

1. What is Discretionary Funding?

Discretionary funding is a duly-appropriated sum of money in the Town's expense budget allocated to an eligible not-for-profit organization by the Selectboard and approved at Town Meeting.

2. What Types of Organizations May Receive Discretionary Funds?

Discretionary funds may only be allocated to not-for-profit; community-based social services providers. In order to receive discretionary funds directly, an organization must be incorporated as a not-for-profit and registered with the State of Vermont., unless exempt and have a Federal Employer Identification Number (EIN).

3. What Types of Organizations May Not Receive Discretionary Funds?

For-profit entities may not receive discretionary funds, except when the primary non-profit contractor subcontracts with a for-profit entity as part of the delivery of services. Such subcontracts, however, must be only an ancillary part of the program to be funded, not the primary basis for the discretionary award, and must be approved by the contracting agency.

4. What are the Restrictions on the Use of Discretionary Funds?

All public funds, however awarded, must be used for a Town purpose. In general, a Town purpose is defined as an activity or service that is open to all members of the public, regardless of race, creed, gender, religious affiliation, etc., without restriction, and which does not promote a particular religion.

Programs and services provided by religious or religiously-affiliated organization must be able to demonstrate that the program is open to non-members, is not a religious program, and does not promote the religion.

Closed membership groups, which are those to which membership is restricted or subject to eligibility based upon prohibited factors, may generally not receive funding.

Groups that serve a particular population, for example, those age 65 and above in a particular community; are not considered a closed membership group, as long as the program is open and accessible to all seniors in the community. Similarly, tenant organizations in public housing may also receive funding, as long as they provide equal access to all residents of the public housing units they serve.

Funds may only be allocated for a public purpose and may not support political activities and private interests.

5. How to Apply for Discretionary Funding?

All organizations that wish to receive discretionary funding must submit a "Request for Special Appropriations" application to the Town Manager. The application elicits information about an organization's experience, qualifications, and integrity, and the project or service for which the organizations is requesting support. The form is available on the Town website under DOCUMENTS, then, APPLICATIONS or by emailing Kathy Daub-Stearns, Administrative Assistant, at: kdaubstearns@richmondvt.gov . Deadline for submission is the end of the day, October 7, 2020.

Town of Richmond

Request for Special Appropriations

Request for Fiscal Year: 2022

Organization's Name: Age Well
Address: 875 Roosevelt Hwy Ste 210
City, State, Zip: Colchester, VT 05446
Website address: www.agewellvt.org

A. GENERAL INFORMATION

1. Program Name: Support and Services for Older Adults
2. Contact Person/Title: Emma Kaplan, Donor Services & Marketing Assistant

Telephone Number: 802-662-5275
E-mail address: ekaplan@agewellvt.org

3. Total number of individuals served in the last complete fiscal year by this program: 6,000+ individuals. Our Fiscal Year ended 9/30/19 and we are still finalizing data entry and analysis.
4. Total number of the above individuals who are Town residents: 80
Please, attach any documentation that supports this number.

Percent of people served who are Town residents: 1.3%

5. Amount of Request: \$2,000.00
6. Total Program Budget: \$6,519,905 Percent of total program budget you are requesting from the Town of Richmond: 0.03%

7. Please state or attach the mission of your agency: _____
To provide the support and guidance that inspires our community to embrace aging with confidence.

8. Funding will be used to:
 Maintain an existing program Expand an Existing Program
 Start a new program

9. Has your organization received funds from the Town in the past for this or a similar program? Yes

If yes, please answer the following:

- a. Does the amount of your request represent an increase over your previous appropriation? If yes, explain the reason(s) for the increase. No, we are asking same amount as last year's request
b. Were any conditions or restrictions placed on the funds by the Selectboard? No
If yes, describe how those conditions or restrictions have been met.

B. PROGRAM OVERVIEW

1. Statement of Need: Identify the issue or need that the program will address (use statistical data to justify the need for the program). To what extent does this need or problem exist in the Town of Richmond? _____

In FY 2020 (10/1/19-9/30/20) Age Well served 80 Richmond residents with the necessary support to manage their daily living needs, with the goal of keeping them active, healthy and independent. Our wide array of programs enhance quality of life and improve health outcomes. Access to food, transportation and services can be particularly challenging in a rural town like Richmond where we find the needs to be even greater, especially during COVID-19. Add info about HOW we've expanded and adapted our programs during COVID-19....

2. Program Summary:

a. Identify the target/recipients of program services. Specify the number of Town residents your program will serve during the fiscal year and explain the basis upon which this number is calculated. Indicate any eligibility requirements your program has with respect to age, gender, income or residence.

We estimate we will serve 88 next fiscal year, an increase from 80 in Fiscal Year 2020. As Vermont's aging population continues to expand so to will the need for our services. This pandemic has introduced many changes to how we provide our services, but has not changed people needing our service. We hope to return to normal soon, but in the meantime, we will continue to provide throughout our service area, including Richmond. Our programs and services are provided to those 60 years and older and their caregivers in our four county service area: Addison, Chittenden, Franklin and Grand Isle counties. Note: We do serve individuals under 60 years of age who qualify as Vermont Center on Independent Living (VCIL) recipients as they qualify for a variety of our services. We do ask for suggested for donations from clients, but no one is ever turned away if they cannot afford to make a donation.

b. Identify what is to be accomplished or what change will occur from participating in the program. How will people be better off as a result of participating in the program? Describe the steps you take to make the project known to the public, and make the program accessible and inclusive?

Age Well is the largest Vermont Area Agency on Aging, providing meals, care & service coordination, and nutrition to older Vermonters. Those who are provided services through Age Well will have increased access to healthy meals, in-home care, and community resources enabling them to remain healthier and more independent. Some highlights from this past year include:

- 15% more clients served at home this year as a result of COVID-19.
- 22% more meals were served this year due to COVID-19 pandemic with over 275,000 meals delivered.
- 95% of clients report our Meals on Wheels help them eat enough.
- 75% of Meal on Wheels clients say they feel more connected to their community as a result of the volunteer meal delivery and safety check
- 90% of Meals on Wheels clients say the meal and safety check help them stay at home.
- 85% of clients report that the assistance they've received from their Care &

Service Coordinator has improved their quality of life.

We market our programs and offerings through both earned and paid media as well as social media channels (Facebook, Twitter, Instagram, and LinkedIn). We track all our outreach efforts in order to maximize our return on investment and reach. In FY20, we have pivoted given COVID-19 to ensure we could still provide our essential services while keeping our clients, volunteers, and staff safe. During COVID-19, we increased our print ads in local publications, digital ads through Front Porch Forum, and online presence to ensure that older Vermonters knew our services were still available to support them.

3. Program Funding:

a. Identify how Town funds, specifically, will be used (i.e., funds will provide "X" amount of units of service.)

Town funds will help defray costs to provide services to residents of Richmond. For example, Care & Service Coordination costs \$75.12 per hour; Meals on Wheels costs \$6.50 per meal; and Community Meals cost \$5.00 per meal.

b. List the other agencies to whom you are submitting a request for funds for this program and the amount requested. How would this program be modified should revenues be lost?

Age Well submits town funding requests to the 50+ towns across four counties to help support Age Well's offerings in their town. The amount requested varies depending on the numbers of residents served from the specific towns between \$400 and \$6,000.

Age Well's diversified development initiatives help ensure that we avoid waitlists and continue the extensive suite of services to each and every resident. Should municipal revenues be lost, we will work to expand our other fundraising avenues such as direct mail, on-line campaigns, grants, and corporate giving.

C. ORGANIZATIONAL CAPACITY

1. Describe your agency's capability to provide the program including its history, previous experience providing this service, management structure and staff expertise. ___

Since 1974, we have been part of Vermont's Area Agencies on Aging, coordinating services and care for Addison, Chittenden, Franklin and Grand Isle Counties. In 2018, our Nutrition Coordinator was recognized as Vermont Dietitian of the Year and was appointed as a Dietitian Advisor to the Secretary of State of Vermont. Many of our staff have been with the organization for an extended period of time. As the largest and oldest Agency on Aging in the state, we are on the forefront in leading the way for our aging population.

In October 2018, Jane Catton, MSOL, BScN, RN, NE-BC, was appointed as Age Well's new Chief Executive Officer. She brings over 30 years of health care and administrative experience to this position. She holds a B.S. in Nursing degree as well as two Master's degrees; one in Health Care Administration and one in Organizational Leadership. She is a Board Certified Nurse Executive and holds additional certification in Health Care Quality. Jane has been active in supporting local health care partnerships and organizations, including advancing health reform initiatives through the Accountable Care Organization (ACO) within her local Health Service Area.

Our volunteer Board of Directors has expanded since last year, adding three more to our

roster, totaling 15. Our Board is made up of members from eight different towns, with diverse backgrounds, relevant experience, and each with a unique reason for joining. Meagan Buckley LNHA, a Richmond resident, has been a Board Member for Age Well since May 28, 2019.

We also have a volunteer Advisory Committee which is made up of members of the community and clients who provide direct feedback on our services.

2. How will you assess whether/how program participants are better off? Describe how you will assess program outcomes. Your description should include: what (what kind of data), how (method/tool for collecting the data), from whom (source of data) and when (timing of data collection). _____

- Care & Service Coordination satisfaction surveys are mailed quarterly
- Meals on Wheels clients are mailed satisfaction surveys twice a year
- We currently use ServTracker, Penelope, SAMS, and Refer databases to track, monitor, and analyze services provided
- As a OneCare affiliate, we also benefit from use of PatientPing to help us monitor client health outcomes

3. Summarize or attach program and or service assessments conducted in the past two years. _____

Please see attached a snapshot of the FY20 data report so far. Note: FY20 has just ended on 9/30/20 and we are still finishing data entry and analysis.

4. Does your organization have a strategic plan and a strategic planning process in place? _____ - If yes, please attach your plan.

Please find attached our finalized our strategic plan which has been approved by our Board of Directors.

The strategic plan should include a mission statement, goals, steps to achieve the goals, and measures that assess the accomplishments of the goals.

5. What is the authorized size of your board of directors? _____ 15 _____
How many meetings were held by the board last year? _____ 5 meetings were held in FY20. Due to COVID-19, in-person meetings were limited, but the Board was able to adapt and help several virtual meetings.

I, the undersigned, confirm the information contained herein is accurate and can be verified as such. I understand and agree that if the requested funds are approved, the disbursement of funds are subject to all conditions established by the Richmond Selectboard.

Signature of Applicant _____ *Emma Kaplan* _____ Date 10/5/2020 _____

_____ Emma Kaplan _____
Print Name of Applicant and Title



AGE WELLSM

CONFIDENT AGING STARTS HERE.

2019 IMPACT REPORT

HELPING OUR COMMUNITY AGE WITH CONFIDENCE

As the CEO and Board President of Age Well, and in partnership with our Board of Directors, we are thrilled to share the accomplishments made this past year to advance our mission and continue to meet the growing needs of those we serve.

With your support, Age Well provides opportunities for older adults and those with disabilities to live with dignity and independence in their homes and communities for as long as possible. *Programs include; nutritious and medically-tailored home-delivered meals, Care and Service Coordination, wellness classes, transportation services and much more. Each day, we work to help keep Vermonters healthy and in their homes. We are proud to be the state's largest Area Agency on Aging and Meals on Wheels provider, serving Addison, Chittenden, Franklin, & Grand Isle Counties.*

Our Strategic Plan will focus on five pillars, including:

- *Expanding wellness programming for the older adults we serve and Age Well employees*
- *Continued advancement of our financial health through new business development and prudent stewardship*
- *Leading as innovators with the implementation of new programs and technological advances*
- *Focusing on supporting advocacy and public policy for our aging population*
- *Playing a significant role in health reform efforts in Vermont and positively impacting the social determinants of health*

With your help, we are creating a community that supports and values people as they age in place.

Marianne Joan Lerner





OUR MISSION

To provide the support and guidance that inspires our community to embrace aging with confidence.

We aspire to use our Vermont experience to be a nationally recognized and collaborative leader in the aging network; promoting healthy aging, independence, dignity, and personalized choice for older adults.

OUR VISION

OUR SERVICES



HELPLINE: 1-800-642-5119

Where confident aging starts

- Information & Assistance
- State Health Insurance Program (SHIP)
- Community Referrals



STAYING HOME

Making it possible

- Care & Service Coordination
- In-home Volunteer Services
- Minor Home Repairs
- Friendly Visitor Volunteers
- Transportation



NUTRITION & WELLNESS

Food where you choose

- Home Delivered Meals
- Community Meals & Special Events
- Restaurant Ticket Program
- Nutrition Counseling
- Wellness & Safety Checks
- Falls Prevention & Tai Chi




CARE TRANSITIONS

Your path home

- Choices for Care
- Caregiver Support
- Options Counseling
- Benefits Enrollment
- Respite Care
- HomeMeds Medication Assessment



VISIT: [AGEWELLVT.ORG](https://www.agewellvt.org) TO SEE ALL OF OUR SERVICES

A photograph of three people practicing Tai Chi in a gymnasium. In the foreground, a woman with short grey hair is blurred, wearing a dark blue shirt. In the middle ground, a woman with long grey hair is in focus, wearing a light green patterned sweater, with her hands held in a Tai Chi gesture. In the background, a man with grey hair and glasses is wearing a bright yellow jacket and also practicing Tai Chi. The background is a plain, light-colored wall.

“Starting Tai Chi at 70 was one of the best decisions I’ve ever made. I AM MORE CENTERED PHYSICALLY AND MENTALLY, AND I FEEL LESS FEAR ABOUT AGING.”

-PEG, TAI CHI PARTICIPANT

EXPANDING WELLNESS

Falls are not a normal part of aging

91% of participants say Tai Chi improves their balance.



**MEETING PEOPLE
WHERE THEY ARE**
Support at home

Nancy in Jericho benefits from regular in-home visits with a Care & Service Coordinator, a volunteer visitor, and daily Meals on Wheels.

WHY WE DO WHAT WE DO *Health happens at home*



Approximately 26% of older Vermonters live alone
70% of Care & Service Coordination clients are low to moderate income



71% of Meals on Wheels recipients have a medical condition and
45% are unable to stand to prepare meals

- 69% of clients have a home visit at least once a month
- 87% report that assistance has helped improve their quality of life
- 88% of Meals on Wheels clients report they eat healthier because of the meals



WE CAN SERVE AN INDIVIDUAL MEALS FOR AN ENTIRE YEAR FOR THE SAME COST AS 1 DAY IN A HOSPITAL OR 10 DAYS IN A NURSING HOME.

YOU MAKE THIS HAPPEN

*help take care of those who
once took care of us*

WAYS YOU CAN GIVE

VOLUNTEER

Join our dedicated team of 900+ volunteers. Opportunities include: delivering Meals on Wheels, grocery shopping, transportation to appointments, budgeting assistance, friendly visits, and so much more. Volunteer as an individual, family, business, or community group.

DONATE

Whether one-time, monthly, or in honor of someone special, your tax-deductible gift supports our wide array of services - helping Vermonters to age well.

MARCH FOR MEALS

Our biggest fundraiser of the year, mark your calendars for our next campaign and gala event in March 2020.

PLANNED GIVING

Make us part of your legacy. Planned gifts help ensure the health and wellness of our aging population for years to come.





COMMUNITY CHAMPION

Scott Gaines has been delivering Meals on Wheels for over 20 years in Vergennes

“Volunteering is an escape from my day-to-day. **I LOOK FORWARD TO IT - IT IS THE BEST HOUR OF THE DAY YOU WILL EVER HAVE.**

Having been brought up in the area, I know many of the folks on my route - I've seen old school teachers and clients. I have a lot of fun. You develop a relationship and without a doubt, you're making a difference in these people's lives. Because they often do not have anyone else in their lives.

The older folks really appreciate your effort. I've heard over and over, 'thank you for bringing me the meal. But most importantly, thank you for spending a couple of minutes with me.'

IT MIGHT SEEM LIKE A LITTLE THING TO YOU, BUT IT CAN MAKE THEIR DAY.”



**LEARN ABOUT VOLUNTEERING:
[AGEWELLVT.ORG/GIVING-BACK](https://www.agewellvt.org/giving-back)**



THANK YOU FOR A GREAT YEAR

Many community groups, rotaries, businesses, police departments, families, and community members take the time to volunteer and generously donate. Thank you to our staff, volunteers, community partners, and donors for their commitment to helping people age well.



**YOUR SUPPORT CHANGES LIVES:
AGEWELLVT.ORG/GIVING-BACK**

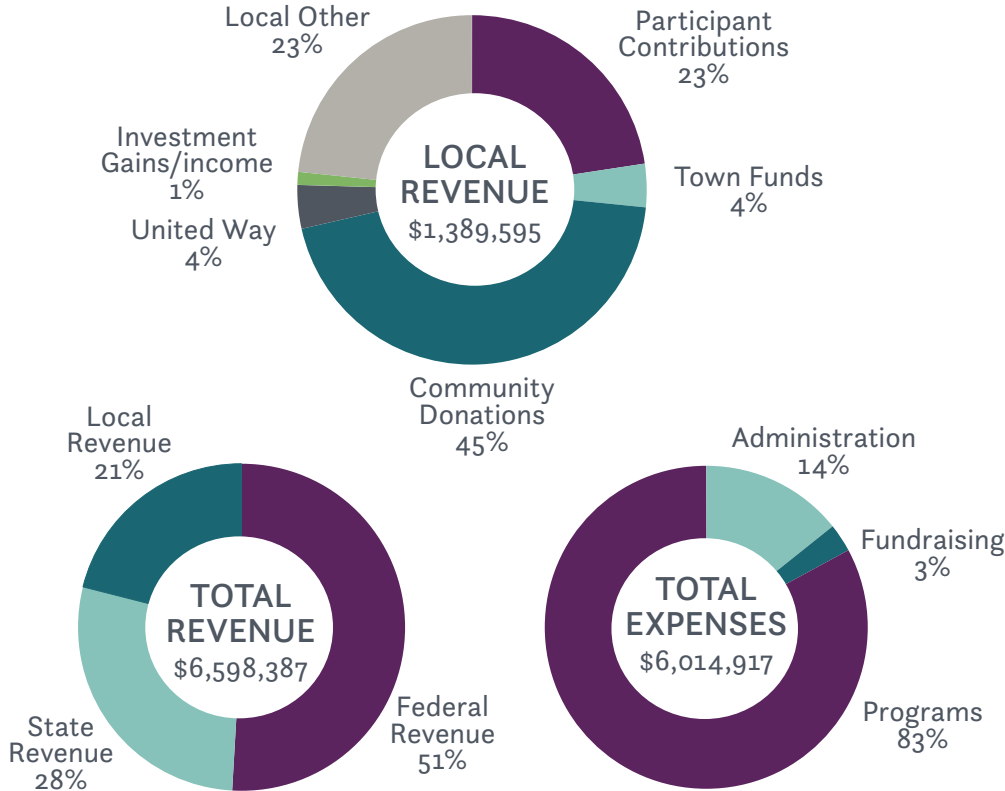
Over
980
incredible volunteers

Over
44,374
hours donated to help
seniors thrive

Over
214,019
miles driven to deliver
volunteer services

Over
1,100
rides to medical
appointments

REVENUE & EXPENSES



Fiscal Year 2018 financial summary, ending September 30, 2018.

Board of Directors

Joan Lenes, President
Former Legislator

Dr. Allan Murray Ramsay, Vice-President
People's Health and Wellness Clinic

John Davis, Treasurer
Davis & Hodgdon Associates

Sarah Gentry Tischler, Secretary
Langrock, Sperry & Wool

Susie Brooks, *White + Burke Real Estate Advisors*

Meagan Buckley, *Wake Robin*

David Carter, *People's United Bank*

Liz Gamache, *Community Supporter*

Anmarie Plant, *GHP Advisors*

Dr. Lynda Ulrich, *Fiddlehead Dental*

Ruth Wallman, *Community Supporter*

Carolyn Weaver, *The Weaver Team*

PROUD PARTNERS



Vermont
Association of
Area Agencies
on Aging



OneCareVermont



LET US HELP YOU AGE WELL.

Age Well is proud to collaborate with many community partners to create a network of services.

Follow us on Instagram & Facebook at @agewellvt to see what we're up too!
Photos by Karen Pike Photography.

SERVING NORTHWESTERN VERMONT SINCE 1974

Age Well is a 501(c)(3) nonprofit. Donations are tax-deductible. Tax ID: 22-2474636



agewellvt.org
Helpline: 1-800-642-5119

P 802-865-0360

F 802-865-0363

875 Roosevelt Hwy, Ste. 210
Colchester, VT 05446

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Strategic Plan

FY 2020 – FY 2022

(Year 1: FY 2020 ~ October 1, 2019- September 30, 2020)

(Year 2: FY 2021~ October 1, 2020 – September 30, 2021)

(Year 3: FY 2022~ October 1, 2021- September 30, 2022)

Version: April 26-19 (1), May 20-19 (2), June 25-19 (3), August 12-19(4), Sept 9-19 (5) FINAL

Approved by Age Well's Board of Directors September 19, 2019

Proprietary Information

Strategic Planning Process Overview:

In April of 2019, Age Well undertook a comprehensive strategic planning process with the assistance of Dolly Fleming, a Consultant Facilitator. This process directly involved the Board of Directors, Leadership Team with input from staff, volunteers, and community members.

The leadership team of Age Well provided an extensive review of population projections, demographic shifts, operational statistics, external forces, financial data, national benchmarks, results of stakeholder interviews, community needs and perceptions, social service and health care trends, and Age Well's Mission, Vision, and Values.

The assessment showed that our aging population in Vermont is growing rapidly, with the number of people over the age of 65 projected to increase by 16% by 2030. This mirrors national trends. In addition, we know that Vermont itself has the second lowest birthrate in the nation, which is declining, a trend we see reflected in our service areas, and that in the next 15 years the number of seniors over the age of 65 will outnumber those young adults aged 18 years of age or younger.

We heard from our Community partners and members; their overarching feedback reported that Age Well serves the population well in meeting the goals of our mission. Our clients and volunteers reported that they are appreciative of the work we do, and they find it helpful and rewarding in their own lives as they serve their communities and clients. Staff feedback was obtained through reflections on our current strategic pillars and this feedback was summarized for the Board and Leadership team. Opportunities overall include balancing mission with new growth, focusing on workforce and challenges faced, dealing with critical transportation issues, creating new programs to diversify our revenue streams and maintaining financial viability, while creating and sustaining a culture of engagement. Continued work on Wellness programing to support isolation and loneliness in our elders was highlighted as well as focusing on Wellness programing for our employees was discussed. Our presence in Grand Isle County was reported as 'invisible' therefore, this is an opportunity for strategic intervention. State funding and grant funding cut backs, the existence of the perceptions of 'competition for care management' and duplication of efforts in care coordination realms within our communities are all possible threats.

Leadership took that information and developed a draft of the strategic plan. This document was then reviewed with the Age Well Strategic Directions Committee of the Board, the full Board of Directors, the Staff, Age Well Volunteers and our Advisory Council. It (will be) was also discussed at Department Meetings, and All Staff Meetings. The input gathered on the draft was incorporated into the final document (to be) approved by the Age Well Board by September 30th of 2019.

Updating Age Well's Mission, Vision, and Values

Age Well's Mission, Vision, and Values (are being) were reviewed as part of the process to ensure the statements continue to communicate Age Well's purpose, future direction, and philosophy. Refinements were recommended and the following are the updated Mission, Vision, and Values:

Age Well's Mission

Age Well's mission is to provide the support and guidance that inspires our community to embrace aging with confidence.

Age Well's Vision

Age Well aspires to use our Vermont experience to be a nationally recognized and collaborative leader in the aging network; promoting healthy aging, independence, dignity, and personalized choice for older adults.

Age Well's Values:

- ***Our People:*** Promoting and maintaining a culture in which our employees feel their work is valued, supported, connected to purpose and inspirational.
- ***Financial Strength:*** We will create new means to support and maintain our financial strength so we remain sustainable for our future.
- ***Advocacy and Leadership in the Aging Network:*** Embracing advocacy and advancing leadership for positive change at the federal, state and local levels to continue to provide creative, flexible and evolving choices.
- ***Innovation:*** We will advance creative solutions and innovations focused on managing the social determinants of health and other barriers that influence the populations we serve.
- ***Community Collaborations and Partnerships:*** Collaborating with community partners and peers to promote and support client independence, overall population and health and wellness; through strategies that address the social determinants of health.
- ***Integrity, Knowledge, Confidence and Compassion:*** We will advance our mission with integrity, knowledge, confidence and compassion; always.

Critical Issues & Strategic Initiatives:

Based on the findings of the Environmental Assessment and discussions during the planning process, five critical issues were identified as top priorities to be addressed, with linkages to our Strategic Indicators and dashboard.

- **Culture and Wellness:** Age Well will respond to the needs of our staff, volunteers and client population through a fully engaged organizational culture and a mission of excellence. We will develop programs that support health and wellness in our staff and the populations we serve. (This is tied to our “People” outcomes).
- **Financial Vitality:** Age Well will actively participate in social and healthcare reform efforts while creatively adapting to the changing regulatory/reimbursement environment to preserve our ability to provide services for Older Vermonters. We will be creative in seeking alternative revenue streams to diversify our financial strength for the future while developing an improved “Culture of Giving”. (This is tied to our “Financial Vitality” outcomes).
- **Engaged, Vibrant, Effective Governance:** Age Well will embark on improving our Governance structures and processes to continue to develop an engaged, vibrant and effective Board of Directors and Leadership team. (This is tied to our “People” outcomes).
- **Innovation and Technology:** Age Well will continue to develop and invest in robust technology to support future creative innovations that will serve our elders in new ways. (This is tied to our “Efficiency/Value” outcomes).
- **Public Education, Advocacy and Policy:** Age Well will continue to advocate for our mission and the ongoing support of our older Vermonters, through specific public education programs, new business collaborations, including ongoing and visible advocacy. We will be leaders in advancing public policy that supports our Older Vermonters through the standards and goals of the Older American’s Act. (This is tied to our “Financial Vitality” outcomes)

Strategic Initiatives were then identified to address each of the Critical Issues. Each Strategic Initiative will be assigned: a priority level based on its anticipated impact; a Leadership Team member carrying primary responsibility for its implementation; an anticipated completion date. That detail is reflected in the planning grids which begin on page 6 of this document.

Strategic Indicators & Goals for 2020-2022

Age Well has identified a small group of critical high-level measures which serve as the Strategic Indicators of overall organizational performance. These are grouped into the categories of: People, Finance, Quality/Satisfaction, Efficiency /Value. For the FY2020-2022 Strategic Plan, we have identified specific goals for each of the Strategic Indicators that we believe we must achieve by the end of each Fiscal Year. Where applicable, we have also identified the relevant national benchmark to provide additional perspective. These measures are reported to the Board on a regular basis to facilitate the tracking of progress and organizational performance. They are included in this plan on the Dashboard of Strategic Indicators, found on page 10 of this document.

Age Well’s mission is to provide the support and guidance that inspires our community to embrace aging with confidence.

Critical Issues & Strategic Initiatives

<i>Top Critical Issue: Culture and Wellness</i>	<i>Strategic Initiatives:</i> Age Well will respond to the needs of our staff, volunteers and client population through a fully engaged organizational culture and a mission of excellence. We will develop programs that support health and wellness in our staff and the population we serve. To do this, Age Well will:	<i>Priority (H=High M= Med L= Low)</i>	<i>LT Member With Primary Responsibility</i>	<i>Target Date</i>	<i>Actual Completion Date</i>
Tasks/Tactics	Promote a culture of engagement; focusing on transparency, trust and integrity through consistent, open communications and recognition strategies that are multi focal and inclusive.	H	Jane Jason	Dec 2019	
	Develop and implement a new wellness program strategy for Vermont elders to promote population health.	M	Jane Chris	Dec 2020	
	Develop and implement a purposeful and deliberate wellness strategy for Age Well as an organization.	H	Jane Chris Jason	Jan 2020	
	Develop and implement a purposeful and deliberate staff development and training program.	H	Jane Jason Erica	Jan 2020	
	Plan and develop a strategy for a “Center for Positive Aging”.	M	Jane Chris Tracey	April 2021	
	Implement the strategy for a “Center of Positive Aging”	M	Jane Chris Tracey	Sept 2022	

<i>Top Critical Issue:</i> Financial Vitality	<i>Strategic Initiatives:</i> Age Well will actively participate in social and healthcare reform efforts while creatively adapting to the changing regulatory/reimbursement environment to preserve our ability to care for Older Vermonters. We will be creative in seeking alternative revenue streams to diversify our financial strength for the future while developing an improved “Culture of Giving”. To do this, Age Well will:	<i>Priority</i> (H=High M=Med L=Low)	<i>LT Member With Primary Responsibility</i>	<i>Target Completion Date</i>	<i>Actual Completion Date</i>
Tasks/Tactics	Create cost or efficiency savings by continuing process optimizations and innovations, using process improvement, and system redesign and alignment.	H	Amy Martin	Sept, 2020	
	Develop multi-year Financial Plan based on Strategic Plan.	M	Jane Amy	Mar 2021	
	Continue to ensure systems are responsive to external regulations and audits through new compliance, process improvement /quality assurance systems.	M	Jane Martin	Sept, 2020	
	Implement Endowment/Planned Giving Programs.	H	Jane Sara Amy	April 2020	
	Enhance Development/Grants functions with targeted financial goals.	H	Sara Amy	Jan 2020	
	Target and Implement new Business Development to improve diversification of revenue sources in order to support Age Well programs.	M	Jane Tracey Amy	Sept 2020	
	Target and leverage our annual One Care attributions for Age Well and meet/exceed new payment model financial outcomes.	H	Erin Amy	Sept 2022	

<i>Top Critical Issue: Engaged, Vibrant and Effective Governance.</i>	<i>Strategic Issues:</i> Age Well will embark on improving our Governance structures and processes to continue to develop an engaged, vibrant and effective Board of Directors and Leadership team. To do this, Age Well will:	<i>Priority (H=High M=Med L=Low)</i>	<i>LT Member With Primary Responsibility</i>	<i>Target Completion Date</i>	<i>Actual Completion Date</i>
Tasks/Tactics	Actively and purposefully engage in robust Board recruitment and target new Board members from all four (4) counties that we serve, including those with more diverse backgrounds and cultural expertise.	H	Jane	Sept 2020	
	Develop and enhance the Culture of Giving by the Board of Directors through best practice strategies: <ul style="list-style-type: none"> • Board Fundraising/Development education programming • Conference engagement • Targeted Development focus areas and Board assignments 	H	Jane Sara	Sept 2020	
	Develop and implement a robust Board of Directors Education and Development plan guided by the annual Board self-evaluation outcomes.	H	Jane	Sept 2020	
	Create and implement a robust Board of Directors Compliance program including new Board of Directors governance policies.	M-H	Jane Martin	Sept 2020	
	Develop and implement a robust Leadership Development plan.	M	Jane Jason	Sept 2020	

<u>Top Critical Issues:</u> Innovation and Technology	<i>Strategic Initiatives:</i> Age Well will continue to invest in new technology to support future creative innovations that will serve our elders in new ways. To do this, Age Well will:	<i>Priority</i> <i>(H=High</i> <i>M=Med</i> <i>L=Low)</i>	<i>LT Member</i> <i>with Primary</i> <i>Responsibility</i>	<i>Target</i> <i>Completion</i> <i>Date</i>	<i>Actual</i> <i>Completion</i> <i>Date</i>
Tasks/Tactics	Complete optimization of the Penelope Software program.	H	Erin Martin	April 2020	
	Plan for and implement Phase II and III of Penelope Software program.	H	Martin Chris Erica	Sept 2021	
	Continue to develop integration strategies for technology platforms while continuing to sunset older/obsolete technology.	M-H	Martin	Sept 2021	
	Create and implement an IT strategic plan.	M	Martin	Sept 2021	
	Develop and execute department and organizational level dashboards with metrics for outcome management and measurement.	M	Martin	March 2021	
	Advance at least 2 new innovative strategies per year that address the social determinants of health (SDOH) for our clients in these categories: <ul style="list-style-type: none"> • Reducing social isolation through intergenerational programs • Supporting innovative transportation programs • Enhancing health and wellness or access to services through partnership with clinical or community based entities • Addressing nutritional and food security status • Creation of intellectual and cultural activities and events (daytime) 	H	Martin Erin Chris Erica	Sept 2022	

<i>Top Critical Issue: Public Education, Advocacy and Policy</i>	<i>Strategic Initiatives:</i> Age Well will continue to advocate for our mission and brand to support our elder Vermonters, through specific public education programs including ongoing and visible Advocacy. We will be leaders in advancing public policy that supports our Older Vermonters through the standards and goals of the Older American’s Act. To do this, Age Well will:	<i>Priority (H=High M=Med L=Low)</i>	<i>LT Member With Primary Responsibility</i>	<i>Target Completion Date</i>	<i>Actual Completion Date</i>
Tasks/Tactics	Advance and lead Community Outreach and Business Development efforts in order to build and support new relationships through connections to our local and legislative communities.	H	Jane Tracey	Sept 2020	
	Target legislators in the age group of our Age Well Clients: e.g. Older Vermonters Caucus, and younger legislators to create a sustained, visible presence at the State house to advocate for AAA critical issues, including financial support and vitality.	H	Jane Tracey	May 2020	
	Cultivate and train volunteers and staff as policy advocates.	M-L	Tracey Erica	Jan 2021	
	Lead in the development of a strategic plan for the V4A- to enhance alignment on policy, advocacy, fiscal stewardship and outcomes.	H	Jane	Dec 2019	
	Leverage Action Circles through new strategies at V4A to better support policy outcomes.	H	Jane	Dec 2019	

Attachment A: Dashboard of Strategic Indicators

People	Current Data (as of 4/1/19)	Goal for 2022
Employee Turnover Rate		< or = 28% per year
Care and Service Team Engagement		➤ Or = 70%
Board of Directors Engagement		➤ Or = 90 % Engaged
Finance	Current Data (as of 4/1/19)	Goal for 2022
Net Operating Margin		➤ Or = Budgeted Margin (1.5%)
Days Cash On Hand		➤ Or = Budgeted Days Cash (45 Days)
% of Legislative Bills Accepted and Funded		100%
Quality/Satisfaction	Current Data (as of 4/1/19)	Goal for 2022
Senior Satisfaction Rates with MOW “Good to Excellent”		➤ Or = 90%
Volunteer Retention Rate		➤ Or = 90%
Number of new clinical entity and / or payer collaborations that address SDOH outcomes		➤ Or = 2 /year
Efficiency/Value	Current Data (as of 4/1/19)	Goal for 2022
Total number of Innovations Completed		➤ Or = 2/year
Advance Leadership in V4A		# Pooled resources/ contracts # of Combined BOD AAA Engagements

Age Well’s mission is to provide the support and guidance that inspires our community to embrace aging with confidence.

MEALS ON WHEELS IMPACT

FY20 Participant Survey Results



1,900 individuals served
275,000 meals delivered



92% report Meals on
Wheels helps maintain
social distancing during
COVID-19



95% report they have
enough to eat because of
Meals on Wheels

THE NEED

8% don't know how to cook
16% have no transportation
to buy food
45% are unable to stand to
prepare meals
71% have a medical condition

HEALTH IMPACT

76% now achieve and
maintain a healthy weight
86% feel better
84% notice improved quality
of life
90% are able to stay at home

SOCIAL IMPACT

63% find the safety check to
be important to them
75% feel more connected to
their community
85% look forward to seeing
the volunteer driver

WHAT PARTICIPANTS HAVE TO SAY

95% look forward to receiving Meals on Wheels

"Meals on Wheels has helped me stay out of the hospital or nursing home and greatly improved my quality of life. I am really grateful."

"I live alone and my recent kidney transplant really took the wind out of my sails. I've been on Meals on Wheels for a few weeks now and it's been a big help."

"Your program is wonderful. If I didn't get food, fuel and medical assistance, I don't know what I would do."

86% rate the Meals on Wheels program good to excellent





agewellvt.org
Helpline: 1-800-642-5119
P 802-865-0360
F 802-865-0363
875 Roosevelt Hwy, Ste. 210
Colchester, VT 05446

October 7, 2020

BOARD OF
DIRECTORS:

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(Board President)

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Sarah Russell

Sarah Gentry Tischler

Susan Thompson

Dr. Lynda Ulrich

Ruth Wallman

Carolyn Weaver

Town of Richmond
PO Box 285
Richmond, VT 05477

For more than 40 years, Age Well (formerly CVAA) has provided services and support that allow seniors to stay independent, and remain healthy at home, where they want to be. We excel at integrating community resources, health services, and wellness programs to enhance and improve the quality of life for older adults. We have continued to support older Vermonters during COVID-19, with over 500 individuals signing up for meal deliveries as they self-isolate. Our continued daily meal deliveries have become a key lifeline.

Thanks to past support from the Town of Richmond, we have been able to offer care & service coordination, Meals on Wheels; community meals; wellness programs; social activities; transportation services; expertise on Medicare, insurance, and long and short-term care options; and a Helpline to Richmond residents.

Vermont is ranked as the second "oldest" state in the country and the population of seniors is only expected to grow. The state's senior population is expected to nearly double in the next fifteen years. Older adults living in rural areas have less access to healthcare, including specialized healthcare, and the services tend to be more costly than those provided in metropolitan areas. Overwhelmingly, Vermonters want to grow old in their own homes, Age Well provides the services and support to ensure that is a possibility.

We are writing to request continued support from the Town of Richmond in the amount of \$2,000.00. As a non-profit, most of our services are provided at no charge and we rely on donations and town funding to continue to help our aging population access services and receive the support they deserve. We thank you for your past support for our programs and services. Your support this year ensures that we are able to continue to provide life-changing services to all those in need during this pandemic.

If there are any questions regarding our programs or services, please do not hesitate to contact me. Thank you for your time and consideration.

Sincerely,

Sara Wool, Director of Development & Planned Giving



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TOWN OF RICHMOND REPORT

FY 2020 (10/1/2019 - 9/30/20)

Last year, Age Well served 81 people from Richmond, services included:



54 calls to the Helpline



102 hours of Care & Service Coordination



3,108 Meals on Wheels delivered
23 Congregate Meals served



18 hours of Options Counseling

35 Richmond residents volunteered over **560** hours

IMPACT

1 YEAR of Meals on Wheels equals roughly the same cost as one day in a hospital.

86% say Meals on wheels makes them feel more safe and secure.

92% say it helps maintain social distancing during COVID-19.

ABOUT AGE WELL

Age Well, formerly CVAA, are the leading experts and advocates for the aging population of Northwestern Vermont. We believe that health happens at home and focus on lifestyle, happiness and wellness—not on age. Since 1974, we have been part of Vermont's Area Agencies on Aging, coordinating services and care for Addison, Chittenden, Franklin and Grand Isle Counties.

Committed to helping individuals age well, we reduce barriers by providing access to healthy meals, in-home care and community resources. Delivered by staff members and over 1,000 incredible volunteers, our sought-after services are designed to meet the diverse needs of our clients, their families and caregivers.

We do not charge for services provided. As a nonprofit, we rely on donations and encourage clients to contribute if they are able to do so.

MISSION: TO PROVIDE THE SUPPORT AND GUIDANCE THAT INSPIRES OUR COMMUNITY TO EMBRACE AGING WITH CONFIDENCE.