Senior Services Center Strategic Plan
Executive Summary

In June 2002, the staff of the Senior Services Center (SSC) began working with an Executive Committee to develop a strategic plan for fiscal years 2004-2009. The planning process was initiated in preparation for the new Community Center and to assist Livermore Area Recreation and Park District (LARPD) with planning for the demographic shift that will occur in the 21st Century.

The planning process included meetings with staff, groups representing participants, non-participants, youth, local agencies serving seniors and working adults.

A one day retreat with staff and the executive committee resulted in the 5 year, 3 year, and 1 year goals as well as a set Core Values. Subsequent meetings explored planning areas, goals and objectives. Decisions were made on a consensus basis.

Implementation of the first years’ objectives would begin in the fiscal year 2004-2005. Objectives were developed in each of the identified planning areas; 1) programs and services, 2) outreach to seniors, and 3) relating to the community. Time lines for key tasks to meet the objectives allow for transitioning into the new Community Center.

It was agreed upon that a strategic plan review committee would be formed to provide clarification, make adjustments as needed, review progress and re-evaluate completion dates. Staff and several executive committee members would be included on this committee.

Kathleen Quinlan of Quinlan, Gaston, Huey and Associates facilitated the strategic plan process with eleven executive committee members and six Senior Services Center staff members.

INTRODUCTION

Purpose

The Senior Services Center (SSC) initiated a strategic planning process in order to guide planning for future programs, services and staffing levels. Our focus was on how the SSC will develop after it has moved to the new Community Center; therefore, the time frame for this plan begins in fiscal year 2004 – 2005 continuing through 2008 - 2009. We wanted to develop our vision for the future and determine the goals that would help achieve the vision. We saw value in creating a plan that would guide our progress.

Several factors pointed to the need for thoughtful planning for the future. Nationally, our population is aging and this is reflected in the community of Livermore, as well. The senior population has increased in the last twenty years and seniors are living longer than ever before. This results in a demographic group that spans four decades.
We understand that with the demographic shift the needs of the senior community are changing.

We also recognized that the impending move of the Senior Services Center to the Community Center provided us with an opportunity to reflect on what that might mean for programs for seniors. We anticipated some significant changes as a result of being integrated into a facility that serves the whole community. This move will be an important benchmark in the Senior Services Center’s history and we thought it was important to support it through careful planning.

We anticipated that we may want to seek increased funding through grants as we continue to grow and expand. We felt that a strategic plan will increase our effectiveness in seeking additional sources of support.

Planning Process

The staff of the Senior Services Center worked with an Executive Committee to develop the plan. The committee included stakeholders of the Senior Services Center community. Members included both younger and older seniors, participants and instructors in the Center’s programs, and professionals who work in various senior services areas. The committee met on a regular basis over a six-month period, from June to December, 2002. In addition to regular meetings, the group held a one-day retreat on September 7. An organizational planning consultant facilitated the strategic planning process.

The committee’s work was informed by input from more than 60 people. This group included: seniors (current participants in SSC programs and non-participants in SSC); adults younger than seniors; youth; staff from other local agencies that serve seniors; and the SSC staff. The research included focus groups, questionnaires and interviews.

MISSION STATEMENT

The Livermore Area Recreation and Park District Senior Services Center strives to be the community focal point for senior services and programs since 1970. We will provide recreational, educational and social activities, an extensive information and referral service, a nutrition program, counseling, in-home assistance and coordination of services with other agencies serving Tri-Valley persons 50 years of age and over.

CORE VALUES
We believe a supportive community environment is one where:

Seniors are recognized as a valuable asset

Seniors have the opportunity to contribute and expand their talents and knowledge

Seniors strengthen our community and benefit personally by their involvement

Seniors have access to a full spectrum of services, including social, emotional, educational and recreational opportunities appropriate to their unique needs and interests

Seniors are treated respectfully and with dignity

Seniors of all economic circumstances are served.

The core values have a subset of beliefs that support the general statements. The committee unanimously recognized the value of seniors to the community through their links to our heritage and history. We recognized there are many ways to learn from them and for them to share. Their involvement in the community through intergenerational and cross-cultural experiences enriches and strengthens the community as well as benefiting the seniors. The interfacing of all ages, abilities, races, cultures and economic levels is an underlying premise of the core values.
Funding and support

The Senior Services Center (SSC) was founded in November, 1969 by Lillian Snorf, a social worker. Originally funded by the County of Alameda, the Center started operation in a store front. Shortly after its inception, Livermore Area Recreation and Park District (LARPD) provided operating and office space in the Recreation Center.

After Proposition 13 was passed, the County of Alameda terminated funding for the program. Volunteers kept the office going on a part-time basis in the Recreation Center for about a year until LARPD became the sponsor of the Senior Services Center.

LARPD began funding the program with one part-time staff person. By 1987 the program was funded to operate five days a week from 9:00 a.m. to 5:00 p.m., with one full-time and two part-time staff. Programming was expanded to include more recreational activities and the services and programs were free. Part-time staffing was expanded until 1993.

In 1993, there was a major reduction in funding and it became necessary to reduce hours of service and charge fees to cover necessary costs. Grants were used to fund positions and building renovations. Currently, staffing includes the Senior Services Supervisor (full time) and five part-time staff, whose positions range from approximately one-third time to three-quarters time.

At this time, the main funding for Senior Services is the Livermore Area Recreation and Park District. Individuals, community groups, and businesses support the Senior Services Center through donations. An arrangement with Las Positas College brings in substantial revenue.

Services and programs

From the beginning a wide variety of services were provided. Information and referral; escort services to medical appointments; distribution of fresh fruits and vegetables to low-income seniors; home calls; employment referral for workers to assist seniors; counseling; crafts, travel groups, and other club activities; and health clinics were listed as SSC programs in a report written by founder Lillian Snorf in 1978.

Since that time services and programs have been developed and modified to meet the needs of the senior participants. Programs, classes, and activities have been added and deleted as interest and feasibility have warranted.
In 1982, a pilot adult day care program, the Friendship Center, was begun. It operated at the Center until 1992, when a licensed adult day care program began at another location. In 1989, the in-home assistance program was staffed full time due to the number of inquiries for service. Since then there has been a drastic change as a result in the increase of for-profit home health agencies. Due to funding restrictions, this program has been restructured.

In 1995, the SSC entered into an agreement with Las Positas College to receive a usage fee for the Quest classes which are offered at the SSC.

Currently, the Center offers a wide variety of programs and services, some of which are sponsored in partnership with other agencies: information and referral, counseling, employment registry, homeowners and renters assistance, tax assistance, telephone reassurance, health clinics, legal assistance, health insurance counseling, congregate meals. BART, Dial-A-Ride tickets, and Wheels passes are available in the SSC office. Billiards, card groups, special events, venture trips and presentations by community professionals are popular. Individual and family consultations are also an integral part of the SSC’s service. Specific programs such as Friday Group, Ring-A-Day, Christmas baskets, Christmas Lights Tour and the Wiesner Memorial Fund are targeted for seniors with special needs.

The Senior Services Center serves about 2,500 persons per month. People 50 years of age and older, caregivers and families with aging members utilize these services. Approximately four percent of the participants are 45 – 50 years old; 21 percent are 51 – 60 years old; 41 percent are 61 – 70 years old; 26 percent are 71 – 80 years old; and eight percent are 81 years or older. Ninety percent of participants are Livermore residents, seven percent are Pleasanton residents and the remaining three percent are equally divided among residents of Dublin and San Ramon.

The facility has changed and grown to meet the needs of the program. In 1978, a room was added for program activities. Also, in the late 1970’s, federal grant money made possible the addition of a room to accommodate the start of the meal program. In 1992, a major renovation took place in the lobby and hallways. In recent years, Community Development Block Grants have been employed for a variety of renovations, including kitchen appliances, lighting improvements, ceiling fans, cabinetry, and other lunchroom renovations.
FIVE YEAR VISION

We developed a vision for the Senior Services Center that will be fully implemented within five years after it moves into the Community Center. We considered five questions to guide our thinking:

1. Whom will we serve?
2. How will we define “senior?”
3. How will the SSC interface with the other programs and populations at the Center?
4. How will we meet the specific needs of seniors?
5. How will the larger community relate to the SSC?

1. Whom will we serve?

We agreed that our vision for whom we will serve is all-inclusive:

- Seniors with varied backgrounds
- Seniors with special needs
- Seniors representative of the demographics of the community, i.e., in balance with the community of Livermore
- Seniors with a wide age span

2. How will we define “senior?”

We defined “senior” very simply:

- Anyone 50 years or older

3. How will the SSC interface with the other programs and populations at the Center?

We realized that moving into the Community Center will present rich opportunities and will also call for careful planning, given the particular needs of the senior population.

- There will be opportunities to participate in multi-age activities
- We will recognize seniors’ needs to safely and successfully participate in activities (for example, there may be a need to adapt physical activities)
- We look forward to a partial shift in focus from senior activities to a broader spectrum of age-group participation
- There will be adequate resources for programs
- With the opportunity to relate to other populations in the Center we envision that there will be “porous” borders, as well as the chance to retain an identity as a senior group
4. **How will we meet the specific needs of seniors?**

We recognized the importance of attending to the needs of seniors:

- We will approach programs and services keeping in mind the present and future needs, abilities, and interests among seniors

5. **How will the larger community relate to the SSC?**

In reviewing the five year vision we also considered how the community might relate to the SSC:

- The community will identify the SSC as the place to go for services for the older population

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**THREE YEAR GOALS & STRATEGIES TO ACHIEVE THE GOALS**

We identified these areas for setting goals to be achieved three years after starting operation at the Community Center:

1. Programs and services (meeting needs, abilities, and interests of seniors)
2. Outreach to seniors
3. Relating to and communicating with the larger community:
   - other agencies, e.g., police, Community Resources for Independent Living
   - the general public
   - children of seniors
   - businesses
4. Relating / interacting with others at the Community Center

Within each planning area we developed strategies to achieve the goals.

1. **Planning Area: Program and services (meeting needs, abilities, and interests of seniors)**

   **Goal One:** Offer a variety of classes and programs to meet the diverse interests of the senior population

   **Strategies**
   - Identify what programs seniors are interested in and what they would request
   - Identify and seek funding sources to provide requested programs
   - Expand hours and arrange for adequate space in the Community Center
**Goal Two:** Develop and expand partnerships with outside agencies to provide increased services at the Center

*Strategies*
- Meet with currently under-represented agencies to discuss increasing services at the Center
- Get input from seniors about what services they would like to have
- Expand hours

2. **Planning Area: Outreach to Seniors**

**Goal One:** Have a marketing and outreach plan to reach seniors throughout the community

*Strategies:*
- Develop activities that will introduce seniors from throughout the community to the new Center
- Create a volunteer / staff committee to educate the community about services and activities at the new Center

3. **Planning Area: Relating to and communicating with the larger community**

**Goal One:** Develop active advocacy processes and strategies for seniors

*Strategies*
- Identify seniors and others who are interested in being active participants in advocacy
- Research other successful advocacy efforts
- Identify issues that require advocacy

4. **Planning Area: Relating / interacting with others at the Community Center**

After discussion, we recognized that it would be impractical for this group to set goals in isolation. We developed several recommendations for consideration by the various groups that will make up the Community Center. These recommendations can be found in Appendix C.
YEAR ONE IMPLEMENTATION PLAN

The first year of implementation for the strategic plan will be fiscal year 2004 – 2005, shortly after the SSC moves to the Community Center. We anticipate that there will be a great deal of time and resources devoted to making a smooth transition. Therefore, we deliberately designed the objectives for the first year of implementation on a modest level, understanding that as the transition to the Community Center is completed there will be opportunity for more ambitious planning in Year Two. The Year One objectives are designed to move us toward achieving the three year goals.

PLANNING AREA: PROGRAMS AND SERVICES

Three Year Goal: Offer a variety of classes and programs to meet the diverse interests of the senior population.

We recognize that seniors have a variety of different needs based on many factors, including: ability, culture, age and economic circumstances. We want to meet seniors’ needs with both classes and programs, including social services.

Year One objectives

1. Explore expanding intergenerational programs.

<table>
<thead>
<tr>
<th>KEY TASKS</th>
<th>STAFFING</th>
<th>COMPLETED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Meet with teen program and youth program staff</td>
<td>Staff</td>
<td>December 2004</td>
</tr>
<tr>
<td>B. Assess feasibility of planning a specific future activity with one or both of these groups</td>
<td>Staff</td>
<td>December 2004</td>
</tr>
</tbody>
</table>
2. Offer two new classes.

<table>
<thead>
<tr>
<th>KEY TASKS</th>
<th>STAFFING</th>
<th>COMPLETED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Survey to determine classes of interest to</td>
<td>Staff &amp; volunteers</td>
<td>March 2005</td>
</tr>
<tr>
<td>populations such as younger seniors and men</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Find instructors</td>
<td>Staff &amp; volunteers</td>
<td>June 2005</td>
</tr>
<tr>
<td>C. Schedule classes</td>
<td>Staff</td>
<td>June 2005</td>
</tr>
</tbody>
</table>

**Budget Impact:**
Overall budget impact for year one objectives in this section is $1000. Expenses associated with the survey will consume the majority of the funds needed to accomplish the objectives. Assumptions were made that volunteers will be utilized to minimize the extra staff time that will be needed. Volunteers will be assisting with administering the survey, data input and analysis.
PLANNING AREA: PROGRAMS AND SERVICES

Three Year Goal: Develop and expand partnerships with outside agencies to provide increased services at the Center

Our intention is to broaden our service base and be even more responsive to the needs of seniors and their families. We currently have partnerships with outside agencies and we think there may be potential for some of them to expand their services. Additionally, we will seek new partners.

Year One objective

1. Contact at least four agencies to see if they are interested in partnership.

<table>
<thead>
<tr>
<th>KEY TASKS</th>
<th>STAFFING</th>
<th>COMPLETED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Develop a list of agencies</td>
<td>Staff &amp; volunteers</td>
<td>December 2004</td>
</tr>
<tr>
<td>B. Develop criteria to determine appropriate agencies</td>
<td>Staff &amp; volunteers</td>
<td>March 2005</td>
</tr>
<tr>
<td>C. Contact at least four agencies</td>
<td>Staff</td>
<td>June 2005</td>
</tr>
</tbody>
</table>

Budget Impact:
Overall budget impact is $300, with the assumption that some of the work will be incorporated into existing workloads and some meetings will be held to coordinate criteria with the overall facility guidelines, revenue concerns, etc. The Senior Services Center has a long history of partnering with other agencies to provide services to the seniors.
PLANNING AREA: OUTREACH TO SENIORS

Three Year Goal: Have a marketing and outreach plan to reach seniors throughout the community.

We see an opportunity to reach new seniors with the move to the Community Center. In addition to reaching seniors in traditional ways, we recognize the potential to reach seniors through other avenues, such as family members who may participate in Community Center activities. We will have a standardized set of materials and guidelines for outreach presentations. This will make the outreach effort uniform and allow inclusion of volunteers, as well as staff.

Year One objectives

1. Develop a presentation packet and guidelines for community presentations.

<table>
<thead>
<tr>
<th>KEY TASKS</th>
<th>STAFFING</th>
<th>COMPLETED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Determine contents of the packet</td>
<td>Staff &amp; volunteers</td>
<td>September 2004</td>
</tr>
<tr>
<td>B. Determine presentation guidelines</td>
<td>Staff</td>
<td>December 2004</td>
</tr>
<tr>
<td>C. Design materials</td>
<td>Staff &amp; volunteers</td>
<td>March 2005</td>
</tr>
<tr>
<td>D. Print materials</td>
<td>Staff &amp; volunteers</td>
<td>March 2005</td>
</tr>
</tbody>
</table>
2. Visit senior housing complexes in Livermore to inform residents of what the Senior Services Center has to offer.

<table>
<thead>
<tr>
<th>KEY TASKS</th>
<th>STAFFING</th>
<th>COMPLETED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Contact managers of senior housing complexes to schedule presentations</td>
<td>Staff</td>
<td>March 2005</td>
</tr>
<tr>
<td>B. Conduct presentations</td>
<td>Staff</td>
<td>June 2005</td>
</tr>
</tbody>
</table>

**Budget Impact:**

Overall budget impact of $1,400, includes some printing costs, design, contents and coordination of materials with other LARPD units and public information guidelines. Volunteers will assist with the project and will be laying the groundwork for volunteers to use these materials in subsequent years.
PLANNING AREA: RELATING TO AND COMMUNICATING WITH THE LARGER COMMUNITY

**Three Year Goal:** Develop active advocacy processes and strategies for seniors.

We recognize that with a growing senior population there is an increasing need for advocacy by and on behalf of seniors. We see advocacy for seniors as an appropriate role for the SSC. At the same time, we realize that advocacy is an extremely large field; we will explore what areas of involvement and activity are appropriate for the SSC.

**One year objective**

1. **Explore what is involved in developing an advocacy process.**

<table>
<thead>
<tr>
<th>KEY TASKS</th>
<th>STAFFING</th>
<th>COMPLETED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Research and identify issues that require advocacy.</td>
<td>Staff &amp; volunteers</td>
<td>March 2005</td>
</tr>
<tr>
<td>B. Visit Senior Centers that have strong advocates</td>
<td>Staff &amp; volunteers</td>
<td>June 2005</td>
</tr>
</tbody>
</table>

**Budget Impact:**

Overall budget impact of $400. Assumptions are that; 1) existing staff and volunteers can identify issues that require advocacy as part of their daily routine, 2) one volunteer will accompany one staff person for the senior center visits.
## APPENDIX A: PROJECTED BUDGET FISCAL YEAR 2004 – 2005

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>89,643</td>
<td>116,068</td>
<td>116,068</td>
</tr>
<tr>
<td><strong>EXPENSE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full Time</td>
<td>56,555</td>
<td>58,979</td>
<td>58,979</td>
</tr>
<tr>
<td>Part Time</td>
<td>75,000</td>
<td>76,000</td>
<td>76,000</td>
</tr>
<tr>
<td><strong>Part Time for Strategic Plan</strong></td>
<td></td>
<td></td>
<td>2,600</td>
</tr>
<tr>
<td>Retirement</td>
<td>13,376</td>
<td>14,397</td>
<td>14,397</td>
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<tr>
<td>Insurance</td>
<td>11,036</td>
<td>12,137</td>
<td>12,137</td>
</tr>
<tr>
<td>FICA</td>
<td>6,461</td>
<td>6,559</td>
<td>6,559</td>
</tr>
<tr>
<td><strong>TOTAL Salaries and Benefits</strong></td>
<td>162,428</td>
<td>168,072</td>
<td>170,672</td>
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<tr>
<td>Services and Supplies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clothing</td>
<td>130</td>
<td>130</td>
<td>130</td>
</tr>
<tr>
<td>Food</td>
<td>2,800</td>
<td>3,500</td>
<td>3,500</td>
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<tr>
<td>Office Expense</td>
<td>4,090</td>
<td>3,790</td>
<td>3,790</td>
</tr>
<tr>
<td>Medical</td>
<td>300</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>Equipment Maintenance</td>
<td>950</td>
<td>450</td>
<td>450</td>
</tr>
<tr>
<td>Memberships</td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Transportation</td>
<td>2,650</td>
<td>2,650</td>
<td>2,650</td>
</tr>
<tr>
<td>District Special Expense</td>
<td>8,130</td>
<td>9,362</td>
<td>9,362</td>
</tr>
<tr>
<td>Professional Services</td>
<td>17,950</td>
<td>13,113</td>
<td>13,113</td>
</tr>
<tr>
<td><strong>New Printing Expense</strong></td>
<td></td>
<td></td>
<td>500</td>
</tr>
<tr>
<td>Field Trips and Events</td>
<td>22,000</td>
<td>33,000</td>
<td>33,000</td>
</tr>
<tr>
<td><strong>TOTAL Services and Supplies</strong></td>
<td>59,500</td>
<td>66,795</td>
<td>67,295</td>
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<tr>
<td>Miscellaneous</td>
<td>400</td>
<td>400</td>
<td>0</td>
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<tr>
<td><strong>TOTAL OPERATING BUDGET</strong></td>
<td>222,328</td>
<td>235,267</td>
<td>237,967</td>
</tr>
</tbody>
</table>
**Strategic Plan Budget notes**

1. The 2004-2004 budget is a conservative estimate. It assumes there will be volunteers to assist with staffing key tasks. Staff costs will increase if volunteers are not available.

2. The $2600 in the staff part-time salaries, does not include FICA or benefits.

3. Calculations for staff costs were based upon hourly pay rates which were in effect in December 02 before development of the 03-04 budget. It is assumed that positions and classifications may be changing as the plans for the new community center are developed and staff costs will be higher than stated in this budget.

**APPENDIX B: STRATEGIC PLAN REVIEW PROCESS**

A Strategic Plan Review Committee will be formed; members will include the SSC staff and several participants from the Executive Committee. The committee will meet quarterly.

The review plan will be designed to make sure that the Senior Services Center is staying on target and meeting the goals and objectives of the strategic plan. A second purpose of the review plan is for the Senior Services Center staff to have help from community members in order to make sure that the direction the Center takes continues to be relevant to the needs of the community.

The review process will:
- provide clarification and direction;
- make adjustments as needed;
- review progress;
- ensure that completion dates are realistic.

The committee may also be the group that will set the objectives for Year Two of the strategic plan.
APPENDIX C: RELATING TO AND INTERACTING WITH OTHERS AT THE COMMUNITY CENTER

As we considered the new context in which the Senior Services Center will be operating, we felt that the following issues will be useful for the Community Center to address:

**Collaboration**
We recommend the development of a collaborative process with representation from all groups that are involved in the Community Center.

**Facility Use**
We recommend the development of an equitable system of facility use.

**Cooperation**
We recommend that strategies are created to develop a cooperative atmosphere of relationships among groups using the Community Center.

**Strategies**
- Establish a task force to include all groups that need to be represented to establish Community Center policies and procedures
- Establish an ongoing group with representation from all groups to address cooperative procedures for operations and programming
City of Livermore
Comparison of Senior Populations as a Percentage of Total Population: 1980 – 2000

<table>
<thead>
<tr>
<th>AGE</th>
<th>1980</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>45 – 54</td>
<td>10%</td>
<td>14%</td>
</tr>
<tr>
<td>55 – 64</td>
<td>6%</td>
<td>8%</td>
</tr>
<tr>
<td>65 – 74</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>75+</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Total 55+</td>
<td>12%</td>
<td>16%</td>
</tr>
</tbody>
</table>

Data rounded to the nearest percent
Population Increase: City of Livermore
Ages 45 – 75+

<table>
<thead>
<tr>
<th>Age Group</th>
<th>1980</th>
<th>1990</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Population of Livermore</strong></td>
<td>48,349</td>
<td>56,742</td>
<td>73,345</td>
</tr>
<tr>
<td>45 – 54</td>
<td>4,729</td>
<td>6,741</td>
<td>10,300</td>
</tr>
<tr>
<td>55 – 64</td>
<td>3,108</td>
<td>3,920</td>
<td>5,918</td>
</tr>
<tr>
<td>65 – 74</td>
<td>1,368</td>
<td>2,429</td>
<td>3,156</td>
</tr>
<tr>
<td>75+</td>
<td>1,175</td>
<td>1,608</td>
<td>2,369</td>
</tr>
</tbody>
</table>

Data rounded to the nearest percent
City of Livermore  
Comparison of Populations: 1980 – 2000  
Race and Hispanic or Latino  

<table>
<thead>
<tr>
<th></th>
<th>1980</th>
<th>Percent</th>
<th>2000</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Population</strong></td>
<td>56,741</td>
<td>100</td>
<td>73,345</td>
<td>100</td>
</tr>
<tr>
<td>Hispanic or Latino (of any race)</td>
<td>5,587</td>
<td>9.8</td>
<td>10,541</td>
<td>14.4</td>
</tr>
<tr>
<td>Not Hispanic or Latino</td>
<td>51,154</td>
<td>90.2</td>
<td>62,804</td>
<td>85.6</td>
</tr>
<tr>
<td><strong>One Race</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>47,476</td>
<td>83.7</td>
<td>54,587</td>
<td>74.4</td>
</tr>
<tr>
<td>Black / African American</td>
<td>835</td>
<td>1.4</td>
<td>1,094</td>
<td>1.5</td>
</tr>
<tr>
<td>Amer. Indian / Alaska native</td>
<td>345</td>
<td>.6</td>
<td>315</td>
<td>.4</td>
</tr>
<tr>
<td>Asian / Pacific Islander</td>
<td>2,453</td>
<td>4.3</td>
<td>4,360</td>
<td>6</td>
</tr>
<tr>
<td>Some other race</td>
<td>45</td>
<td>.07</td>
<td>185</td>
<td>.3</td>
</tr>
<tr>
<td><strong>Two or more races</strong></td>
<td>Data not collected</td>
<td>2,263</td>
<td>3.1</td>
<td></td>
</tr>
</tbody>
</table>

Data rounded to the nearest one-tenth percent
APPENDIX E: CURRENT TRENDS IN SENIOR SERVICES

- Economic disparity between the various age groups will be challenging to service providers as there is more pressure to offer services based upon eligibility. There is a lot of concern about this in the field of aging.

- Senior service centers act as focal points for social and recreational services, and there is a question as to whether the financially secure senior will look for private, for-profit companies to provide the services. There is a lot of concern that senior centers are perceived as places only for the low and moderate income senior.

- The mind set of how people view "old" and "senior" is changing. There are subsets to these categories. On a national basis, Social Security is changing the age for retirement. Will we see this trickle down to other programs in the field of aging. Who is a senior?

- Adult classes that have previously been offered by Recreation departments are now being offered by Adult Education departments, colleges, etc.

- The trend is for more physically challenging activities with a higher risk factor that reflects the baby boomer lifestyle and willingness to spend money on leisure pursuits.

- Another trend is that the field is in a state of flux. Debate revolves around perceptions, willingness, and ability to pay for services / programs, and meeting the needs of the seniors who may need more resources. The 1900's have set new historical ground and this will continue into the 21st Century. The baby boomers will be making history throughout their lives.

- Cultural and language diversity is increasing in California faster than in many other states.

- Statistics show the proportion of 85 year olds are the fastest growing group and this is a new development in history, which will have a significant impact on senior services.

- There is a trend for more marketing towards seniors by some industries. These groups want access to the senior through SSC. Collaboration and liability/confidentiality issues and assumed endorsement are issues to deal with.
- Future seniors do not expect to have entitlement programs or very many free services available.

- Caregivers and care-giving issues are a new trend being addressed by senior services centers.

- Difficulty attracting staff to work in this area - *the* trend is that not enough people are entering the field.

Source: Maureen Gandara Swinbank, Senior Services Supervisor,
Livermore Area Recreation and Park District
June, 2002
Strategic Planning Executive Committee

Pam Copeland
Participant, young senior, former City of Livermore Human Services Commissioner and Chairman, former President of the local branch of the American Association of University Women and former board member of Tri-Valley Haven

Bill Hughes
Associate Vice President of Morgan Stanley, past chair of the Valley Care Foundation, current Vice Chair for Finance, past member of the Pleasanton Senior Program Committee

Linda Hughes
Executive Director of Mt. Diablo Center for Adult Day Health Care, past Assistant Administrator of The Friendship Center, past Client Services Manager for Easter Seals senior division, former member of City of Pleasanton Affordable Housing Commission and Assisted Living Subcommittee, and has been a caregiver

Sue Inami
Participant, Library and Activity volunteer at the SSC, attends and volunteers at other senior centers. Volunteers for the American Cancer Society, the City of Livermore Library and Valley Care Hospital Auxiliary, retired from the Livermore-Pleasanton Municipal Court as Head of the Traffic Dept.

Chuck Jeronimo
Director of Courts Programs (Livermore - Pleasanton) for the Center for Community Dispute Settlement, member of the Mosaic Masonic Lodge, recently retired from the construction industry

Jesse Meadows
Senior Services Center computer volunteer, HICAP and Tax Assistance volunteer, Financial Planner and retired chemist from LLNL.

Jan Pinney
Alameda County Area Agency on Aging Program and Financial Analyst, past Division Director for Easter Seals Senior Programs in the East Bay, founding member of Kaleidoscope, and active in programs for the developmentally disabled.

Carol Pitts
Chi-Gong instructor for Senior Services Center, instructor for ARTSHIP Foundation and International Peace University, active in the Community.

John Pitts
Retired from LLNL, substitute Chi-Gong Instructor for SSC, active senior.

Olga Shearer
Participant, SSC office volunteer, established Friends Corner at the City of Livermore Civic Center library and long-time community volunteer.
Recorder:
Marena Drlik President of the Tri-Valley Adult Day Care Program (TVADCP) board, former caregiver and community volunteer.

Staff Liaison:
Maureen Gandara Swinbank, M.S.W.
Senior Services Supervisor

Senior Services Staff:
Carol Derkacz Receptionist
Patrice Dias Administrative Assistant
Jeanie Haigh Recreation Specialist
Leslie Heiser Receptionist
Paula Woerner Recreation Specialist

Consultant:
Kathleen Quinlan
Quinlan © Gaston Huey Associates
APPENDIX G: SUPPLEMENTARY INFORMATION ON ISSUES IN AGING

See materials on following pages.