Wyoming’s demonstration projects to determine if community based in-home services could fill gaps in services, compliment existing services, and provide cost effective alternatives to institutional care. The project was successful in providing data that supported these objectives.
Initially, the program served only people who were age 60 or older. In 1997, the age of eligibility changed to include everyone 18 years or older who are at risk of institutionalization. The program currently serves all ages of adults. The Community Based In-Home Services (CBIHS) program serves approximately 140 clients providing personal care, case management, chore services and respite care. The program provides only health maintenance services, and does not offer nor provide skilled nursing care. Over 100 of the clients are CBIHS and/or chore services clients, 19 are VA and 16 are Medicaid waiver clients.

In-Home Services are comprehensive and customized to target the needs of each individual in the program. The Senior Center facilitates in-home support services that help to maintain people's dignity, respect, and independence. Services may include Homemaking (cooking, cleaning, shopping, laundry); Personal Care (bathing, nail care, dressing, feeding); Respite Care (providing a caregiver with a break); and Chore Services (yard work and snow shoveling).

In-Home Services are designed to:
- Foster self-sufficiency.
- Prevent abuse, neglect, and exploitation.
- Maintain individuals in the least restrictive environment.
- Prevent inappropriate or premature institutionalization.

The program is a licensed Home Health Agency with the Wyoming Department of Health. An Access Care Coordinator certified by the Wyoming Department on Aging determines eligibility, facilitates and manages In-Home Services. Certified Nursing Assistants provide Personal Care services under the supervision of a Registered Nurse. These employees receive training from a wide variety of sources.

An individualized approach is taken with each person. Eligibility is determined after the Access Care Coordinator makes a home visit to assess the individual's needs. The individual, the care coordinator and, in some cases, many others work together to design a plan of care. The plan, which includes services and funding, is initiated and monitored by the Access Care Coordinator.

The In-Home Services program is eligible to receive payment from Wyoming’s Medicaid Waiver program, the Veteran’s Administration, and private insurance. In-Home Services are also funded through a grant from the Wyoming Division on Aging, and by local community support. People receiving services provided by the grant are required to share the service costs based on a sliding fee scale determined by their income and assets.
Medicaid reimburses $5.25/meal for in-home delivery and $20/hour for home-health services. There are about fifteen clients who receive Medicaid waiver for meal delivery at the present time. The contract with the Veteran’s Administration provides reimbursement at the rate of $24/hour, which is quite close to recovering actual costs of the in-home care.

Because there are multiple funding sources for a variety of services, it is currently not possible to objectively determine a cost per unit of service. However, it should be noted that 163 individuals registered with the SSC in 2010 to receive In-Home services, and 7,645 units of service were provided. There are 14 FTE employees in the department.

**Day Break**

In 1992, the Senior Citizens Council opened “Day Break”, an Elder Care Center, to address the needs of the Sheridan Community. The goal of the Day Break program is to provide a safe gathering place for adults who:

- Require assistance with activities of daily living;
- require health monitoring and supervision;
- have experienced memory loss, cognitive impairment, or neurological condition; or
- are isolated and often alone.

Day Break is valuable for those receiving services and for their regular caregivers. It provides a break from the important yet strenuous tasks of taking care of someone. Day Break plays a critical role in keeping people in their homes and out of long-term care facilities. The clubhouse atmosphere and co-location of the facility with the Senior Citizen Center itself is seen as a strength by the program’s director.

Day Break is open Monday through Friday, from 7:30 a.m. to 5:00 p.m. A wide variety of individual and group activities are available, based on individual preferences and desires. Activities include recreation, education, creative projects, exercise, and many social opportunities.

An individualized approach is taken with each person receiving Day Break Services. A customized schedule and plan of care is followed, based on the needs and wishes of the individual and their family members. Those who attend Day Break are served a nutritious breakfast, noon meal, and a morning and afternoon snack. Trained certified professionals respectfully work in the areas of mobility, toileting, mealtime assistance, and bathing. Staff levels are based on the number of people in attendance each day. The staff have received specialized training on a wide variety of topics relevant to the adults they serve.
Day Break typically has 10-15 attendees per day with a maximum capacity of 24 (six clients to one staff member ratio, eight clients per toilet (the area has three toilets). In 2009-2010, Day Break served 44 unduplicated clients, many of whom were repeat customers.

The SSC charges $9.00 per hour for Day Break services. The VA and Medicaid both reimburse at this rate. Approximately 78% of the clients pay on a sliding scale private pay basis, with the VA covering approximately 12% of the clients and Medicaid Waiver picking up the other 10%. With support from donations, sponsorships, and the Wyoming Senior Services Board, the Day Break program operates with a small surplus. Using this payment structure, the program is financially sustainable and operates without a loss. There are four FTE employees working in this department.

Volunteer Program
The SSC considers their volunteers as the mortar between the building blocks of its programs. Volunteers fill in the gaps with their time, talents, and energy. Currently, the center has about 450 volunteers participating in Senior Center programs. This includes a number of young people who provide a specified number of community service hours to work off court fines.

There are multitudes of areas where volunteers are utilized. The largest single area of volunteer effort is the home-delivered meal effort. Approximately 150 members of the Sheridan Rotary Club and many other community members regularly participate in this community project. Volunteers serve on regular routes or as back-up drivers for meal delivery to homebound seniors in the Sheridan area.

Other volunteer opportunities include:
- Assisting in the dining room and day break
- Acting as senior companions, Tel-A-Friend, or ambassadors
- Assisting with crafts and activities
- SheridanAires and entertaining the center participants
- Performing office and clerical duties
- Sharing special skills or talents

The Center provides a once-a-year Volunteer Appreciation event to honor volunteers. The Program Director cites a lack of office space for volunteers, a need for more computers and the logistics of copy machine locations as being hurdles to greater efficiency. There is just one employee for this program, the Director of Volunteer Services.
Family Caregiver Services

"Love Yourself - Care for Yourself" is the motto of this program area. There are more than 25 million people in the United States caring for their spouse, parents, neighbors, friends, or other relatives. In Wyoming, 23% of adults currently are providing caregiver tasks. The SSC family caregiver program takes care of family members caring for people 60 years and older, older adults caring for children with developmental disabilities, and grandparents who are the primary caretakers of their grandchildren.

Although caring for another person can be a rewarding experience, it often takes a toll on the caregiver. The caregiver is at risk of suffering poor physical health, poor emotional health or conflicts with work or family. Services and support are available to caregivers that enhance their wellbeing. For example, respite care is offered on an intermittent basis, provided with an experienced respite care worker. Based on a sliding fee scale, respite can be affordable for everyone.

Two support groups meet on a weekly basis (one in the morning and one in the evening). Attendance averages 19 in the morning and 5-6 in the evening. Typically, a facilitator and clinician lead the group. Individuals are referred to professional counseling as needed through private practice therapists. Other Family Caregiver services include information, education, training, and referrals.

Supplies, equipment, and some home modifications may be provided on a cost-sharing basis. Medical equipment is available through the Loan Closet. A resource library of books and videos is available through the lending library.

The Family Caregiver program is financially sustainable, using mostly Title III-E funds. In 2010, there were 126 individuals who registered for Family Caregiver Services, and they received 3,514 units of service. There are four FTE employees associated with this program.

Leisure & Activities

Wide varieties of activities are offered to stimulate the physical, intellectual, creative, and social pursuits of elders throughout the community. The overall philosophy of this program’s director is "everything you did as a kid – you can still be doing." Some of the activities include:

- Arts and crafts, drama, music and dance
• Health, exercise and wellness
• Socialization
• Educational programs
• Entertainment
• Day trips

Out-of-town trips are common with partnerships with other community groups and venues utilized when possible. Small fees are charged in order to recover the cost of materials used in the arts and crafts.

Activities are primarily scheduled before and after lunch, with little evening activity. Seniors prefer not to drive after dark and the Sheridan Mini-Bus does not operate after regular business hours. About 85-90% of the seniors who receive congregate meals at the Senior Center also engage in activities there.

The Activities program is funded mostly with Title III-B money, which has allowed services to be provided without significant additional cost to seniors. There is just one employee (30 hours/week): the Activities Director.

Development of Community Support
The SSC recently created a Development Director position to coordinate the continuous process of developing community support, relationship building and fund-raising. A key strategy in fund-raising is an "appreciative inquiry of foundations and major donors" on an on-going basis with an ultimate goal of becoming a donor-centered Senior Center. The Development Committee has a very successful and detailed Strategic Plan to help move it towards this goal. That group is composed of the Board of Directors and interested community stakeholders, and they work to maintain the financial viability of the facility. The center was able to raise $515,000 last year, which was used for both operating and capital items. The SSC is fortunate to have strong local foundation and business support for its programs, as well as local government funding support.
Other areas of responsibility of the Development program include special events, tours and development of business sponsorships for various activities. Each area of the SSC is responsible for its own marketing efforts.

The Development program generates hundreds of thousands of dollars for the other SSC programs. There is one employee, the Development Director.

**Board of Directors**

The SSC Board of Directors includes several community leaders and successful business owners and managers. The current Board of Directors includes:

- Susie Ponce - President; Financial Consultant and former Community Coordinator for the Center for Vital Community
- Leonard Hurst - retired Fire Marshal, daily patron of Senior Center
- Steve Harker – CPA
- Dan Alsup - YMCA Financial Officer
- Doris Moeller-Edwards – current Board Secretary; Real Estate Broker
- Wayne Ransbottom - oil and gas business; resident of Dayton; current Board Treasurer
- Sasha Johnston - attorney ; current Vice-President
- Denise Holt -former Director of Department of Family Services; Ranchester
- Dr. Vic Yapuncich - Physician at VA hospital
- Darlene Elliott - Director Emeritus; founding member of original Sr. Center
- Dr. Seymour Thickman - Director Emeritus
- Roman Skatula - Director Emeritus

The SSC Board of Directors meets monthly to conduct its regular business, and as needed during other times for special circumstances and work sessions.

**Human Resources**

The SSC has more than 80 total employees with a mix of regular full-time (30-40 hours/week), regular part-time (less than 30 hours per week), and temporary employees. Employees appear to be extremely dedicated to the mission of the SSC. Management has created a culture of high energy and employee empowerment where employees are
challenged to be the best they can be. The SSC is characterized by a high level of employee accountability and responsibility for outcomes and goal achievement.

One of three key initiatives identified in the 2009-2010 Strategic Plan is an acknowledgment that “human resource excellence is critical to the organization.” Goals in that initiative are to pay competitive salaries, provide continued training, provide for ongoing personnel development, continued volunteer development, better employee retention, and preparation for an expected tighter labor market.

**Recruiting and Hiring**
The SSC focuses on recruiting and retaining positive people, giving them the resources they need to be successful and encouraging them to shine. As is standard in many organizations working with the public, background checks are completed for all employees. For volunteer activities, the SSC uses the “rule of three,” where no volunteer is alone with a single client.

**Compensation**
The SSC understands the importance of maintaining a competitive pay scale and benefit package in order to attract and retain quality employees. However, available funding resources often restrict the SSC’s ability to pay as much as they might desire. Several of the department directors expressed a desire to increase the hourly compensation of their employees. The SSC tries to provide a positive work environment and flexibility of hours and assignments to supplement regular compensation. Salaried employees are entitled to use “flex” time rather than receiving formal compensatory time for hours worked in excess of regularly scheduled time.

The SSC provides the following benefits:
- 10 paid holidays every year.
- Vacation leave starts at two weeks for the first year of employment and gradually increases until a maximum of five weeks of vacation availability for employees with 25 or more years of service. Employees must use or lose accrued vacation leave every year.
- Employees are entitled to accrue one day per month of sick leave up to a maximum of 60 days with additional sick leave available through an extended leave bank.
- Health insurance is provided for employees who work over 30 hours per week. The SSC pays a portion of the employee’s coverage (currently at $390/month) with no contribution towards dependent coverage, although employees may cover dependents at their own expense.
- SSC pays all of the 13% contribution to Wyoming Retirement.
- Employees are provided with meal discounts to eat at the center.
- Because of a partnership with RSVP (Retired and Senior Volunteer program), the center can offer a mileage reimbursement of 40 cents a mile up to 50 miles a month for volunteers 55 years and older to, from, and during volunteer service. Other
volunteer benefits include some meal reimbursement, supplemental accident and liability insurance and recognition.

**Training**
The SSC regards the training of its staff as a vital factor in the successful accomplishment of its goals and objectives. There is a direct and compelling relationship between training and job proficiency. Training is intended to increase the proficiency, knowledge, skills and abilities of employees through in-service training programs as well as outside education opportunities. However, as is typical of many high-functioning organizations with tight staffing parameters, there is often insufficient time or financial resources to devote to training beyond what is legally required to maintain certification in specific areas.

**Partners**
The Sheridan Senior Center has established partnerships with a number of agencies and government entities. One of the most visible partnerships includes a contract with the Veteran’s Administration Medical Center in Sheridan. The 208-bed Sheridan VA Medical Center serves more than 12,000 veterans every year. Through a fee-for-services contract, the VA covers costs for its clients who utilize the services of the SSC, including meals, transportation, in-home services and other services.

Likewise, transportation services on the Sheridan Mini-Bus system are subsidized by the Wyoming Department of Transportation (WYDOT). Large grocery stores and big box stores cater to Sheridan Senior Citizens by covering the cost of transportation for seniors to their facilities on specified days of the week. Safeway pays for rides one day per week, Warehouse pays for one day, Albertsons and Wal-Mart cover costs seven days a week for seniors shopping at their facility.

Other partnerships include the Cheyenne Housing Authority (which compensates the SSC $10 per case per month for assistance in screening applicants for subsidized housing in the community); the Wyoming Medicaid Waiver Program contracts with the SSC to provide respite, homemaking, and personal care services to eligible seniors; and local foundations and corporate sponsors further subsidize SSC operations.

New potential partnerships have been identified throughout this needs assessment process. These partnership opportunities are discussed in a later section of this report.
Facilities

Sheridan Senior Center
The Sheridan Senior Center is responsible for providing services to users throughout Sheridan County. This includes unincorporated area of the county as well as the towns of Dayton, Ranchester, Story, Big Horn and Clearmont in addition to the City of Sheridan.

The “mother-ship” of the SSC is the 19,428 square foot Sheridan Senior Center located at 211 Smith Street in downtown Sheridan. The original facility was constructed in 1980 with funds from the Optional One Cent Sales Tax and private donations. The building was expanded and remodeled in 1990 to make room for the Home-Delivered Meals and “Day Break” Programs. In 2001, the parking lot was expanded and three new offices were built with the addition of the Family Caregiver Program.

The most recent expansion and remodeling project of the Senior Center was successfully completed in July of 2004. This construction included the addition of 5,200 square feet and major renovation of most of the building.

Overall, the facility is in excellent condition and generally meets the current needs of the SSC. Expansion of numbers of users and programs will strain the capacity, and is a primary reason for this needs assessment.

It is worth noting that the SSC does not own the property or the facility – it has a 25-year lease from the City of Sheridan for $1/year. The lease will expire in 2018. It is also important to know that the administrative offices for the SSC are not located in the SSC itself.

Administrative Offices
The Administrative staff office is located in a leased office building just east of the SSC on Brooks Street. This 1,760 square foot facility is leased by the SSC for $1,051 per month from the Whitney Benefit Foundation, a long-time supporter of the SSC. The facility is cramped, but the site itself appears to have room to expand to the west. The SSC might want to consider purchase of this lot and facility in order to expand administrative space.
Space and staffing limitations are evident in the Administrative offices, which are located in a separate building across the parking lot from the Senior Center itself. Although that facility is near, the route to the administrative office is undesirable, as seen in the photo below.
Transit Facility

The 6,000 square foot Transit Facility was built in 2004 to house the Senior Center’s Transportation Program. This facility houses the SSC’s mini-buses, transportation dispatch center, training facility and program director office. The City of Sheridan owns this property and building located on the northeast side of Sheridan across Interstate 90 and leases it to the SSC under a 25 year lease.

Satellite Facilities

The Tongue River Valley Community Center (TRVCC) Dayton offers services to seniors including meals (20/day), exercise and activity options. The TRVCC is located in a former school. This facility is staffed by two SSC members. Dayton is located approximately 16 miles west of Sheridan.

The TRVCC Ranchester is located in a former hardware store 21 miles from Sheridan. No meals are provided at this facility but it does provide some exercise and activities.

Story and Big Horn have meals delivered from SSC one day per week. At the present time, Clearmont (approximately 40 miles from Sheridan) has no direct satellite services of its own.
Budget/Funding

Cash flow is always tricky in a non-profit entity that relies heavily on grants. Current efforts are underway to do cost accounting for the various programs in order to ensure that fees cover the direct costs of the program or activity. The SSC dreams of the day when a sizeable endowment would allow for operating expenses to be paid from the earnings on the endowment.

The SSC budget for 2010-2011 includes the revenues listed in the table below:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Grants &amp; Contracts:</strong></td>
<td></td>
</tr>
<tr>
<td>Cheyenne Housing</td>
<td>$19,200</td>
</tr>
<tr>
<td>City of Sheridan</td>
<td>$73,125</td>
</tr>
<tr>
<td>Community Based In Home Services</td>
<td>$263,340</td>
</tr>
<tr>
<td>Community Services Block Grant</td>
<td>$58,996</td>
</tr>
<tr>
<td>Federal Transit Authority</td>
<td>$233,019</td>
</tr>
<tr>
<td>Nutrition Services Incentive Program</td>
<td>$55,000</td>
</tr>
<tr>
<td>OAA Title III-B Supportive Services</td>
<td>$84,528</td>
</tr>
<tr>
<td>OAA Title III-C1 Congregate Meals</td>
<td>$158,034</td>
</tr>
<tr>
<td>OAA Title III-C2 Home Delivered Meals</td>
<td>$141,157</td>
</tr>
<tr>
<td>OAA Title III-D Health Promotion</td>
<td>$7,899</td>
</tr>
<tr>
<td>OAA Title III-E Family Caregiver</td>
<td>$91,800</td>
</tr>
<tr>
<td>Sheridan County</td>
<td>$33,750</td>
</tr>
<tr>
<td>Town of Dayton</td>
<td>$3,000</td>
</tr>
<tr>
<td>Town of Ranchester</td>
<td>$6,000</td>
</tr>
<tr>
<td>Veterans Administration</td>
<td>$65,844</td>
</tr>
<tr>
<td>Wyoming Medicaid</td>
<td>$134,463</td>
</tr>
<tr>
<td>Wyoming Senior Services Board</td>
<td>$285,900</td>
</tr>
<tr>
<td><strong>Total Grants &amp; Contracts</strong></td>
<td><strong>$1,715,055</strong></td>
</tr>
<tr>
<td><strong>Other Revenue:</strong></td>
<td></td>
</tr>
<tr>
<td>Program Revenue</td>
<td>$436,409</td>
</tr>
<tr>
<td>Development</td>
<td>$514,594</td>
</tr>
<tr>
<td>Investment Income</td>
<td>$16,401</td>
</tr>
<tr>
<td>Other Income</td>
<td>$11,867</td>
</tr>
<tr>
<td><strong>Total Other Revenue</strong></td>
<td><strong>$979,271</strong></td>
</tr>
<tr>
<td><strong>TOTAL ALL REVENUE</strong></td>
<td><strong>$2,694,326</strong></td>
</tr>
</tbody>
</table>
The relative significance of each respective funding stream is demonstrated in the following chart. The two largest funding sources are the federal government (more than 43% of all revenues) and private/other funds (more than 36% of all revenues).

Because of the importance of government funding, the SSC Executive Director devotes significant time each year to grant writing. Currently, the federal government’s massive debt threatens the continuation of federal funds. State and local funding sources are also facing cuts, and are particularly vulnerable to boom/bust cycles driven by the energy sector.

It is also important to recognize that each of the revenue streams has certain restrictions and unique attributes that must be managed. The Older Americans Act (OAA) funds are tightly regulated and may not be used for general purposes. There are strict income and disability thresholds of eligibility – and a lengthy waiting list (6 months or more) – for the Wyoming Medicaid Waiver program. Last year, the SSC was able to secure special one-time funds from the American Recovery and Reinvestment Act (ARRA), but nothing for this year. All of the government programs also require substantial reporting and accountability measures, most of which cannot be paid for with the grant funds. In fact, the SSC has reached a point where the administrative burdens of government funds has dominated their available time, and no more programs can be added without also adding more staff (and the funds to pay them!).

In light of the precarious nature of government funding, the fundraising role of the Development Director is increasingly important. The revenues generated from private donations, corporate sponsorships, and foundations have become critical to the ongoing effectiveness of the SSC.
SHERIDAN AREA DEMOGRAPHICS

Population Demographics

According to the U.S. Census Bureau, there were 26,560 Sheridan County residents in 2000 and 29,116 residents in 2010. The county is projected to have 31,266 residents by 2015. The county is growing much faster than the nation, but not as fast as the State of Wyoming generally.

The Sheridan Senior Center is specifically geared to meet the needs of local residents who are age 60 or older. However, because this study is designed to look at future demand, it is important to examine population groups that are slightly younger. This study will therefore analyze demographic trends for people age 50 and older.

There is a relatively high percentage of “older” residents in Sheridan County. In 2000, there were 8,936 residents (33.6%) who were age 50 or older. In 2010, there were 11,895 residents (40.5%) who were age 50 or older; and by 2015 projections are for there to be 13,256 residents (42.4%) who are age 50 or older. Consequently, the median age for Sheridan County has increased dramatically in the last ten years, as compared to the same measure for Wyoming and the United States. While all areas of the country are aging, Sheridan County seems to be aging more quickly than other areas. That aging trend will continue, as seen in the Median Age Comparison graph below, with projections to 2015.

Source: ESRI Business Analyst Online, based on U.S. Census Bureau data.

According to long-term projections by the State of Wyoming, the population of Sheridan County residents age 50 or older will remain high (at about 40% of the county’s total
population) through 2030. Source: Wyoming Department of Administration and Information, Economic Analysis Division. That projection is validated by an examination of Sheridan County’s Population by Age Group, as seen in the graph below. The two largest age groups for 2010 are residents who are age 45 to 54 and those who are age 55 to 64. Of course, these are the residents who are or who will become the target population for the Sheridan Senior Center for the next 20-30 years. Similarly, Sheridan County currently has a larger percentage of every age group older than 45, than does the state or the nation, as seen below.

It is worth noting that a significant portion of Sheridan County’s population change is coming from new residents moving to the area, not from local births. The U.S. Census Bureau tracks the components of population change, including births, deaths, and net migration. Typically, an area within the United States will experience an annual death rate of about -1%, a birth rate of about 1.5%, and a net migration of less than 0.4%, resulting in a net growth rate of about 1%. Sheridan County has a low birth rate (1.1%), but a very high net migration rate of 0.8% (more than twice the normal rate of growth that is typical for migration). Sheridan County’s population changes are compared to the state and nation in the Components of Population Change graph, below.

The bottom line is that Sheridan County’s population of residents age 50 and older is estimated to have been 11,895 in 2010, and is expected to grow to 13,256 residents by 2015. That is an increase of 1,361 individuals, a 2.2% annual growth rate and more than 11% growth in just 5 years. Oddly enough, because the population of residents age 50-54 is expected to decrease by 2015, the target population for the SSC (i.e., those who are age 60 or older), increases even more. By 2015, there will be 1,486 more seniors in Sheridan County, representing 21.6% growth of the SSC’s target population in the next 5 years!
One way to further examine migration trends is to analyze the data that is collected when adults obtain a new driver’s license when they move to a new residence. Of course, there are limitations to the use of this data (it tracks only those individuals who want or who can legally obtain a driver’s license, and who chose to comply with the law, etc). However, it can be useful when several years of data are considered, to identify trends. For example, during the past five years there have been more men (54.9%) than women (45.1%) who have moved to Wyoming, and more than half of them (51.2%) are young adults (i.e., less than 35 years of age).

The local trend during the past five years has been very different from the state’s trend. Locally, there are just as many women as men moving to Sheridan County, and many more of those migrants tend to be older than 45 years of age (63.7% are 36 or older, compared to 48.8% statewide). A comparison of net-migration by age group can be made with this data, as seen in the Driver’s License Exchange Data graph below.
All of the demographic factors and trends discussed above – the relative median age of the local population, aging trends, projections for future growth, and the strong net migration factors – point to strong growth of the target population for the Sheridan Senior Center.

**Other Demographic Characteristics**

Unlike other areas of the United States, Sheridan County is not racially diverse. Sheridan County currently is 94.6% white, which is even more homogeneous than Wyoming (90.1%), and quite different from the nation (71.9% white). The older Sheridan County residents (i.e., those who are age 50 or older) are 97.0% white and no other race represents more than 1% of that population.

Sheridan County’s population has more women (51%) than men (49%), as is typical throughout the nation. The percentage of women in each age group generally increases as residents grow older. Thus, about two-thirds of the local population age 85 or older is female.

Sheridan County has a relatively small percentage of residents who have never married (23.3%), but a higher than average percentage of residents who are widowed (7.5%) or divorced (14.0%), as seen in the Population by Marital Status graph below.
In spite of the prevalence of disability in America, there are very few reliable estimates of the number of residents who have disabilities. The U.S. Census Bureau provides the most consistent data and methods, but because of Wyoming’s small size, current data is available only at the state level (and even then is subject to a large margin of error). However, this data does provide a rough idea of the numbers of Wyoming residents who live with disabilities. If one makes the assumption that Sheridan County is similar to state or the nation, then a range of estimates for the number of local residents with disabilities can be calculated, as seen in the Prevalence of Disabilities table below.

<table>
<thead>
<tr>
<th>Type of Disability</th>
<th>Wyoming</th>
<th>USA</th>
<th>Sheridan Low Estimate</th>
<th>Sheridan High Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any Disability</td>
<td>39.1%</td>
<td>38.2%</td>
<td>1,850</td>
<td>1,894</td>
</tr>
<tr>
<td>Visual</td>
<td>9.5%</td>
<td>7.7%</td>
<td>373</td>
<td>460</td>
</tr>
<tr>
<td>Hearing</td>
<td>18.8%</td>
<td>15.7%</td>
<td>760</td>
<td>910</td>
</tr>
<tr>
<td>Ambulatory</td>
<td>23.3%</td>
<td>24.8%</td>
<td>1,128</td>
<td>1,201</td>
</tr>
<tr>
<td>Cognitive</td>
<td>9.3%</td>
<td>9.9%</td>
<td>450</td>
<td>479</td>
</tr>
<tr>
<td>Self-Care</td>
<td>6.4%</td>
<td>9.2%</td>
<td>310</td>
<td>446</td>
</tr>
<tr>
<td>Independent Living</td>
<td>15.0%</td>
<td>17.2%</td>
<td>726</td>
<td>833</td>
</tr>
</tbody>
</table>

Source: Prevalence percentages are provided by U.S. Census Bureau/American Community Survey (2008), which is then extended to Sheridan County 2010 population (Age 65 or older) per ESRI Business Analyst Online, based on U.S. Census Bureau data.
In the table above, the estimated numbers of Sheridan County residents do not add up to the total estimates for those residents with “Any Disability” because many residents have more than one disability.

**Income**

There are several ways to consider the income level of Sheridan County’s residents. A popular measure is to consider per capita income, but that measure can be skewed by a small number of very wealthy households. A better measure is median household income, which is the income level where half of the population is higher and half is lower. For Sheridan County residents who are age 50 or older, the median household income level is $36,440 for 2010. That income level is about 10% lower than the Wyoming median household income ($42,915) and about 20% lower than the national median household income level ($47,026), as seen in the Median Household Income Comparison graph below.

![Median Household Income Comparison (2010, Age 55+)](image)

*Source: ESRI Business Analyst Online, based on U.S. Census Bureau data.*

A large percentage of Sheridan County residents who are age 55 or older are projected to have low to moderate incomes this year. For 2011, nearly half (48.2%) of all Sheridan County residents age 55 or older will earn less than $35,000. By comparison, about 40% of that age group in Wyoming – and just 37.8% of that age group nationally – will have earnings that low this year. The Population by Income Bracket graph below compares projected income levels for 2011.
In spite of the large numbers of residents earning low to moderate incomes, the poverty rate for Sheridan County (9.4%) is significantly lower than the nation’s (14.3%), according to the most recent official poverty rates (U.S. Census Bureau poverty rates for 2009, data released December, 2010). This means that most Sheridan County residents are able to earn enough to care for themselves and their family, but not necessarily earning more than it takes to sustain themselves. In contrast, there are many Sheridan County residents who enjoy relatively affluent incomes, resulting in income inequality or a dichotomous community of “haves” and “have-nots.” As the population grows during the next two decades, most of the growth of Sheridan County residents age 60 or older will occur in the higher income brackets.

**Educational Attainment**

The current residents of Sheridan County are well educated. Historically, there has been a low drop-out rate in the public school system, and so there is a very low percentage of the local population with less than a high school diploma (7.6%), compared to the state (8.1%) and the nation (14.8%). Most Sheridan County adults have some college education or at least one college degree (62.6%). The local presence of Sheridan College (Northwest Wyoming Community College District) likely has had a significant influence on the community’s educational attainment. However, Sheridan County residents have a relatively small percentage of residents who hold graduate or professional degrees. These educational attainment levels are compared in the Population by Educational Attainment graph below.
Economy

Like most American economies, Sheridan County’s residents work primarily in the Service sector (48.5%) and the Retail (11.7%) sector. Beyond those two economic sectors, Sheridan County’s economy is not well diversified. A relatively large number of local residents work in the Agriculture or Mining sector (11.1%). Very few local residents work in the Manufacturing sector (3.1%). A comparison of all major economic sectors is included in the graph below, Employed Population by Industry.
Unemployment in Sheridan County tends to be in a very healthy range, between 3-4% of its labor force. During the current recession (2008-2010), local unemployment spiked at 9.6% (January 2010), but is now trending downward. The local economy has grown to provide more than 15,000 jobs for about 16,000 workers. Source: U.S. Bureau of Labor Statistics/Local Area Unemployment Statistics (not seasonally adjusted). According to the Wyoming Department of Employment, about 5% of wage earners in Sheridan County are age 65 or older (about 750 residents).

### Housing

According to the U.S. Census Bureau, there are 14,307 housing units in Sheridan County. Most residents (68.9%) own their home, and only 13.8% are in multi-family structures. By comparison, home ownership in Wyoming is slightly higher (70.0%), but nationally it is lower (66.2%). There are also more housing units in multi-family structures statewide (15.2%) and nationally (26.4%).

Home values in Sheridan County are high and rising, especially compared to home values in Wyoming and the nation. Over time, local values are rising faster than the other parts of the country, as seen in the Median Home Values graph below.

![Median Home Values Graph](image)

Source: ESRI Business Analyst Online, based on U.S. Census Bureau data.

The rental housing market in Sheridan County has suffered, like much of the country during the recent recession. Vacancy rates have steadily risen since 2007, and are currently about 5% of the total rental housing market. Statewide, vacancy rates are about 6%.
Spending

Sheridan County residents are practical spenders. They shop much less than the typical American, and their purchases tend to be focused on the necessities of life, not luxury items. Most shopping is completed locally, although many Sheridan County residents make purchases for clothing and furniture outside of Sheridan County. The Consumer Spending graph below demonstrates, for nearly every major spending category, Sheridan County residents spend less than others, statewide or nationally. The only exception to this rule is spending for Investments. In 2010, Sheridan County residents invested slightly more money ($1,576.80) than Wyoming residents ($1,522.31), on average.

![Consumer Spending (2010)](image)


Cost of Living

While consumer spending may appear to be lagging behind the state and national markets, that may be changing. The annual inflation rate for the cost of living for the Sheridan region has been rising for the last five years. During the last five years, inflation for the Sheridan region has increased at a much higher rate than the state or the nation, as seen in the Annual Inflation Rates graph below.
With just one exception (the most recent period, the second quarter of 2010), inflationary trends have increased the cost of living in the Northeast Wyoming region (which includes Sheridan County), higher than the state or the country. However, one should note that during this same time period, Median Household Income for Sheridan County increased much faster than the nation, thereby compensating for the higher costs of living.

**Consumer Types**

Sheridan County, like any other area in America, can be analyzed using market segmentation techniques that classify communities based on their socioeconomic and demographic characteristics. ESRI, a well-respected national database, has classified all neighborhoods in the United States into 65 distinctive market segments. ESRI analyzes and sorts more than 60 attributes, including income, employment, home value, housing type, education, household composition, age, and other key determinants of consumer behavior. In Sheridan, there are very concentrated. There are just 11 market segments that make up the entire local market. The size of these 11 market segments is compared to the national average in the Market Segmentation graph below.
The three largest Sheridan market segments (Rural Resort Dwellers, 24.9%; Simple Living, 16.2%; and Midlife Junction, 16.1%) make up 57.2% of the local market. A closer examination of these three segments reveals two key facts. First, all three market segments are defined by populations who are older than the national average. Second, local residents have a wide disparity of income and net worth. The Key Market Segments and Attributes table below provides the data for these conclusions.

<table>
<thead>
<tr>
<th>Market Segment</th>
<th>Median Age</th>
<th>Median Household Income</th>
<th>Net Worth</th>
<th>Home Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural Resort Dwellers</td>
<td>47.2</td>
<td>$48,105</td>
<td>$111,790</td>
<td>$189,032</td>
</tr>
<tr>
<td>Simple Living</td>
<td>41.0</td>
<td>$29,255</td>
<td>$15,512</td>
<td>$98,516</td>
</tr>
<tr>
<td>Midlife Junction</td>
<td>41.5</td>
<td>$49,139</td>
<td>$86,152</td>
<td>$134,151</td>
</tr>
<tr>
<td>ALL - National Median</td>
<td>37.0</td>
<td>$54,442</td>
<td>$97,724</td>
<td>$162,279</td>
</tr>
</tbody>
</table>

According to ESRI, typical Rural Resort Dwellers are still working, own their home, live modestly and have simple tastes. They are active in the community, join multiple clubs, and enjoy outdoor recreation. They focus on their physical and financial health. The Simple Living market segment has lower incomes (many receive Social Security benefits), tend to rent, spend wisely on a restricted budget, and enjoy watching television. They are also engaged in community activities and join clubs. Most Midlife Junction folks still work, though one-third of them receive Social Security. Many of them own their homes, and they are careful spenders. They live quiet, settled lives.
COMMUNITY ENVIRONMENT

Community Survey

Written, on-line and one-on-one surveys were conducted on the utilization of current services and identification of potentially needed services at the SSC. The community survey was sent out as an insert to the monthly SSC Newsletter with a distribution of 2000. The option was provided for interested citizens to complete the survey on-line. However, the vast majority of surveys were submitted as paper copies obtained through the newsletter with only a few opting to complete it on-line. In total, 264 surveys were returned, resulting in a 13% return rate.

The results are not considered to be a statistically valid representation of the entire Sheridan County population because not all citizens receive the newsletter. A 13% return rate is however, a clear indicator of opinions and perceptions of those responding who are familiar with the SSC through receipt of the newsletter.

Demographically, the respondent:
- Has lived in Sheridan County for more than 10 years
- Lives within the City of Sheridan
- Is female
- Is between 70-79 years old followed closely by the 80-89 range
- Makes between $15,000 and $35,000 per year in income

Of those completing a survey, 96.5% had utilized at least one service at or from the Sheridan Senior Center. A sample of reasons given for not utilizing the SSC were that the individual is not yet old enough for a senior citizen center, none of their friends go there or they have no time. Most users have been coming to the center for 1-5 years.

When asked what services or activities are utilized, by far the majority of users (82.3%) eat meals at the center. Most users (57.3%) engage in some sort of activities, 36.2% use the mini-bus transportation services and 32.3% take advantage of home delivered meals. The least utilized service is the Day Break Adult Day Care (7.3%). (Question #4 on Community Survey)

Approximately 55% of all users are comfortable enough to go to the SSC by themselves. This contrasts with one-on-one interviews the consultants conducted where fear of walking into unfamiliar surroundings by oneself presents a significant barrier for potential new users. Many users go to the SSC with their spouse or partner or with friends. 6.9% of those completing the survey state that they do not go to the senior center. (See Question #5 on Community Survey)

Users were asked how important a list of provided services is to them on a five-point scale of responses from “Very Important” to “Not Important.” That service judged to be “Very
Important” by a majority of respondents (54.5%) was health and wellness. Services with a greater percentage responding “Very Important” than any other response but not greater than 50% included: meals at the senior center, home-delivered meals, transportation, in-home services, insurance/Medicare/legal counseling, lifelong learning and leisure and activities. Services with the most common response judged “not important” to the users completing the survey was adult day care, family caregiver support, housing assistance, computer support, mental health services and elder abuse prevention. (See question #6 on Community Survey in appendix)

A five-point series of value statements were asked in question #7 with the following combined responses for “strongly agree” or “agree”:

- I feel welcome when I walk through the door – 97.6%
- The senior center has had a positive effect on my life – 89.80%
- I am happy with the quality and selection of meals offered – 88.4%
- I am satisfied with the center’s hours/days of operation – 87.9%
- The senior center reaches the people who really need it – 86.4%
- I know where to ask if I need transportation – 83.5%
- I eat meals that are better for me – 77.7%
- I go to the center to see friends or meet new ones – 71.8%
- I go to the center for recreational and social activities – 70.7%

Two statements resulted in the most common response being “neutral or don’t know.”
- The current facility needs more room – 46.2%
- I go to the center to learn new things – 36.8%

Most respondents felt that the current Senior Center adequately meets the needs of the community (63.4%). A follow-up question on improvements or modifications that would make senior services led to the most common responses being “more outdoor and travel opportunities” (39.2%), “a state-of-the-art health and fitness center” (37.6%) and a “larger facility with more community rooms” (33.3%). Other responses with a 25% or higher response rate included “lifelong learning opportunities”, “a technology center or computer lab” and “more performing arts and cultural opportunities.” One of the lowest number of respondents picked “a name without Senior Center” in it,” indicating that of those surveyed, they like the name just fine. (Question #9)

How the Senior Center should increase its funding was the next area polled. Respondents agree that seeking more state or federal government funding, followed by seeking more funding from local government entities would provide the greatest opportunity. A fairly high percentage (40.8%) also approve of seeking corporate sponsorships. (Question #10)

When asked how the respondents most often get their information about senior center activities in Question #11, the senior citizen newsletter had a 91.6% response rate (not surprising since the survey was distributed within this document). The Center Stage column in the local newspaper and “friends” had over 40% response rates. As expected,
the internet is the source of information for only 1.1% of respondents even though the Sheridan Senior Center has an excellent web site and is plugged in on Facebook.

**Stakeholder Survey**

Thirty stakeholders responded to the Stakeholder/Provider survey. Stakeholders responding represented local government entities, local community organizations and foundations, faith-based groups, medical providers and senior housing facilities.

The stakeholders had a difficult time calling anything less than “very important” in the list of services provided in Question #4 *(see appendix for full survey results)*. When asked how important each of the listed services are for today’s seniors, the highest number of responses was always “very important” except for three – leisure and activities, lifelong learning and computer support where “important” had the most responses. Only “mental health services” had any response under the “not important” category and it was only one response.

Turning to the needs of the next generation of seniors (question #5), while still “very important,” the following services dropped a few percentage points in the “very important” category:

- Meals at senior center (62.1% to 51.7%)
- Home delivered meals (89.3% to 65.6%)
- Transportation (89.7% to 65.5%)

Areas that increased in the “very important” category included:

- Lifelong learning (31.0% to 37.9%)
- Mental health services (42.9% to 50.0%)
- Computer support (13.8% to 25.0%)

The stakeholder survey results were very close to the community service on question #6, which asked whether the SSC adequately meets the needs of the community in the foreseeable future. In both cases, the number was 63-65% “yes” and 35-37% “no”. Changes or modifications that would make senior services better included:

- Increased financial viability of facility (72.0%)
- More inter-generational participants in all activities (64.0%)
- Lifelong learning opportunities (64.0%)
- Increased in-home services (56.0%)
- Other suggestions generated less than a 50% response rate from respondents

Question #8 asked how to increase funding to better serve seniors. Seeking corporate sponsorships generated a 70.8% response rate, followed by developing stronger partnerships with other senior providers (62.5%).
There were several open-ended questions on how to develop greater levels of community awareness and support for the SSC programs and services, how to reach out to more residents who could benefit from the SSC programs and services and other information. The Community Survey and the Stakeholder Survey results are included in the Appendix in their entirety.

**Public Engagement Process**

A number of clear “leaders” came out of the surveys and public engagement process as programs, projects or partnerships to consider.

General goals and desires included the development of new or enhanced partnerships with the YMCA, Sheridan College, Sheridan County Hospital, and services organizations such as Rotary. Some of those partnership ideas can be found in the bullet points below.

The current SSC location is ideal due to its proximity to downtown and nearby facilities such as the YMCA, senior housing and other services. However, the facility is at or near capacity for the expected growth. There does not appear to be a great deal of expansion room on site due to parking requirements although purchase of surrounding homes or offices might be an option. There was support for moving Day Break to a separate facility in order to provide a homier atmosphere for these users and to free up space in the existing center for expanded activities and programs.

Because of the size of the community and a feeling that smaller, more conveniently accessed neighborhood facilities might encourage greater use of the SSC programs, there was great interest in establishing satellite centers at or near the Green House, in the southern part of town and in another community. Other areas mentioned include Sheridan College, the VA, and the YMCA.

By area of “need;” programs, projects or partnerships stakeholders wish to explore include:

- **Food**
  - Replace the suggested donation amount and instead post the actual cost of the meal served, asking diners to “give what they are able.”
  - Provide meals other facilities in order to increase cash flow.
  - Provide grocery shopping and delivery to local seniors.
  - Build satellite cafés in the community rather than expanding the central dining facility.

- **Health**
  - Consider development of a chronic disease management system
  - Provide personal health and nutrition coaches for users
  - Develop an active wellness program
  - Provide on-site end of life planning services (power of attorney, advance directive, etc.)
  - Provide a clearinghouse for private caregivers
Quality of Life...Later in Life

- Shelter, housekeeping, maintenance and repair
  - Increase partnerships with existing senior housing facilities
  - Provide cleaninghouse for handyman services
  - Develop a vocational program to assist with second-career choices
- Mobility
  - Develop an access trail from the SSC to the YMCA
  - Consider a community-wide transit authority.
  - Add additional hours of operation for the Sheridan Mini-bus system.
  - Become more flexible on the 24-hour notice for reservations policy.
  - Increase transportation to outlying areas.
- Financial Security
  - Promote a closer Workforce Development partnership
  - Provide an on-site financial advisor for estate planning, investments, insurance, etc.
- Companionship
  - Provide a privately operated on-site spa or beauty shop
  - Start a welcome wagon for seniors new to the community
  - Develop a homebound visitation program using volunteers
  - Open a cyber-café
  - Build a greenhouse for fresh fruits and vegetables
  - Invite community employers to try out the dining menu or act as guest services for lunch.
  - Develop intergenerational classes in cooking, knitting, canning, internet use, etc.
  - Consider develop of an Elder Hostel
  - Partner or develop a community garden
- Self-Worth
  - Create a community volunteer training program
  - Develop a volunteer match-making program
  - Chore Corp for helpers in the community
- Physical Activity
  - Partnership with City and YMCA recreational facilities
  - Actively work on development of a reduced fee collaboration with the nearby YMCA
  - Focus on community life sports such as golf, tennis, hiking, biking, etc.
  - Focus on sportsman activities like hunting, fishing, boating and shooting sports
- Intellectual Stimulation
  - Develop a “brain fitness” program
  - Work with Sheridan College on lifelong learning partnerships
  - Develop a computer lab
  - Develop a seniors to schools program
**Government Agencies**

In general, CBI found a great deal of local government support for the SSC and its programs and activities. The SSC receives approximately $30,000 per year from the 1% optional sales and use tax from Sheridan County. The City of Sheridan provides the main center facility and the transit facility, and historically makes an annual financial appropriation of $90,000.

The City is supportive of the SSC, particularly because it helps to meet at least one of the City’s goals:

1. Promote jobs
2. Enhance the lives of families, youth, and seniors
3. Improve the community’s quality of life

Further, City leadership expressed a desire that the SSC become more sustainable, improving its customer-centered focus to help seniors. From the City government’s perspective, the SSC needs to push its marketing efforts to encourage more seniors to use its services.

The Town of Dayton maintains the Tongue River Valley Community Center where the SSC is able to provide services to local seniors. Additionally, Dayton provides $3,000 and Ranchester provides $6,000 annually to the SSC for its services.

The Sheridan County Courthouse is in a beautifully restored/expanded facility with ample room for its services. The County facility has a conference room, boardroom, and larger activity meeting room that are available to the public for free. These rooms are also available after hours. The SSC might want to consider utilizing these rooms for some of its activities. Sheridan County is currently providing $30,000 annually to the SSC for its operations, and would consider more funding if the SSC were to demonstrate its effectiveness in reaching seniors in outlying areas of the county.
**Community Service Providers**

**Sheridan County Public Health**
Sheridan County Public Health operates five days a week from 8-5 in the Sheridan area. Clients are not served at all on evenings or weekends. However, filling syringes for diabetics and others, filling eye drops and providing B-12 injections are things that are needed during extended hours.

Public Health no longer provides skilled care services. This licensure was decertified in 1998. Home-health care is not part of the core services at Public Health, and most of their senior citizen mission is devoted to nursing home assessments. According to the Sheridan County Public Health Department, the Sheridan Senior Center is not using the skilled nursing component of the Medicare-Medicaid-waiver program. There currently are about six seniors who are eligible for this waiver service.

Staffing is a key reason for the focused service levels at Public Health. One registered nurse provides all adult care in Sheridan County. Public Health only has one aide on staff, so they are not even able to provide baths to clients. Because of liability concerns, no one in the community – including Public Health – keeps a list of home-health providers for respite care. Yet, a referral service would provide options for community residents. The lack of extended hours and the limited provision of services create a large gap in community health services for senior citizens.

**Sheridan Memorial Hospital**
The SSC has an excellent working relationship with the local hospital. The hospital CEO is committed to creating a culture of service excellence, a culture matched by the SSC. A number of medical specialties serve the community, and the hospital has an active Wellness program. Caregiver classes are provided by hospital staff for persons caring for family members.

A Hospital/SSC partnership to develop and implement a chronic disease management program might be considered. This type of program would utilize specially trained personal health coaches (pharmacists, diabetic educators, asthma educators, nurses, etc.) to conduct face-to-face meetings to help educate, motivate and empower them to better manage their condition.

Sheridan Memorial Hospital also has a licensed home-care unit (Hospital HomeCare) that provides skilled nursing services, home health aide services, and health education. HomeCare staff makes an average of 2,500 home visits each year.
Pharmacy Service
Local pharmacies in Sheridan County provide a very helpful service called “Med Box.” Approximately 200 pillboxes per month are prepared for customers who need their medications prepared for them.

Veteran’s Administration
One of the most visible partnerships the SSC has is with the Veteran’s Administration Medical Center in Sheridan. The 208-bed Sheridan VA Medical Center serves over 12,000 veterans every year. Under a contract fee for services, the VA covers costs for its clients who utilize the services of the SSC, including meals, transportation, in-home services and other services.

Free Clinic of Sheridan County
The Sheridan Free Clinic is a comprehensive free healthcare clinic providing non-emergency, acute and chronic medical care to qualified Sheridan County residents. The Clinic is open on Thursday evenings only beginning at 5:00 pm and patients are seen by appointment only. Eligibility includes proof of Sheridan County residency, 19 through 64 years of age, medically uninsured and meeting low-income guidelines. Because of the age and uninsured restrictions, many Sheridan senior citizens are not eligible to take advantage of this service. However, there are a number of medical and non-medical volunteer opportunities for those desiring to help with this important community service.

Mental Health Services
Northern Wyoming Mental Health Center is a private, nonprofit, community mental health center that provides comprehensive mental health and substance abuse treatment services to the residents of Crook, Johnson, Sheridan and Weston counties.

Housing, Nursing Homes, Assisted Living Facilities
There are a number of Senior Housing facilities in Sheridan County including the following facilities:
- Creekside Court Apartments, 2067 South Sheridan Avenue
- Heritage Towers of the Christian Church, located at 428 North Jefferson Street, located near the Senior Center
• Sheridan Square is at 200 Smith Street, also adjacent to the Senior Center
• Renew Apartments located at 140 South Sheridan Avenue
• Village Apartments is located at 551 Avoca Avenue
• Tongue River Apartments

Three nursing homes and two assisted living centers serve Sheridan County.

**Westview Health Care Center**
Westview Health Care Center is a licensed Nursing Home with 102 beds and is currently operating at approximately 80% of capacity.

**Sheridan Manor**
Sheridan Manor is a Nursing Home licensed for 128 beds and is operating at 75% capacity.

**Green House® Living for Sheridan**
This facility is currently under construction and will be developed using the Green House® Model of elder care. The mission of Green House® Living for Sheridan is to lead the transformation of long-term care in Wyoming to this model, where the focus is on elders continuing their life-journey with dignity and respect. Scheduled to open its doors in 2011, the first phase of this project will construct four homes with 12 elders living in each home.

The SSC works in close partnership with this proposed facility and Executive Director Carmen Rideout serves on the Task Force for Green House® Living for Sheridan.

**Beehive Home of Sheridan County**
The Beehive Home at 561 Avoca Avenue is a Board and Care facility with a licensed 15-bed capacity.
Sugarland Ridge Assisted Living Center
Sugarland Ridge Assisted Living Center is located on Sugarland Drive near a major commercial area. The facility is licensed for 65 beds and usually operates at or near capacity. It includes 12 independent living cottages as well as 61 apartment living units. Meals-on-wheels delivers from the SSC to some of the Sugarland Ridge independent living residents. ALF residents are uncomfortable going to the senior center for meals because they do not like to get out of their comfort zone. This facility also uses Day Break, the Minibus and the loan closet services offered by the SSC. Most residents of this facility are over 90 years old and the length of stay typically averages five years.

Media

The SSC has a weekly well-read column in The Sheridan Press newspaper called “Center Stage.” Frequent opportunities are also available to speak about SSC programs and activities on the Sheridan media, and all media outlets seem eager and willing to promote the SSC.

Other Providers

There are numerous community service providers, community centers, and other supporters of seniors in the Sheridan area, including:

- AARP
- Fulmer Public Library
- Salvation Army
- Chamber of Commerce
- SC Tripartite Board
- Forward Sheridan
- Volunteers of America
- Whitney Benefits
- Wyoming Independent Living Rehabilitation
- Center for Vital Communities
- YMCA
- Tongue River Valley Community Center
- Rotary
- UW Geriatric Center
- Churches
- Sheridan State Bank
- 1st Federal Bank
- 1st Interstate Bank
- First National Bank
• Eye Care Doctor
• Dental hygienist

**Other Assessments**

There are several existing assessments available for the Sheridan area, including:

- Wyoming Rural Development Community Assessments, including Dayton (2005 and 2009), Ranchester (2002 and 2008), and Sheridan (2004 and 2010)
- Sheridan County One-Cent Optional Sales Tax Community Values Survey
- Sheridan County Public Health Community Assessment (May 2010)
- Sheridan County Comprehensive Plan (adopted December 2008)

These other assessments have been reviewed as part of this planning process.

**Wyoming Rural Development Community Assessments**

In 2004, the City of Sheridan had a Community Assessment completed through the Wyoming Rural Development process. One of the major senior-related themes that emerged from this process was the need for senior transition housing. Communication and coordination between and among foundations, non-profits, social services, government agencies and other entities also emerged as a priority. The Assessment team noted that the many groups, organizations and individuals need to find more effective means of communicating and coordinating activities and informing each other of programs and services available.

The SSC was referred to as "a vibrant service organization" in a section on the need for senior housing. It was mentioned a number of times under the "major strengths and assets" of the community - "wonderful and broad base of services," a "fabulous senior citizen center - one of the best in Wyoming," "the senior center is a huge asset and a working relationship between health care and senior citizens was needed."

Interestingly enough, the phrase "senior citizen" only occurs once in the Sheridan 5-Year Follow Up Assessment conducted in 2010 by the Wyoming Rural Development Center and that is in reference to senior services available at the YMCA. The "senior center" is described as beautiful by one of the assessors and repeatedly shows up in the major strengths and assets section. Under projects to be completed in the next 10 years, the completion of a long-term strategic plan for the senior center with the resources to fund it was noted - this study is the fruition of that desire.

**Dayton Community Assessment - 2005**

Transportation needs for seniors was one of the identified problems and challenges in the Dayton Community Assessment. Creation of a community/recreation center was an
identified priority and resulted in the 2009 development of the Tongue River Valley Community Center in Dayton in the old high school. Senior activities and delivered meals are available in this facility.

2010 Optional One-Cent Sales Tax Community Values Survey
This survey was mailed to all Sheridan County households in July 2010. When completed, 8.24% of the 13,929 surveys mailed were returned. The question posed was: “How important to you and your family are the following services provided through the 1-Cent Tax?” One of the highest scores as “Very Important” was for “Meals and other services to help senior citizens age with dignity and pride,” with a 45.6% “Very Important” rating. This social service use of 1% funds fell behind only emergency services, protecting water resources and natural lands and well-maintained streets, roads, bridges and utilities in its "Very Important" percentage.

Sheridan County Comprehensive Plan

Chapter 6, Goal 4.7 references Senior Centers:

“Sheridan County will coordinate with social service providers to facilitate convenient "one-stop" services.”

Policy 4.7a: Coordination with social service providers
The county will continue to coordinate with social service providers to plan for the needs of current and future residents and to facilitate grouped facilities for one-stop services and adequate locations to serve the county’s population, including:

- **Senior centers**, (emphasis added)
- Health and human service agencies, and
- Medical facilities.

The county will promote a compact pattern of urban development and communities with a range of housing in neighborhoods near social services.
It will be important for the SSC to continue to collaborate with county and city officials on locations of any potential satellite facilities in the community and in the surrounding communities. This will ensure that guided growth and development of urban areas occurs around existing and proposed senior center facilities and vice-versa.

Transportation goals in the Sheridan Comprehensive Plan reference the importance of all transportation modes, including extended pathway systems for pedestrians and bicycles, all of which are important amenities for the next generation of seniors.

The plan also describes the Sheridan Senior Center Transit system in Appendix A (Transportation/Existing Conditions). No recommendations are made for modifications to the existing system although this needs assessment process identified desires for extended hours of operation, fixed route consideration and the possibility of a community-wide Transit Authority.
NATIONAL TRENDS & BEST PRACTICES

**Literature Review**

In order to develop a comprehensive understanding of senior centers, several literature resources were reviewed. Many of these sources have been used in the development of this report, including:

- Best Practices in Florida’s Senior Centers (Florida Dept. of Elder Affairs)
- Casper "Baby Boomers" - A Community-Based Action Research Project for Community Services for Older Adults (Wyoming Education and Social Research Institute, 2008)
- Data Sources on Older Americans 2009 (and materials cited therein – Federal Interagency Forum on Aging-Related Statistics)
- Healthy Aging (Michigan Association of Senior Centers, 2006)
- In the Arms of Elders - A Parable of Wise Leadership and Community Building (William H. Thomas, M.D.)
- Lexington Senior Citizens Center: Meeting the Challenges of the 21st Century (Univ. of Kentucky Graduate Center for Gerontology, 2003)
- Model Senior Centers (North Carolina Division of Aging)
- National Institute of Senior Centers Accreditation (National Council on Aging, 2010)
- New Models of Senior Centers – Final Report (National Institute of Senior Centers, 2009)
- North Carolina Senior Centers (North Carolina Division of Aging, 2008)
- Older Americans 2010 Indicators of Well-Being (Federal Interagency Forum on Aging-Related Statistics)
- RespectAbility in America: Guiding Principles for Civic Engagement among Adults 55+ (National Council on Aging)
- Senior Center Evaluation Toolkit (Florida Department of Elder Affairs, 2010)
- Senior Center Practices – Trends in Developing Standards (National Association of State Units on Aging, 2008)
- Senior Centers – Strong Today Stronger Tomorrow (California Commission on Aging, 2010)
- The Business of Aging (National Council on Aging, 2007)
- Understanding the Impact of Senior Community Center Participation on Elders’ Health and Well-Being (Pennsylvania Department of Aging)
- Various newspaper articles of current events, best practices, etc.
- Various reports and statistics from the U.S. Bureau of Census and the U.S. Department of Health & Human Services
- Voices of 50+ Wyoming: Dreams & Challenges (AARP, 2011)
- What are Old People For? (William H. Thomas, M.D.)
Based on the literature review, we can make the following observations about typical senior centers and the seniors who use their services. Currently, the National Institute of Senior Centers (NISC) defines a senior center as a place where “older adults come together for services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support their independence, and encourage their involvement in and with the center and the community.” Further, the NISC National Accreditation Manual describes the role of senior centers in the community: “As an integral part of the aging network, a senior center serves community needs, assists other agencies in serving older adults and provides opportunities for older adults to develop their potential as individuals within the context of the entire community.”

Most senior centers provide a wide variety of programs and services that are addressed by the Older Americans Act. Accordingly, a typical senior center has traditionally offered a wide array of services, including:

- Meal and nutrition programs
- Information and assistance
- Health, fitness, and wellness programs
- Transportation services
- Public benefits counseling
- Employment assistance
- Volunteer and civic engagement opportunities
- Social and recreational activities
- Educational and arts programs
- Intergenerational programs

Of course, not every senior center offers every service, and some centers offer much more than others do. The SSC would fall into this category of more versus less service provided.

**Challenges for Tomorrow**

The literature review also reveals challenges for tomorrow’s senior centers. The changing demographics of the senior population (i.e., many more people, higher incomes, different lifestyles, migration rates, etc.) have created a rapidly evolving older adult market. These changes present difficult challenges for existing senior centers:

- Continue to effectively serve current participants, while trying to engage non-participating older adults
- Attract the Boomer generation and “younger” seniors
- Adapt participation to the new era of increased consumer choices
- Compete with other community options and alternatives
- Re-invent the image of senior centers
There are a number of Boomer generation trends that will influence how serving this unique population mass will change the way traditional senior services are provided in the future. This independent generation is made up of smaller numbers of family and friends as support system yet many may be caring for their own parents, children and grandchildren. Financial stability needs may lead them to retire later in life or not at all. Boomers want to travel a lot and stay fit and healthy in the process. Social interaction is not constrained by the traditional front-porch neighborhood anymore. Technology, lifelong learning, good nutrition and avenues for volunteerism are all trends that will need to be tapped into by a senior center wishing to remain relevant to its customers.

Emerging elder care housing models also impact how senior centers will evolve to serve seniors, who have been institutionalized into traditional-model nursing homes with their focus on inventories of residents' failures. The Green House® Model, for example, emphasizes the creation of a more home-like environment focused on fostering late-life development rather than end-of-life waiting. Senior centers will have opportunities to serve these populations by providing companionship and programs and activities to help residents find meaning in being.

NISC has surveyed senior centers nationwide to identify how these challenges can be met, and concluded that there are at least eight models for senior centers of the future:

- Centers of Excellence
- Community Center
- Wellness Center
- Lifelong Learning/Arts
- Continuum of Care/Transitions
- The Next Chapter
- Entrepreneurial Model
- Café Model

These models are discussed below, along with other best practices that have been implemented by successful senior centers nationwide.

**Centers of Excellence**

Some senior centers are driven to meet the highest standards of excellence. More than 100 senior centers have secured NISC accreditation as a Center of Excellence. Accreditation is a lengthy review process that promotes continuous improvement, adaptability, and strategic management. Preparation for that process requires a significant investment of staff time, and will likely lead to several improvements to existing programs. Some senior centers
also pursue recognition from other organizations, such as the Malcolm Baldridge National Quality Award.

NISC accreditation has had very positive effects on senior centers. It improves management, increases quality, inspires staff, and creates a strong public image that leads to enhanced funding. It requires a center to develop strategic partnerships and involve stakeholders. Accredited senior centers are integral and sustainable organizations within their community. The NISC accreditation process accomplishes these improvements by focusing its review on several national standards for senior centers’ Purpose, Community, Governance, Administration, Program Planning, Evaluation, Fiscal Management, Records & Reports, and the Facility.

Community Center Model

Diverse and comprehensive programming offered at multiple sites for people of all ages defines the Community Center Model. In addition to a state-of-the-art health and fitness center, there are programs that encompass health, recreational, educational, cultural, nutritional, and social service needs. There is consistent and intensive program evaluation and needs assessments to improve effectiveness and responsiveness. Many such centers use alternative names instead of “Senior Center.”

A Community Center Model addresses the needs of the entire community, not just seniors. It becomes the “in” place to go and tends to be open 7 days a week, often for extended hours. For example, the facility may be used by seniors in the morning and afternoon, then by other community members during the evening. This kind of senior center also collaborates with many other community agencies. By meeting the needs of a larger part of the community, such centers typically receive stronger local funding support.

Wellness Center Model

The Wellness Center Model focuses on a key concern of many seniors – especially those who are part of the Boomer generation: Health. These centers deliver a variety of evidence-based health promotion programs. A typical program is delivered through collaboration or coordination with healthcare professional, universities, research institutions, and/or pharmaceutical companies.

A senior center that pursues the Wellness Center Model will have a state-of-the-art health and fitness center, and it uses other innovative technology and current knowledge to promote the health of its participants. These centers are very effective at reaching the “younger” seniors, and they have diversified funding streams through their partners. They are also able to demonstrate improvements of health and lifestyles of seniors, resulting in stronger public funding.
Centers for Lifelong Learning and the Arts Model

These senior centers focus on intellectual stimulation, personal growth, and enhanced quality of life. They are culturally and linguistically diverse, providing programs and activities at multiple sites. Staff and volunteers are highly skilled, and programs help to develop creative expression in seniors.

Centers for Lifelong Learning/Arts Model typically include partnerships with schools and colleges. Those partners offer both programming and facilities for use by seniors. Public funding, and private foundation support, is provided for the intellectual, social and cultural enrichment programs.

Continuum of Care/Transition Model

As seniors age, they have needs that change over time. A continuum of care – characterized by incremental increases of service intensity – is available to meet those changing needs. A Continuum of Care or Transition Model is used when the senior center plays the vital role as the coordinator of information and point of access for delivery of such services. Such centers provide comprehensive services and programs that meet the changing needs of consumers as they age in the community.

Continuum of Care/Transition Models are grounded in evidence-based programs that allow for greater dependence on resources and focus on participants’ age. These centers collaborate with healthcare providers, educational institutions, and community-based service providers to create a unique system of care. Some of these centers charge a membership fee for their services (especially coordination and daily check-ins). Because the focus is on support services (not age of client), these centers also are able to attract non-seniors. They promote independent living, increasing the viability of the role and impact of senior centers (even as members age).

The Next Chapter Model

Many retired persons do not really want to stop working. A Next Chapter Model senior center provides life-planning programs to help these older adults explore future possibilities and goals. These centers help arrange for paid and volunteer work opportunities. They recognize that seniors prefer to use their skills and experience in flexible work or service opportunities. They also foster continued learning for new directions, enrichment and retooling. Accordingly, they provide peer and community connections to residents of all ages.

Some Next Chapter Models have started a temporary employment service. Others have established partnerships with area employers to increase work opportunities. They tend to have an extensive volunteer program, enhancing the center’s ability to support civic projects. Such community programs tend to improve the center’s image, which in turn
strengthens public and private support. Even younger seniors are attracted to these programs, because they generate a sense of purpose and productivity. Work relationships also introduce a different dynamic than social relationships, which leads to a much greater sense of belonging.

**Entrepreneurial Model**

The Entrepreneurial Model focuses on private funding, not public. These senior centers generate earned income and position themselves in the marketplace as a focal point for seniors. They use successful business models and strategic management principles to create continuous improvement in all programs. The Entrepreneurial Model also embraces technology to enhance effectiveness and efficiency. Because they are very consumer driven, they must be located in attractive facilities that are open extended hours to attract diverse consumers.

The consumer focus of the Entrepreneurial Model has led many senior centers to create some sort of consumer planning advisory group. Input and “buy-in” from consumers is critical to the decision-making process. Without that input, for example, these centers could not charge adequate fees for meals and programs. However, by pursuing the Entrepreneurial Model, these senior centers have increased control over their funding. They are also able to rapidly adapt to their changing environment, have increased program stability and sustainability, and a much stronger sense of ownership.

**Café Model**

The Café Model takes a retail approach to programs. These senior centers use a café facility as the centerpiece of their services. Typically, they operate multiple cafes to help create a neighborhood-based focus. This café experience is open to the entire community, although programs are geared to those residents who are older.

These coffee shop centers offer excellent opportunities to socialize. Its contemporary design and use of technology (e.g., Wi-Fi signal for Internet surfing) is very attractive to “younger” seniors. Programs promote lifelong learning, healthy living, and personal enrichment – goals that are squarely identified with the Boomer generation. The Café Model also promotes partnerships with agencies focused on independent lifestyles and connecting older adults to the resources they need.

**Other Innovative Directions**

There are many senior centers that have successfully adapted to their changing needs using innovative approaches that do not really conform to any sort of “model.” Some of those are listed below:
Facility Design
- Designing a large senior center within a long-term care facility
- Creating large, modern fitness centers with state-of-the-art equipment
- Creating an outdoor space for programming and to rent out for a fee
- Creating a gallery space to display member art, as well as to rent out for a fee

Multi-generational Programming
- Hosting Inter-generational “National Issues” Forums
- Adopt-a-class program (with local schools)
- Student Pen Pal program
- Local High School students meet their community service requirements by volunteering with the senior center
- Inter-generational Community Gardening Project
- “Bird-Houses in Public Parks” Project
- Inter-generational Spring Ball
- Multi-generational Holiday Parties and Carnivals

Civic Engagement and Volunteering
- Chore Corps – senior volunteers assisting the homebound elderly
- Golden Angel Tree Program – gift service for homebound, low-income elderly
- Multi-cultural Community Volunteer Training Program
- Highway Maintenance
- Senior Volunteer Corps
- Senior Grievance Committee

Utilization and incorporation of new technology
- Online TV Program in association with University of Iowa
- “My Senior Center” software to streamline data collection and analysis
- Automation of program reservations and meal orders to track member preferences
- Using “Skype” to connect seniors around the world

Attracting boomers
- Partner with local hospital and pharmacies for health promotion
- Fitness Centers and Computer Classes
- Creating an “Active Wellness Center”
- Visual Arts Programs
- Hosting Bridge Tournaments
- Cultural Programming (Opera, Theater, Writing, Pastels Paintings)
- Offering college courses in collaboration with a Community College
- “Outrageous Adventures” that promotes outdoor activities such as hiking, skiing,
- After-hours and late evening programs
- Women’s Texas Hold ‘em Leagues
- Cultural Exchange Travel Program
- Art Classes through local Museum
• Senior Golf League
• Senior Dating Service
• Foreign Language courses
• Ballroom Dance classes

Innovative Marketing
• March for Meals Expo, Hawaiian Picnic and Autumn Dance to attract seniors
• News articles covering various stories about programs and participants
• Participation in community events
• Offering the facility for community events
• Partner with citizen coalitions
• Partner with social service agencies

Fund Development
• Creating a contribution pool among current members
• Offering fee-based programming
• Operating fitness centers
• Creating products for sale
• “Tree of Life” sculpture
• Thrift Store
• Offering group discounts on purchase of theater tickets

Collaborations and Partnerships
• Developed a joint program with the local YMCA
• Collaboration with Association for the Blind for free vision screenings
• Collaboration with pharmacy for free medication education and screenings
• Collaboration with local businesses for conference sponsorship
• Collaboration with local universities and colleges to offer lifelong learning programs
• Collaboration with cultural institutions (museums, art institutes, theaters, etc.)

Programs
• Holiday Meals for Homebound Elders
• Cultural Trips (museums, theater, etc.)
• Computer Classes
• Wine Tasting and Cooking Classes
• Unique Walking and Hiking Programs
• Music Bands
• Fee-based lunches
• Health Promotion and Education Programs
• Senior Job Fair
• Temporary Employment Service Corps
• Chronic Disease Self Management Programs
• Emergency Preparedness Training
• Family Caregiver Support and Respite Programs
• Men’s Program Planning Group
• Indoor Golf Simulator

Pursuing Recognition of Excellence
• NISC Accreditation
• NISC Membership
• Non Profit Standards of Excellence
• Accounting Standards Excellence
• Health Promotion Standards of Excellence
• Business Bureau Certification
• Community, Regional, State and National Recognition
ANALYSIS

With an understanding of the best practices followed by other successful senior centers, we now turn to a specific analysis of the SSC. Having studied the current operations of the SSC and surveying stakeholders, board and staff members and seniors themselves about their goals and values, this plan can now evaluate the strengths, weaknesses, opportunities and threats for the SSC.

**Today’s Strengths**

The SSC has many strengths and wants to develop a facility and programming that enhances its already high reputation in the community and throughout the State of Wyoming. This statewide reputation for excellence is a model many centers try to emulate. When one walks through the doors of the SSC, there is a spirit of “aliveness” and hospitality, a veritable buzzing of intensity and activity.

SSC has strong leadership and dedicated, experienced staff. The center’s passion for seniors is obvious whether the interaction is with a member of the SSC Board of Directors, a program director, a line employee, or a volunteer. No program or facility can achieve excellence without community champions - those informal supporters who have the drive and determination to carry projects through to fruition. The SSC has a plethora of community champions.

The SSC has a long history of successfully meeting the needs of area seniors. The community supports the SSC financially and has supported major expansions to the facility over the years. A number of private foundations in the community consistently and generously assist in meeting both capital and operating expense needs. Many organizations and community leaders place high value on the importance of the community’s seniors, and they see the SSC as a critical program to serve the older population. Consequently, large numbers of seniors engage in the activities and receive services at the SSC.

Internally, the SSC integrates multiple programs to comprehensively address the needs of seniors. Each of the SSC’s programs strives for efficiency and effectiveness. Staff is driven by management principles seeking continuous improvement and accountability in all they do. Grants and funding requests are well written, and everyone appears to practice good stewardship. An adopted "Development Plan" lays out a systematic plan of building relationships, identifying, cultivating and retaining individual and institutional donors to financially support the SSC. The SSC has aggressively pursued funding streams to maximize the multitude of services that it provides to seniors.
The SSC is blessed with a rent and mortgage-free facility located in the heart of the Sheridan downtown – as well as having a presence in Dayton and Ranchester. Its transit facility and administrative office space are well used and functional.

Externally, the SSC enjoys several partnerships with organizations and agencies that help to accomplish its core mission. In particular, the SSC has a close partnership with the Whitney Foundation, local doctors, the YMCA, and the Veterans Administration. The community can boast of good medical services, senior housing, culture, and economy. The SSC has made the right move creating a development program designed to build stronger relationships with those who can help fund and grow the SSC.

**Today’s Weaknesses and Unmet Needs**

Perhaps the SSC’s greatest weakness and unmet need is the reality that there are many seniors who need services in the community but do not receive them. There are many reasons for this reality. Some seniors choose not to come; others are simply unaware of what the SSC can do for them. Part of the problem is marketing and outreach, and part is a negative stigma of growing old and using the word “senior” in the name. For some seniors, the SSC is perceived as being cliquish, and they fear they may not be welcome. Regardless of the reason, there are many seniors in the community who do not participate in any SSC activity.

The SSC is highly dependent upon government grants – particularly federal funds. Yet, in order to serve more seniors, the SSC must seek even more funds. The SSC is under extreme financial pressure. Monthly cash flow is very tight. There simply is not enough money to accomplish everything that needs to be done. Funding for administrative costs and overhead is especially scarce. Because of these financial pressures, recruiting quality employees can be difficult. Wages – for the most part – are slightly below prevailing wage levels in the area (although benefits are generous). Capacity for growth is constrained because management’s time is already stretched thin.

The SSC facilities have physical limitations. The size of the kitchen is too small and its layout is too inefficient to meet current demands for meals. There is insufficient space for senior activities, resulting in conflicts and prioritization of one favored activity over another. There is a need for space for volunteers to gather and plan. Door alarms should be added in the Day Break section of the building to help prevent clients from wandering away, and the facility lacks room for an exercise areas. For Day Break purposes, the facility would benefit from renovations to improve bathing and grooming services, and perhaps to add a secure outdoor recreation area. Storage is tight, and office equipment is not always conveniently situated near workers. Administrative offices are not located in the main building. Though nearby, their location negatively impacts workflow and communication.
Programming also has certain weaknesses. For all programs, limited hours of operation means seniors are able to secure services only during the day, and usually only on weekdays. There is no fixed route for the transportation program, and the requirement to call ahead to schedule services is a frustration. Additionally, the software used to help schedule and dispatch vehicles is not working. Field trips for seniors are rare, due to limited funds and lack of staff.

Several departments operate at a loss (In-Home, Nutrition, Transportation, and Volunteer Services). In most areas, the cost of SSC services is not clearly understood by staff nor clearly articulated to patrons. Consequently, program income for services is less than it should be and does not always cover the actual cost of service delivery.

**Opportunities for Innovative Change**

There are numerous opportunities for the SSC to transform and move forward. Continued efforts to incrementally improve efficiency and effectiveness are critical. The new development program has many opportunities: Building an endowment, increasing private donations, and securing corporate sponsorships. Many businesses and community leaders recognize that this is an excellent time to develop entrepreneurial approaches for programs that once were the domain of government agencies.

The Sheridan area is growing, and a large number of “new” elders is developing as the Boomer generation ages. The opportunity presented by large numbers of seniors from a new generation is vast. These new seniors will want more activities, healthier food, and new connections with other community organizations. A similar opportunity, presented by the longevity of current seniors and new social/family dynamics, creates pressure and opportunity for more inter-generational activities. The lack of public awareness of SSC services further suggests an opportunity to develop better marketing strategies and improved outreach activities. The SSC has the opportunity to service seniors whatever their living arrangement. The Green House® Project under construction provides wonderful opportunities for innovative partnerships and programs.

There are excellent models and examples of best practices for the SSC to implement. Discussions with SSC and community leaders suggest that there is no one best model to follow. Rather, the SSC can selectively pursue any number of changes that best fit its budget and the needs of local seniors. Each existing SSC program can also pursue new opportunities.

**Threats and the Impact of Future Growth**

Funding constraints and rising prices are the biggest threats to continued SSC success, particularly in the face of a growing population of seniors who need services. The federal budget deficit will undoubtedly require severe funding cuts, even for senior programs.
While the State of Wyoming enjoys good financial health, the local economy has slowed as the coal bed methane (CBM) play has passed its peak, which will slow local government revenues. Without adequate funding, the SSC will lose good employees, quality will suffer, and services may have to be reduced or eliminated. More seniors will have to go without the services they need. Sustainable funding sources not dependent on government funding will be the key to successful growth of senior programming.

There are concerns about competition, which may siphon off those clients who are able to privately pay for services. Other organizations (public and private) provide transportation, deliver in-home meals, offer respite care and provide other services. Those competitors could have a negative impact on the SSC’s funding streams. Some of these competitors (e.g., some private caregivers) are not licensed and are not regulated in the same way as the SSC.

The Sheridan community, while generally supportive, also presents certain challenges. Many older workers who might volunteer upon retirement find themselves wanting or needing to continue to bring home a paycheck instead. People travel more frequently and do not root themselves to one organization, one house or one neighborhood anymore. Local taxpayers have opposed new taxes for facility expansion. In a relatively small community like Sheridan, a disgruntled senior with a bad experience can feed the community “rumor mill” and damage the organization’s reputation. Affordable housing for employees and seniors who wish to live on their own is very limited.

The impending population boom of local residents aged 60 or more will have a profound impact on the SSC. If the SSC continues its current mix of services, and is able to attract the same sort of seniors who currently receive those services, population growth alone will demand 21.6% more services. To provide some perspective, the following table demonstrates how this impact might theoretically change the SSC.

<table>
<thead>
<tr>
<th>Program</th>
<th>Current Budget</th>
<th>Impact of Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FTE</td>
<td>Revenues</td>
</tr>
<tr>
<td>Administration</td>
<td>11</td>
<td>$377,336</td>
</tr>
<tr>
<td>Activities</td>
<td>1</td>
<td>$97,310</td>
</tr>
<tr>
<td>Day Break</td>
<td>4</td>
<td>$132,646</td>
</tr>
<tr>
<td>Development</td>
<td>1</td>
<td>$65,759</td>
</tr>
<tr>
<td>Family Caregiver</td>
<td>4</td>
<td>$127,249</td>
</tr>
<tr>
<td>In-Home Services</td>
<td>14</td>
<td>$544,049</td>
</tr>
<tr>
<td>Meals - Congregate</td>
<td>7</td>
<td>$423,740</td>
</tr>
<tr>
<td>Meals - Delivered</td>
<td>7</td>
<td>$409,372</td>
</tr>
<tr>
<td>Transportation</td>
<td>14</td>
<td>$484,526</td>
</tr>
<tr>
<td>Volunteer</td>
<td>1</td>
<td>$32,330</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>63</strong></td>
<td><strong>$2,694,326</strong></td>
</tr>
</tbody>
</table>

Such growth would require another 14 FTE employees, nearly $600,000 more funding, and much more facility space than currently exists. It means there must be 24,000 more meals,
and 12,000 more bus rides provided. Of course, this growth will not occur in every program at exactly the same rate. Even if it did, it would not be wise to assume that the relevant funding streams will increase lock step with such growth. Therein lays the most difficult planning issue for the SSC.
RECOMMENDATIONS

Given the analysis above, several observations and recommendations can be made to improve SSC operations and prepare for the future. Fully implemented, these recommendations will result in a strong future for the SSC, and will accomplish the following core goals:

1. Maintain current operational effectiveness.
2. Engage the community more fully.
3. Improve financial sustainability by strengthening revenues and reducing expenses.
4. Strengthen partnerships with other entities.
5. Extend current operations to accommodate a growing population of seniors.
6. Add new services and programming to meet the needs of more seniors.

Additionally, it is important that the SSC broaden its focus to include the next generation of seniors, without ignoring the needs of current seniors. If the SSC continues to focus all of its resources on serving the needs of “older” seniors, they may lose their younger cohorts and, as a result, cease to exist when the current senior population passes on.

In order to understand what programming, partnerships or projects might be most desirable, it is necessary to look at the needs being met and how the SSC fits into that model. All human beings have certain needs that are addressed at different levels. An offshoot of Maslow's Need Hierarchy might look something like this for seniors:

![Life as a Senior – Human Needs Diagram]

- Physical Activity
- Intellectual Stimulation
- Self-worth
- Companionship
- Mobility
- Shelter – Home/Car Maintenance
- Financial Security
- Health
- Food
The SSC provides an abundance of services and activities designed to meet the various needs of its users:

**Nutrition Services**

The most likely and immediate impact of Boomer generation growth will be driven by the meals these new folks must eat. The Nutrition Services program must increase its production by at least 4,000 meals each year for the next 10 years. To accomplish that formidable task, it will need to add a part-time person each year (one FTE every two years). Because the kitchen constrains the number of workers and equipment, it will be necessary for the program to add work time during nontraditional hours for food preparation and advance cooking. New food storage is needed, including refrigerator and freezer space.

The Nutrition Services program should also anticipate that more than half of its growth will be for home-delivered meals. However, to accommodate the increased demand for congregate meals, serving hours should be increased by 30 minutes each day and the SSC might consider expanding hours to serve breakfast or supper. For the immediate future, the additional seniors can be seated in the lunchroom with minimal difficulty. However, if vacant tables are not always present, some seniors will simply stop coming. A packed lunchroom will turn away those who are shy, as well as those who may be overwhelmed by the busyness of it all. Perhaps an incentive could entice seniors to dine early or late (maybe a break on the “full” price donation suggestion?). Interest has been expressed in experimenting with the "suggested donation" to replace the listed amount with a statement telling folks what the meal really costs to prepare and serve. This, or simply increasing the suggested donation amount, could increase revenues in this cost center.
The Boomer generation demands choices. These consumers may not accept a simple choice between the traditional congregate meal and the soup/salad combo of the day. Instead, a café style establishment with less of an open room concept might better serve their needs. Actually, the potential usefulness of a café might help to address other concerns: limited kitchen space and a desire to establish satellite facilities elsewhere in the Sheridan area. Perhaps an existing restaurant or caterer would be willing to operate a small café within the SSC facility, offering a select a la carte menu. Alternatively, an offsite café could become the focal point for a new SSC neighborhood center in another part of town. Alternatively, the two ideas could be combined, whereby an outside business operates a café in a new facility that is otherwise operated by the SSC as a neighborhood center. Congregate meals are a great opportunity for the SSC to begin exploring inter-generational activities and dynamics. Inviting community employers to try out dining menu or act as guest servers would increase visibility of the dining area and providing inter-generational classes in a variety of "lost" cooking skills (canning, baking, etc.) would serve a number of purposes.

The SSC can also consider developing a catering program of its own, providing meals to other community organizations. Another suggested enhancement would add a service to provide grocery shopping and delivery for at-home seniors.

In Gillette, the Campbell County Master Gardeners and University of Wyoming Cooperative Extension Service oversee a very successful community garden. Residents there can grow their own produce. The SSC should consider a similar effort, perhaps coupling it with a Farmers Market near the garden area or even at the SSC. Gardening and farmers markets are excellent activities to break down generational barriers, especially since families can easily engage in them. Developing an on-site greenhouse would increase the potential for fresh fruits and vegetables while providing opportunities for volunteers to help reap the harvest.

Health and Fitness Programs
Health is very important to the Boomer generation. Key issues are the cost of healthcare, and staying healthy. Mental health and intellectual stimulation are at least as important to them as physical well-being. To that end, a brain fitness program and a lifelong learning partnership with Sheridan College are two new programs that could be considered. Sending seniors into the public school system to share their history and perspectives would increase self-worth for those seniors.

Diabetic education is a critical need for the Boomer generation, where diabetes and other chronic diseases are prevalent. A key part of diabetic education is nutrition, and therefore is an excellent program to add to the Nutrition Services program area.

SSC should consider starting a pilot program to help seniors improve their health and to help lower medical costs. Medical expenses are, increasingly, one of the biggest factors in determining the cost of living in the United States. Many Americans are searching for new ways to keep their medical costs down, while also trying to improve their health. Similarly,
employers have sought to control the cost of group health insurance for their employees. These efforts to minimize health care costs are likely to continue for many years to come.

Recently, businesses have discovered at least one way to contain medical insurance costs. Groups of employers (such as the Wyoming Business Coalition on Health) have worked together to develop an effective education and preventative health program that focuses on treating chronic health conditions. Chronic diseases are long-term illnesses that are rarely cured. They also account for about 75% of total healthcare spending in this country. For the elderly, chronic diseases such as high blood pressure, high cholesterol, asthma, and diabetes are among the most common and costly health conditions. Those diseases become particularly expensive to treat when routine behavioral interventions (such as diet, monitoring blood-sugar levels, and taking daily medications) are not followed.

By providing one-on-one, private, personal health coaching sessions to reinforce and assist with necessary behavior changes and by providing an incentive (such as waiving co-pays or deductibles for those employees who participate in the coaching program), employees and their family members become more healthy. Consequently, many employers have eliminated or minimized their annual cost increases for group health plans.

The Wyoming Business Coalition on Health operates Project SPUR, a chronic disease management program that utilizes specially trained personal health coaches (pharmacists, diabetic educators, asthma educators, nurses, etc.) to conduct face-to-face meetings with health plan beneficiaries (employees and family members) to help educate, motivate and empower them to better manage their condition. Project SPUR could be adapted to fit the needs of Sheridan Senior Center’s current and future target population.

The SSC already has in place certain programs that educate seniors and provide nutritional meals. There are also effective programs that deliver in-home services. Project SPUR would expand and strengthen those programs, as part of an overall vision of further integrating the Senior Center with the Sheridan community. The goal is to help both active early retirees (age 55 – 65) and Medicare beneficiaries by helping control their healthcare costs.

To begin this pilot program, grant funding from the Centers for Disease Control may be available. Such a grant would need to be matched with a local contribution. Grant funding would be used to cover the cost of program administration, the coaches’ time (salaries), and to provide some kind of “incentive” to get the target population to try the program – i.e. gift cards for participants to local pharmacies meant to defray the cost of prescriptions.

Chronic diseases are more prevalent in the next generation of elderly (the Boomer Generation). At the same time, that generation – particularly the affluent members of the Boomer Generation - have demonstrated a high level of motivation to maintain good health. Accordingly, Project SPUR would have a good likelihood of success. Other benefits of this program would be to introduce more elders to the SSC’s programs, provide new inter-generational programming, enhance nutrition education, and provide new physical activities for all.
The National Council on Aging has recently been promoting another program (called “Better Choices, Better Health”) to address the chronic health issues faced by seniors. It is a six-week online workshop that helps participants reduce their pain and anxiety and manage their symptoms. The NCOA also has an in-person program, the Chronic Disease Self Management Program. However, neither of these programs provides the ongoing, in-person counseling that would be offered by Project SPUR.

In-Home Services
Increasingly, seniors want to stay in their own home as long as possible. They are actively seeking ways to avoid institutionalization, and that behavior is encouraged by public agencies that fund group quarters living. That trend will become even stronger as the Boomer generation ages. However, this trend has attracted the attention of private providers (some of whom are unlicensed and unscreened) who consider home health care to be a ripe opportunity for profit.

Competition can have a profound impact on the In-Home Respite and Personal Care Services program. Competitors are able to deliver services using many of the same funding sources used by the SSC (e.g., private insurance, Medicaid Waiver, VA, Wyoming Department of Health, etc.), yet have competitive advantages with extended hours and flexible staffing. These competitors are also very effective in reaching seniors who have the ability to pay for services privately. Consequently, many of the seniors who need services from the SSC will increasingly tend to be those with limited resources to pay for services.

The In-Home Services program has some tough choices to make. It can find ways to cut costs, perhaps by using more volunteers. Revenues can be increased, perhaps by adjusting the sliding scale used to determine program income from those seniors who have limits on their ability to pay. Or, the In-Home Services program can seek out ways to form partnerships with other organizations such as the hospital or private home health care providers. Certain efficiencies of scale could benefit providers and recipients of services. For example, scheduling several appointments within a smaller neighborhood can reduce travel time for employees. In addition, increasing the size of the employee pool can allow for flextime for individual workers, as well as increase the hours of operation for seniors. Regardless of the direction chosen, however, it is clear that the In-Home Services program must become more sustainable and reduce or eliminate its current operational deficit.

Another possibility would be to go “all in” and expand the program to utilize the skilled nursing care certification the SSC holds but does not currently utilize. As noted before, Public Health does not do skilled nursing care, perhaps the SSC could step up and help fill that void. Such expansion would necessarily increase the size of the program, perhaps leading to other efficiencies of scale, allowing the program to become more competitive with costs and hours of operation.
Day Break
The Day Break program is hampered by the limited space afforded by the main SSC facility, but greatly benefits from its proximity to other seniors at the center. There appears to be a growing need for Day Break services – and the growing/aging population in the area will further add to current demands – so a compromise will need to be made. An effective solution may be to purchase a lot nearby or even an existing home on the same block as the existing center, and create a “Greenhouse” style home for this use.

The stark reality is that the Day Break program is going to face much stronger growth than most of the other SSC services. There are several reasons for this growth. First, seniors are living longer, but during their later years they struggle more. Second, the prevalence of Alzheimer’s disease and other debilitating health issue is increasing. Third, there is an increasing number of seniors who serve as caregivers, and they need respite. The Day Break program enjoys strong community support, for these and many other reasons.

Adult day care may be a clever way to establish a new presence in a new part of the Sheridan area, which could in turn become a new satellite facility for all SSC services. If meals were offered at such satellite facilities, it might also ease the crowded conditions at the main facility, while creating a new opportunity for reluctant seniors who do not want to go downtown. Perhaps an early project would be to open a Day Break facility on the VA campus, where there seems to be a sincere desire and funding to support seniors.

Creation of Greenhouse style homes will serve a second purpose. Rather than move those participants to a cafeteria for lunch, other seniors can join them at their site. Security can be improved, a comfortable outdoor yard/garden can be made available, and there should be minimal stigma or concern with receiving services at an institutional-type facility.

Family Caregiver
The family caregiver program is the classic example of leveraging resources: Helping someone else do what they do, but better. Many people in the Boomer generation are already taking care of an older (or younger!) member of their family. Given the demographics of American longevity, this practice will only grow. However, given financial constraints, it will become increasingly difficult to pay SSC staff to provide caregiver services.

Efforts should be made to attract and train more volunteers to perform these services. The SSC could also set up a clearinghouse for private caregivers in the community to reduce pressure on its own limited resources.
The SSC In-Home program provides chore services to help seniors maintain their independent living preferences. The SSC might establish a clearinghouse for handyman services and work with other partners in the community to develop a vocational program for second-career opportunities to learn a carpentry trade, for example.

**Transportation and Mobility**

The Sheridan Mini-Bus system may become more profitable with the additional services needed by a growing population of seniors, provided that the scheduling software issue can be solved. The SSC is currently working with WYDOT officials on this software problem and will hopefully be able to switch to a more workable dispatch software in the near future.

The Boomer generation may also increase the sustainability of a fixed route (which does not require the making of appointments), since that generation is thought to be more spontaneous and more active.

The Sheridan Mini-Bus transportation system is considering fixed routes for riders. There appears to be a strong desire in the community to add additional hours of operation, to increase transportation opportunities to outlying areas and to drop the 24-hour notice for reservations.

The SSC should also consider how it could effectively work with other transit providers, perhaps even creating a community transit authority. According to WYDOT officials, there are at least six transit providers in the Sheridan area, including:

- Sheridan Senior Center (receives WYDOT funding for operations)
- Sheridan College
- Veteran’s Administration (VA)
- Renew (receives WYDOT funding for operations)
- Jody’s Heart
- Easter Seal

A transit authority would create a new funding stream and help all providers become more efficient, saving all providers considerable money. WYDOT has planning money available that could assist in the development of a transit authority plan. Typically these grants provide 90% with a 10% match from the county.

The SSC should work with local governmental entities about the possibility of forming a transit authority for the entire community. A transit authority would improve efficiency of several organizations’ transportation program, by sharing the scheduling and dispatch functions. Marketing would also be improved as each organization pooled resources to reach the entire community.
Perhaps most important, a transit authority can be a taxing authority in its own right, and if local voters approve it, a mil levy can be used to subsidize its operations. With transportation being subsidized by a transit authority, the SSC could shift its previously committed resources to other programs. For FY 2010-2011, the SSC committed $88,700 of local funds to the Transportation program, and most of those dollars could effectively be freed up to sustain other programs. Other rural communities have achieved many similar successes with a transit authority, and there is no reason to believe that Sheridan would be any different.

Do not forget walking and pedal-power! Buying bicycles, development of walking trails around the community are viable transportation options. In addition to traditional bus services, a transit authority could cover all multi-modal transportation, including airport, trails and pathways.

**Activities**
The activities program will need to grow significantly if it is to be responsive to the Boomer generation. The new generation of seniors wants to recapture (retain?) its youth, and that means stimulating and frequent activities, including outings to other places and outdoor physical activities. Developing a stronger partnership with the Sheridan YMCA will be an important part of this effort. The YMCA is a wonderful facility with close access to the SSC and efforts should be made to develop partnerships here and not build a new "state-of-the-art" facility at the SSC. One of the barriers to greater use of the YMCA by seniors now is the fee structure. Possible collaborative efforts to develop a reduced fee structure for seniors (possibly through a "membership" category at the SSC) might increase use of the YMCA. Development of a pathway with easy access from the SSC to the YMCA would also help create a physical connection between the two facilities.

Community life sports such as golf, tennis, hiking and biking are traditional pastimes for the upcoming senior population. The SSC will need to work with partners in the community to provide activities and programs in these areas.

In order to meet the needs of more seniors, and to directly address the higher levels of activity desired by the Boomer generation, the Activities program will want to gradually increase its programming to include more physical activity. The Activities Director position will need to become salaried, committed to at least 40 hours per week. Within the next couple of years, an assistant should be hired. The assistant should have skills to lead exercise programs. The salary range for the assistant should be 75-90% of the Director's salary, as that person will need to function with a high level of competency and authority. The Activities Department currently operates with a net surplus of funds. It should also be...
noted that the outings and other physical activities that will be added are the types of activities for which the Boomer generation is willing to pay, and so program income revenues can be expected to help pay for the expansion. However, since the Activities program is currently subsidizing several other SSC activities, caution should be used in expanding activities until those other services’ operating deficit is corrected.

Volunteering
The Boomer generation loves to help others. Many Boomers are looking to find ways to remain productive, even after their retirement. Accordingly, many organizations are finding that the Boomer generation is ripe for cultivation of new volunteers.

The SSC Volunteer program will become more important to the overall success of the SSC. The Boomer generation will push every program to deliver more services, and the continuing cutbacks of federal funds will constantly jeopardize the SSC’s ability to provide those services. Recruitment, training, and coordination of volunteers will increasingly be a core strategy to fill the gap.

In addition to SSC orientation seminars and program-specific training, the SSC should conduct leadership training for volunteers. These volunteers will need to function at a high level, providing direct services and helping to organize every SSC program’s activities.

Seniors in the Boomer generation want to remain productive long after they retire. They are interested in finding part-time work, paid and unpaid, that satisfies their desire to be useful. However, it can be hard to find such work, especially for seniors that are relatively new to the community. The SSC should start a work referral service, connecting area businesses and other organizations to seniors seeking this kind of work. The service could be provided in partnership with the Wyoming Department of Employment (formerly the Department of Workforce Services), or it could simply supplement that agency’s existing efforts.

Companionship Connections
Working with other senior housing facilities to provide programs and services would greatly increase the visibility of the SSC and might lead to increased usage and revenues. Offering travel agent services on site to book adventures and trips, providing an on-site spa or beauty shop, a cyber-cafe and developing a wide variety of inter-generational classes in the facility or at satellite facilities would increase foot traffic and familiarity with the SSC.

One idea that emerged from the public listening process is the development of an Elder Hostel in the community. The program is called “Road Scholar” and is a program that Sheridan College is familiar with. Working with Sheridan College on this program would be an out-of-the-box concept that would put Sheridan on the nationwide senior traveler map.

Seniors want to stay connected to their friends and families. Increasingly, computer proficiency is necessary to accomplish that goal. Social networking (e.g., Facebook) and technology (Twitter, texting, Skype) can help. The SSC should develop a training program...
and perhaps even establish a help desk for seniors who wish to learn and use these communication tools.

**Management Recommendations**

It is important that decision-makers fully understand the costs and benefits of every program offered at the SSC. To that end, management should conduct the following studies:

1. Compensation and benefit survey – to determine the competitiveness of SSC employee compensation packages. An objective human resource consultant should conduct the survey. Following this survey, all compensation packages should be revisited.
2. Cost analysis of services – to determine the cost per unit of service. These can be conducted in-house to save money, or completed by outside CPAs or business consultants.
3. Lean Office review and training – to improve efficiency and performance of services. Manufacturing-Works (based at the University of Wyoming) can deliver this service.

These studies and resulting improvements will help retain employees while improving their performance, improve efficiency, save money, and help stimulate better planning.

The SSC is an exceptional senior center. SSC provides comparable services to the well-run senior centers around the country. The mix of services offered to seniors by the SSC lacks nothing when compared to the best centers elsewhere. Of course, some senior centers have special programming that is unique, due to unusual staff talents and/or unique needs of the community that it serves. Thus, the programming changes to be considered should be viewed as opportunities to generate more revenues, adjust to the needs of a new generation, and to provide incremental improvements of efficiency and effectiveness.

**Center of Excellence**

The SSC already possesses many of the attributes of a Center of Excellence, as that term is used by the National Institute of Senior Centers. The SSC should seek accreditation as a Senior Center of Excellence. Such recognition will help to market the organization to discerning seniors, and it will also improve the SSC’s fundraising efforts. There are costs associated with accreditation (NISC fee, peer review travel expenses, etc.), but in the long run accreditation should actually enhance revenues.

**Staff**

Every employee at the SSC is working in conditions that expose them to the circumstances and emotions that surround people who are aging. To their credit, every SSC staff member seems to possess a deep sense of love and passion for the seniors they serve. However, these employees cannot help but be impacted by the adversity faced by seniors. To help
ease their stress, SSC should consider starting an employee assistance program for its employees. To minimize costs, it is possible that partnerships could be forged with area church leaders and mental health clinics. The goal would be to provide a regular forum where SSC employees can de-stress and talk about their struggles in a safe environment.

**Management**

The SSC should create a senior advisory group. These senior advisors would provide guidance and input to the SSC Board of Directors on an ongoing basis. Membership might include five or six seniors who participate in SSC programs, and perhaps be led by one of the Directors Emeritus who currently serve on the Board of Directors. Such a group would provide insight to the Board, and help to create a sense of senior ownership in the SSC. Seniors should be involved in the development, implementation and evaluation of all SSC programs.

Similarly, the SSC should create a volunteer advisory group. Volunteers would provide input to the SSC Board of Directors regarding the programs for which they volunteer. By providing a “seat at the table,” it is more likely that seniors will agree to serve as volunteers.

With both of these advisory groups, the SSC will be in a better position to align the Board and staff to the programs that accomplish the SSC’s mission.

**Partners**

If the SSC wants to be viewed as a Sheridan community focal point, it must position itself as a viable and legitimate community agency. Engaging in new partnerships will help to increase the SSC’s influence and ability to raise funds. It will also expose the organization to a broader cross-section of the population, allowing it to reach new seniors. Partnership opportunities may open doors for additional satellite or neighborhood senior centers.

**YMCA**
The Sheridan YMCA is already a partner with the SSC in meeting the physical fitness needs of seniors. The YMCA boasts an incredible market penetration rate, reaching more than one-half of the entire Sheridan community!

**Sheridan College**
Sheridan College is currently providing community education and workforce training and development programs in partnership with the VA. They seem willing to consider similar programming partnerships with the SSC. Opportunities to work with the Wyoming Culinary program and the possibility of joint use of the Broadway Center could occur. Moreover, Sheridan College is willing to set aside special space to be designated for and used by seniors.
Sheridan Memorial Hospital
Wellness programs, chronic health management such as the program described earlier in this document, and in-home health care joint ventures are all possible partnerships to be explored with Sheridan Memorial Hospital.

Facilities

The SSC should consider purchasing the lot and facility that is currently rented from the Whitney Foundation for its administrative offices, and then expand the facility to create more office space.

Satellite or neighborhood senior centers may be the answer to the need for more space, without giving up the central location of the main facility. Development of neighborhood centers will also be much cheaper than trying to renovate the existing center, or trying to purchase more property in the high-priced commercial district downtown. In addition to adding expanded services, the SSC should consider creating neighborhood centers that add some amenities that are not present with the current facility, particularly outdoor space, a computer lab, exercise areas, art studios, more room for different indoor activities, and storage space.

The following map indicates some potential areas for SSC expansion with satellite centers:
City of Sheridan Street Map

Possible areas for new Satellite Centers

Current location of Sheridan Senior Center and Office

SSC Transit Facility

Sheridan College Whitney Center
245 Broadway

Possible area for new Satellite Center
There will be endless debate about whether the SSC should change its name. Regardless of that debate, it is critical that the SSC re-brand its image to promote a positive image. Perhaps a more active logo rather than the serene sketch of the outdoor mountain scene would be appropriate. No matter the name or location, it is clear that seniors would benefit from extended hours of operation, for transportation and other services. An occasional evening event such as Happy Hour or wine tasting, or perhaps an evening of pool or bridge, would allow the SSC to gauge the support for extended hours.

The SSC should have an energy audit completed in every facility, to find ways to conserve energy and lower costs. The Wyoming Business Council will help fund this sort of study, which typically is completed by engineers. Promotion of energy efficiency will save money by lowering utility bills, but it also the kind of project that attracts seniors who are environmentally and cost sensitive.

**Funding**

The Boomer generation is more affluent than any other generation yet. Many Boomers can afford to pay for the services they need or demand. However, to secure their money, the SSC must recognize that the Boomer generation loves to have choices, and so the SSC must become the provider of choice for the services it will provide.

There is a small gap (estimated to be $0.48 per meal) between the cost of each meal prepared at the SSC and the amount collected from those who are eating. If this deficit were to be addressed, the SSC’s core program becomes sustainable. There are many ways to increase program income. One way is to raise the suggested donation amount(s) by $0.50. This method might be more effective if patrons were informed that the average total cost of providing meals at the SSC is $8.00, so that they are aware they are getting a bargain.

Another recommendation would be recruit business sponsors for meals (at $5.00/meal), during which they are allowed to make a brief presentation (15 minutes). Those presentations could be reinforced with paid advertising on the SSC website and newsletter. For that matter, advertisements could be sold to any business for those communication tools.

The Sheridan Mini-Bus program also operates at a deficit (about $0.82 per ride). Increasing fees would help close this gap, but raising them by the full amount needed to close the gap would likely prevent some seniors from using the service. Perhaps additional sponsors could be secured by identifying the businesses that are regularly visited by the riders. The best way to improve revenues, however, is to find ways to eliminate the “dead head” trips that do not provide any revenues at all. Replacing or repairing the ineffectual scheduling software will be a key to improving efficiency and eliminating this waste. Another method of reducing dead head trips would be to coordinate the transit scheduling system with other transit providers.
Home delivered meals and services can help to prevent re-entry into a hospital, or even institutionalization. Likewise, transportation for seniors to make it to their medical appointments or to pick up prescription will improve a senior's independence and ability to remain in their own home. Daily exercises lead to better health, and lower health costs. These are valuable considerations to present to the local hospital, doctors and pharmacies, who may be interested in sharing the expense of such services.
IMPLEMENTATION

The SSC is to be commended for its proactive approach to continually improve its current operations and to prepare for the next generation of seniors. Some of the observations and recommendations are based on suggestions and intuitions of SSC staff and management, further underscoring the competence level of SSC employees and leadership. However, staff is stretched very thin right now, and maintenance of current programming is critical. Therefore, it is important to establish a prioritized process to begin implementing any of the recommendations above.

The SSC Board of Directors and management are capable of making the “right” decisions, based upon their passion for serving seniors and their collective business wisdom. As they make those decisions, they should be guided by the following values:

1. Decisions should always reflect the SSC mission, "to celebrate, embrace and serve older adults for the betterment of our community." The organization’s mission statement is the basis upon which to answer the question: We know we CAN do this, but SHOULD we?

2. Serving today’s seniors is just as important as serving the next generation of seniors, but the SSC must serve the needs of all seniors.

3. The SSC does not need to fundamentally change – it is doing a great job. Incremental changes driven to improve sustainability, however, are worth making.

Undoubtedly, there are other values and reasons to make decisions for the future of the SSC. However, the values identified above will ensure the continued success of the SSC’s mission.

Likewise, the SSC Board of Directors and management will want to continue their planning efforts to implement specific changes to SSC operations. To provide a starting point for discussion, the following priorities should be considered:

1. Communicate to seniors and the community the full $8.00 cost of every meal served. Even if no changes are made to the suggested donation amount, awareness will likely result in higher donations and support efforts to develop sponsors to help pay for the shortfall. The nutrition services program is the flagship of the SSC organization (and the most fundamental need for seniors) and thus should be the first area to improve.

2. Pursue a countywide transit authority. There are other transit providers in Sheridan County, and transportation is not inherently a service only for seniors. Yet,
the SSC is currently subsidizing the Sheridan Mini-Bus program. A transit authority could improve efficiency, generate its own funds, and actually enhance services to seniors. The money saved could then be used to finance other SSC programs (new and existing projects).

3. Continually consider new ways to cut costs and enhance revenues. Lean training (a company-wide program designed to teach management and staff to eliminate waste) would be an excellent start to trim expenses. On the other side of the ledger, the Development program is critical to SSC revenues, so it may be wise to cross-train and/or hire additional staff to assist with that program.

4. The activities program simply does not have enough room to meet the needs of all seniors. Pursuit of partnerships with Sheridan County (they have room in the new county annex), Sheridan College (they are offering space for seniors), and others in the community can ease the space shortage and improve SSC visibility in the community.

5. Consider going “all in” with the In Home Services by providing nursing care and extended hours. Alternatively, consider a partnership with another provider who can do these things. Without these extra services, the program will increasingly only be serving those seniors who have limited ability to pay for services. In the end, that direction will drain resources and threaten the program’s viability. However, with the extra services, program income will rise and more seniors can be fully served.

6. The Family Caregiver approach needs to be expanded to provide internal services for SSC staff. The current program does an excellent job providing services to the community, and the SSC would do well to recognize that its own family of staff and volunteers would benefit from counseling and other support for their own efforts to serve seniors.

7. Develop a new partnership with private providers, the YMCA, and the hospital to provide a chronic disease program. Program income from participants and private insurance should be sufficient for the effort, and it addresses one of the top needs for seniors. It is a natural fit for many partners, thereby increasing awareness of SSC operations throughout the community. Project SPUR may be the best lead partner in this new effort, particularly because its approach is based on face-to-face relationships, rather than education and phone contacts.

8. Look for opportunities to purchase a home to expand Day Break into residential neighborhoods. Funds are available from the Wyoming Business Council – Business Committed Program that can fund the purchase and remodel of an existing home (or construction of a new facility). The Sheridan community has demonstrated its support for the Day Break program, and it could very well be the SSC’s vanguard for creation of satellite centers outside of downtown Sheridan.
9. Working with other partners, develop a new message directed at the Boomer generation to become volunteers. They want to volunteer, and the SSC needs them to get involved right now.

This priority list is simply a suggestion for a starting point. If followed, the SSC will become a stronger senior center. Other priorities and programs might also achieve improvements, and so the SSC Board and staff should continue thinking entrepreneurially, always seeking new ways to deliver effective and efficient services.
CONCLUSION

The SSC is a great organization that wisely is looking for ways to get even better. The Boomer generation will stress the organization’s current capacity, but it will need to approach expansion and growth from a perspective grounded by their own mission. The SSC can do many things but needs to make certain to first ask if they should do it or is there another entity better suited to address the program? Partnerships will be critical to the long-term sense of community and sustainability desired by parties to this process. But perhaps most important, the passion and ability of current staff’s ability to meet the needs of seniors will provide the fuel for making positive changes in the lives of all Sheridan County seniors.

"Elders exist because they show us how to make a community. As we give to them, they give to us their wisdom, their experience, their affection. When we come together to meet their needs, we learn how to live as human beings. They instruct us in the art of caring. There is no more precious gift than that. The best communities are those most willing to pick up and carry the burden of their frailest elders."

- From In the Arms of Elders, by Dr. William H. Thomas
APPENDICES

- Tab 2 - Interview List, SSC Advisory Committee and Key Stakeholder Contacts
- Tab 3 - Public Participation Plan
- Tab 4 - Stakeholder Survey Results
- Tab 5 - Community Survey Results
- Tab 6 - Advisory Committee Polling Results
- Tab 7 - Potential Funding Sources