



**ASHLAND PARKS AND RECREATION COMMISSION
AD-HOC SENIOR PROGRAM ADVISORY COMMITTEE (ASPAC)**

MEETING AGENDA

February 12, 2018, 3:15-5:15pm

COUNCIL CHAMBERS, 1175 E. MAIN STREET

- I. Opening & Reminders (Lange, 2 min)
- II. Approval of Minutes for January 8 (Action) (Bachman, 5 min)
- III. Public Input (Bachman facilitating) (20 min total, 3 min/person)
- IV. Additions or Deletions to the Agenda (All)
- V. Senior Program Progress Report (Information) (Dials, 3 min)
- VI. The National Standards of Excellence as framework for Recommendations (Information) (Bachman, 2 min)
Attachment on Standards
- VII. Subcommittee / Staff Progress Reports:
 - a. Job and Program Description / Separate Division APRC Approval Process / #4 Standard: Administration and Human Resources (Information) (Black, 5 min) Packet Attachments
 - b. Community Assessment / #1 Standard: Purpose and Planning (Information) (Moore / Bellegia, 12 min) Attachment
 - c. Standing Advisory Committee Application and Appointment Process / #3 Standard: Governance (Action) (Bachman / Dials, 5 min) Attachment
- VIII. Senior Program Staffing Recommendation / #4 Standard: Administration and Human Resources (Action) (Bachman, all members, 10 min) Attachment
- IX. Budget Discussion and Recommendation / #7 Standard: Fiscal and Asset Responsibility (Action) (Black, 20 min) Attachment
- X. ASPAC Draft Recommendations, by Standards of Excellence, 1-9 (Information; Possible Action) (Bachman, all members, 20 min) Attachment
- XI. Items from Committee—Round Table (Information) (20 min)
- XII. Next Meeting Date and Location (2 min)
 - a. March 12, 2018—Council Chambers, 1175 E. Main, 3:15-5:15pm

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City of Ashland
PARKS AND RECREATION COMMISSION
AD-HOC SENIOR PROGRAM ADVISORY COMMITTEE (ASPAC)
MEETING MINUTES
January 8, 2018

Committee Members Present:

- Jackie Bachman, Citizen Member (Senior Program Patron / Chair)
- Marion Moore, Citizen Member (Senior Program Yoga Instructor / Vice Chair)
- Anne Bellegia, OLLI Program Director
- Peggy Byrnes, Citizen Member (Senior Program Patron)
- Rob Casserly, Citizen Member (SOU, OLLI Program Manager)
- Katharine Danner, Ashland At Home Representative
- Mike Gardiner, APRC Commissioner
- Jim Lewis, APRC Commissioner
- Laura O’Byron, RVCOG Representative
- Mary Russell-Miller, Citizen Member (SOU Faculty Member)
- Stef Seffinger, Ashland City Councilor

Facilitator Present:

- Jon Lange, Jon Lange Consulting

Staff Members Present:

- Michael Black, APRC Director
- Rachel Dials, APRC Recreation Superintendent
- Susan Dyssegard, APRC Executive Assistant

Committee and Staff Members Absent:

- None

I. Opening and Reminders (Lange, 1 minute)

Facilitator Jon Lange called the meeting to order at 3:16pm at Council Chambers, 1175 E. Main Street in Ashland. He reminded everyone to speak into their microphones and pointed out the ground rules posted in the meeting room.

II. Approval of Minutes (Bachman, 5 minutes)

MOTION: O’Byron moved / Bellegia seconded approval of the minutes as presented.

The vote was all yes

III. Additions or Deletions to the Agenda (All members, 2 minutes)

There were none.

IV. Public Input (20 minutes)

Sue Wilson, Ashland, OR

[See full testimony](#)

Gwen Davies, Ashland, OR

[See full testimony](#). She added that if APRC were moving to an Internet-based system, it would present a barrier to 40 or 50% of the seniors in Ashland who might have physical or technology challenges. She said it was a bad system to implement.

David Stein, Ashland, OR

Stein said the senior services provided by the former experienced Ashland Senior Program Outreach Specialist saved his life. He spoke about a physical health challenge and said that back in 2009, the Outreach Specialist visited his home and helped him find low income assistance through DHS and advocated on his behalf with the City of Ashland utility billing department, resulting in a lower electric bill. He said he would have fallen through the cracks otherwise. He expressed that the current absence of a program Outreach Specialist was a grave injustice that showed a lack of humanity.

Claudia Ballard, Ashland, OR

[See full testimony](#)

Ed Green, Ashland, OR

[See full testimony](#)

Michael Hersh, Ashland, OR

Hersh said the ASPAC Committee members were trapped and he offered suggestions for Item IX on the agenda, regarding the Senior Program Manager requirements and search process. He recommended that if someone other than the former manager was hired in the future, that person should possess empathy, care and relevant experience working in small towns. He said those qualities should be valued over other qualities listed in the job description. To be fair about the process, he said Senior Program users should be included on the selection committee, with full voting rights.

Bachman stated that ASPAC members were welcome to respond to the public comments, but later in the meeting.

V. Senior Program Progress Report (Dials, 5 minutes)

Dials provided an update on the programs, classes and services offered at the Senior Center located at 1699 Homes Avenue. She said the center continued to operate Monday through Friday from 8:30am to 3:30pm. She provided phone numbers and other details relevant to Ashland Senior Program offerings.

Discussion

Bellegia asked, in relation to comments made by one of the public speakers, about outreach efforts. Dials responded that APRC staff currently weren't visiting homes but were making connections when

patrons visited the center. Black said the former Outreach Specialist had worked approximately eight to ten hours per week but there were no records related to her home visits. O'Bryon said Katie Merola of RVCOG, working at the center on Wednesdays, was a resource person who engaged with individuals and referred staff to options counselors through RVCOG, Senior Disability Services. She said there was a need for education toward providing awareness about this service. Byrnes asked how to identify those in need; Black said staff relied on neighbors, friends and family to reach out to find the right agency or resource for their loved ones, with the Senior Program serving as a resource for those efforts. Seffinger said Ashland Fire and Rescue took emergency calls and referred for services. O'Bryon said RVCOG operated a disaster registry for Jackson and Josephine counties, with staff and volunteers serving as counselors during disasters. They regularly checked with registrants to verify contact information. Danner said she took the options counseling training and that all community members held a responsibility to identify neighbors and community members in need and to make phone calls if necessary.

VI. Framework for Recommendations: The National Standards of Excellence (Bachman, 2 minutes)

Bachman talked about the distinction between the Senior Center and Senior Program. She said the Senior Center was clearly the hub and central location of activities, programs and services for the senior community while the Senior Program was the service umbrella encompassing partnerships and networks linking seniors to needed services that might be located inside or outside the Senior Center. An example she provided of an outside service (as part of the Senior Program but located within the Senior Center) was the Food & Friends lunch program operated by RVCOG.

Bachman reminded ASPAC about the National Standards of Excellence and said she'd asked Dials to fill out a checklist about those criteria in the standards that were currently in place at the program, in progress or missing at this time. Dials had completed the checklist and it was included within the meeting packet. Bachman said ASPAC would be using all the public input received throughout the process—from Listening Posts, ASPAC meetings, the open house and the community assessment in January. In addition, ASPAC would be using the expertise and knowledge of ASPAC members to form and inform the recommendations. Bachman said the framework of the recommendations would be categorized under either Best Practices or Standards of Excellence.

Casserly asked about the number of senior centers nationwide using those standards and Best Practices. Bachman responded that there were two in Oregon and approximately 300 around the country. She said she was not advocating for an immediate accreditation but would like to see it completed in a few years, after a framework was implemented. Byrnes said, as a layperson, that the standards were professional-sounding and might not appeal to the public. She said the Best Practices would be a better place to focus ASPAC's attention. Bachman said the standards could still be used but simplified.

VII. Subcommittee Progress Reports (Subcommittee Chairs; 20 minutes)

A. **Partnerships Subcommittee (O'Bryon):** O'Bryon said the Partnerships Subcommittee met twice since the last ASPAC meeting – December 13 and 29 – and completed a compilation of current partnerships and possible new partnerships that could enrich Senior Program offerings, including some that could lead to the underwriting of program costs or program revenues. She said establishing and maintaining partnership relationships took time and attention and required a fully staffed program to

evaluate and prioritize those worth pursuing. She said the partnership compilation would be placed into a binder for the new permanent staff, along with other documents of an advisory nature, rather than making it a part of the recommendation report. She said she was impressed by the committee members' interest in exploring potential partnerships and what they might have to offer. Bellegia said partnerships were an extension strategy for doing the most with what was available. Casserly said there was already a good foundation of partnerships, none of which would need to be removed, so the committee could simply add to the already impressive list of partnerships. O'Bryon said the list of potential additional partnerships would provide an expanded regional awareness of options for seniors. Bellegia said the funding for all programs, including for education and health, was finite and when partnerships were formed, advocacy was expanded for funding sources to support vulnerable individuals.

B. Senior Program Needs Assessment: Purpose and Planning (Moore): Moore said the Needs Assessment Subcommittee was formed primarily to allow for adequate citizen public input for the upcoming recommendations of ASPAC. The subcommittee consisted of Byrnes, Russell-Miller, Bellegia, Moore and Black. She said the inquiry was handled in two phases: a qualitative phase and a quantitative phase. She turned the topic over to Bellegia to describe the process.

Bellegia said the qualitative phase of the needs assessment was nearly complete. She described the work of this phase: attending Parks Commission meetings in August, reviewing the Ashland Senior Program "binder," reviewing the SOS website content, attending town hall meetings, listening to public commentary, holding individual conversations with stakeholders and holding three community listening sessions. She said qualitative phase input would be driving early recommendations to the Parks Commission and staff. Toward creating a community survey, Bellegia said the group reviewed / researched other local, relevant surveys, Ashland census data, needs assessments from senior communities in other locales and the NISC's Standards of Excellence and Best Practices. Toward designing the questionnaire, goals were to 1) optimize the response rate by limiting the number and complexity of questions; 2) phrase the questions in simple, unambiguous ways and 3) identify characteristics of the response for purposes of cross-tabulations. The group was particularly interested in learning about the extent of local older citizens' challenges around health, transportation, housing, finances and social connections; learning what mattered to Ashland citizens with regard to the Senior Program; prioritizing other programs' value to community members; and an opportunity to give extensive, verbatim responses on the survey. Given the large number of Ashland seniors or those with associations with seniors, she hoped for a broad survey response.

Moore talked about the promotion and distribution of the survey, which she said would span January 10 through 26. Flyers would be distributed, a press release issued to newspapers and radio stations and an ad placed in the local newspaper. To take the survey, it would be possible to click on an electronic link posted on the City of Ashland website and on APRC's Facebook page. The link would take people directly to the Survey Monkey survey. Emails would be distributed to Ashland members of OLLI and Ashland At Home members. Respondents would be welcome to take the survey in paper form or to call in their responses to staff at the Senior Center, with all responses typed into Survey Monkey. Paper copies of the survey would be distributed to the City of Ashland City Hall utility billing office. Tabling opportunities would occur on January 15 and 19 from 10:30 to noon at Pony Espresso coffee shop on Lithia Way. It would also be possible to distribute paper copy surveys with Food & Friends home meal

deliveries. Moore said she hoped ASPAC members would approve the recommended survey and assist with distributing flyers and surveys.

Motion: Danner moved / Lewis seconded approval of the ASPAC survey and its distribution as presented.

Discussion

Danner said she was impressed with the comprehensive nature of the survey and she thanked the subcommittee for their work. A member of the audience asked whether the surveys would be distributed to churches; the answer was yes, churches would be mailed the flyer and the survey, with additional copies provided upon request.

The vote was all yes

C. **Listening Sessions / Open House Subcommittee (Bachman):** Bachman said three listening sessions were held, with approximately 30 community members in attendance per session. Common feedback received from the sessions were for experienced, knowledgeable, qualified, compassionate staff possessing the ability to provide outreach and referrals. Experience working with seniors was considered a must. Program and service recommendations included transportation assistance for the meals program, bocce ball and many others. Longer hours were requested for the center along with additional classrooms for programs, including those not at the center. Alternative funding sources were suggested. A separate division for the Senior Program was recommended along with an accelerated recruitment and hiring process for a manager. Expanded public meeting notifications were suggested along with a focus on seniors rather than on recreation. A long-term plan was requested. Bachman said all ideas generated from the listening sessions would be referred to as ASPAC crafted its recommendations.

VIII. Organizational Structure for Senior Center: Separate Division (Bachman, all members, 10 minutes)

Bachman recommended, given the public input received, that a separate division be created within APRC for the Senior Program, reporting directly to the APRC Director. She said it was currently under the supervision of the Recreation Superintendent; however, the Senior Program was not a recreation program; it provided valuable services to seniors, far beyond recreational activities.

Motion: Bellegia moved / Byrnes seconded approval of creating a new division within APRC for the Ashland Senior Program, with the position reporting to the APRC Director.

Discussion

Gardiner said there were valid reasons for creating this separate division and he would welcome seeing the recommendation come before the Parks Commission. Bachman stated that as the job description was reviewed and revised, the level of expertise required would make it clear that this was not a simple senior program; it had the higher community value of a division. Gardiner agreed and said a direct reporting structure to the APRC Director would be of value. Danner said the new manager should become actively involved with city-wide planning activities while also supervising the activities, services and staff of the program.

The vote was all yes

IX. Discussion of Suggested Requirements of Senior Program Manager Position and Search Process (O'Bryon, all members, 10 minutes)

O'Bryon said the draft program description was created by a subcommittee and was based on Best Practices and research about similar positions in other agencies. It was a recommended template that would be refined by APRC. The position would provide oversight of the Senior Program, social services, budgeting, planning, programming and evaluation, among other duties. Given all the responsibilities, it would be important to have someone with comprehensive skills. She asked for feedback on the draft program description.

Discussion

If "public outreach" were considered an important element of the program, Moore suggested including it more directly in the program description; Bellegia agreed. Bachman agreed that other layers of review were needed, including by City of Ashland HR and Legal, but said these were the qualities ASPAC believed to be essential. O'Bryon agreed with Moore regarding adding "social service outreach" or "referrals to regional outreach services" to the program description. Bellegia said the position would also assist, not just refer for services. O'Bryon said some individuals could get all they needed from a phone call while others needed additional assistance, including possible referrals, for their needs to be met. Gardiner said he and Black discussed the job description and felt that other changes were needed before forwarding it to City HR and Legal for additional feedback. Bellegia said she would want to see the concepts that were included in the position description used as part of the selection process. Lewis asked for more details about the research conducted about other senior centers; Bellegia said a dozen were researched, including some outside of Oregon. The subcommittee more heavily weighted those reflecting values similar to Ashland's. Byrnes said she had a hard time with the job description; it seemed like an impossible job. She asked how the duties would be prioritized so the job could be accomplished. O'Bryon said she had developed job descriptions throughout her career in different domains. She felt that the search committee would be able to discern the most qualified candidates who would be the best fit. Even though a job could look complicated in verbiage, ultimately the process would reveal the most qualified candidates. Lewis spoke favorably about the excellent framework provided and said the work done so far was moving the process forward to the final document; Black agreed. Seffinger expressed that some of the items seemed to be overreaches—such as long-term strategic planning. The Senior Program Manager would not develop the plan but would work with the City of Ashland to assist. She asked for some of the language to be altered to reflect that the City had this broader responsibility of developing and maintaining infrastructure and an emergency response plan and APRC had its own promotions coordinator, in charge of social media, not the Senior Program Manager. Bellegia stated that this was not the final document; it was a framemark for the recruitment process. She asked whether a motion to proceed could be offered.

Motion: O'Bryon recommended and Bachman moved / Lewis seconded approval for 1) APRC to accept the recommendation from the subcommittee, as well as ASPAC, that encouraged them to use the proposed framework document as guidance in developing the Senior Program description and Senior Program Manager job description and 2) APRC to initiate and establish the search for the Senior Program Manager as soon as possible.

Discussion

Black said he was hearing a request for a higher level of management for the position. He said ASPAC was making a recommendation to the Parks Commission about essential functions needed for the position, some of which were at a higher level, and he appreciated the work completed to date. He felt that the

commission could work with this list of essential duties and qualities. Bachman asked if Black was comfortable with having the recruitment process begin right away, with the manager starting by July 1. Black said the job description required further refinement by City HR and Legal, as well as Dials and himself, but he would move the process forward as quickly as possible.

Suggested Amendment: Lewis asked for an amendment to the document to include the word “outreach.” O’Byron said she was thinking the same thing: include within the description one more bulleted item called “social services outreach” or “referral to regional outreach services.”

The motion was unanimously approved as amended

X. Discussion of Senior Program Budget (Bachman, all members 10 minutes)

Bachman gave a brief history of the Senior Program budget, stating that it was transferred from the City to APRC ten years prior, as the City had been financially stressed at that time and APRC was well funded then. The transfer had been conducted without any specific financial assistance from the City, nor was any assistance provided henceforth. This had created the current need for additional funding. In order to provide the appropriate level of staffing and the ability to link seniors to essential services while expanding programs and services such as referral information, outreach, transportation, additional classes and more field trips, more ongoing funding was needed in the APRC Senior Program budget for personnel. The current approved Senior Program budget for personnel for 2018-19 was \$151,000, including benefits, for one Senior Program Manager and two part-time, 10-hour-per-week office support staff (max). This would mean that the center would not be covered when the manager was off-site attending trainings or for other professional reasons. In order to hire at the level discussed above, the cost of personnel would be \$232,000 for a Tier 3-level PERS employee up to \$262,000 for a Tier 1-level PERS employee. These funds would provide from a 1.75 FTE level up to 3.0 FTE. This meant that APRC needed an approximate additional \$100,000 to fund the Senior Program at an appropriate level and to provide adequate services for Ashland seniors. She asked from where the funding would be generated. She asked for a joint APRC / City of Ashland strategic planning session about meeting the needs of Ashland seniors on an ongoing basis (not a one-time agreement). She suggested that APRC and the City of Ashland jointly provide a support mechanism to link seniors with needed services, especially for those in the 80+ category, the “Super Senior” group and the fastest growing subgroup of seniors in the 2010 Ashland census (coined the “silver tsunami” by Bellegia). She referenced a 2014 article written by Seffinger for the Tidings about the growth of the local senior population. Seffinger said she wanted to see the needs of seniors infused into all the City of Ashland departments along with strategic planning efforts. Seffinger said that as the 2017-19 budget currently stood, the Budget Committee decided what APRC would get for its needs and APRC determined how to spend those funds. Bachman said she was hoping to hear questions and comments about her presentation and to hear from staff about how the currently approved budget would be used to meet the needs of Ashland seniors.

Discussion

Lewis said a listening session speaker had talked about a community foundation in which foundation funds were used as an accessory to the property taxes budgeted for the senior program. Bellegia said she thought people in general did not understand the reality that they, or someone they cared about, would have serious, unanticipated, expensive needs in the future. She said those needs mainly required guidance toward resources. ASPAC had heard public testimony to this effect from many citizens. She said Ashland had a 46% population of seniors, an accelerated number from past years. Due to the accelerated

number and higher need, it had to become an accelerated priority for the City of Ashland. Gardiner said a biennial budget was approved in spring 2017 for BN 2017-2019. If someone were hired by July 1, 2018, that would be one year into the approved biennial budget. So to find an additional \$100,000 in the second biennial year would be squeezing those funds out of another category, providing a shortfall in the other area. Seffinger spoke about social service grants, established by council, which came out of the City of Ashland General Fund for non-profit organizations. She felt that it could be investigated but it would be a one-time grant for social services for seniors. Danner asked, for future meetings in which budgets were discussed, to have handouts about those figures in advance, both current budgets and proposed budgets. Bachman agreed and said she would work with Black to get the numbers and email the information out to the committee before the February ASPAC meeting.

XI. Items from Committee – Round Table (Lange, 30 minutes)

Lewis said the Parks Commissioners took ASPAC's recommendations very seriously.

Bellegia seconded the public input heard during the meeting about basing the selection of the Senior Program Manager on qualities such as empathy and warmth rather than artificial qualifications such as advanced degrees. She said job experience or personal experience could count quite a bit. Her second point related to outreach (within the program description, which was added to the document based on the meeting discussion). With regard to the survey, the subcommittee made sure to include many different mechanisms for taking it, including making a phone call or having someone else make a phone call on their behalf.

Seffinger said it would be important to decide how much of the new Senior Program Manager's time would be needed at the Senior Center in providing direct services versus whether the new person could develop volunteer services to meet some of those needs.

Danner said one-on-one services were wonderful but the work could also be done by others, still within the scope of the Ashland Senior Program.

Bachman said hard work had been going on behind the scenes. She said it was important to create a standing advisory board, with the ending of ASPAC in March, that could take over from there and continue with that work. She said she would be happy to assist staff with recruitment, publicity and an application process for those committee selections. She asked if she could work with staff on the criteria process and asked if a motion was in order. Black said it was not the norm to make motions if items weren't included on published agendas. He said it would be a policy decision at the commission level rather than an ASPAC action item. Bachman said she understood and would simply meet with Black and Dials about the application process, with the matter further reviewed by ASPAC at their February meeting.

Bellegia said a background binder was already underway based on the work of ASPAC. The binder items, which would be transferred to the standing advisory committee and the Senior Program Manager at the conclusion of ASPAC, would include such things as the survey, standards, community partners, facilities, transportation, fundraising and marketing. It would not be appropriate for ASPAC to take on those tasks but the binder would serve as a foundation for the future standing committee and the new Senior Program Manager.

XII. Next Meeting Dates and Location (Bachman, 2 minutes)

- February 12 from 3:15 to 5:15 pm – Council Chambers
- March 12 from 3:15 to 5:15 pm – Council Chambers

ADJOURNMENT

There being no further business, the meeting was adjourned at 5:17 p.m.

Respectfully submitted,

Susan Dyssegard, Executive Assistant
Ashland Parks and Recreation Commission

Nine National Standards of Excellence from NCOA/NISC: Building Excellence: The National Senior Center Self-Assessment Process

1. Purpose and Planning—

Mission Statement
Planning Document with Goals, Objectives, and Action Plan
Report of Accomplishments, Annual Report

2. Community Connections—

List of Collaborative Community Partners
Sample of Cooperative Agreement between Senior Center and Community Partner
Explanation of how the Information and Referral process is made available to seniors and the community
Copy of Marketing Plan
Copy of Marketing materials
News releases and news articles.

3. Governance—

Documents or by-laws showing that the nine standards of excellence of the NISC are in progress of being met by the Senior Center Governing Board/Advisory Council
Code of Ethics
Conflict of Interest Statement
List of committees/boards including members' names and affiliation or profession
List of services that require certificates or inspections to be posted (restrooms, kitchen).

4. Administration and Human Resources—

Current resume for main administrator of Senior Center
Job description for paid staff
Organizational chart showing structure and lines of authority
Personnel policies for paid staff
Job descriptions for unpaid staff
Volunteer Handbook for unpaid staff that includes policies

5. Program Development and Implementation—

Description of programs and services that meet Best Practices as described by NISC
List of hours and locations of services and programs

6. Evaluation—

Senior Center's evaluation plan
Examples of outcome based evaluation, including baseline data, intended results, actual results, and how information was used in an improvement process.

7. Fiscal and Asset Responsibility—

Senior Center Budget

Monthly Financial Statements

Current audits or financial reviews

Written procedures for internal financial control

Statement of Insurance Coverage

Incident report form

Disaster recovery or business continuity plan (Ex: Fire, Flood, Earthquake)

8. Records and Reports—

Monthly or quarterly statistical report on programs and services

Comparative year end reports on programs and services for two separate years

General participant record form

Participant forms used for specific services or activities (Ex: fieldtrips)

Confidentiality policy

Policy and Procedures Manual

9. Facility and Operations

Current pictures of Senior Center with outside signage

List of transportation options

Diagram of Senior Center layout

Copy of safety procedures

Preventive maintenance schedule

Written procedure for rental to other groups or agreement for Senior Center to rent its space

Nine National Standards of Excellence for Senior Centers (NISC)

1. Purpose and Planning

2. Community Connections

3. Governance

4. Administration and Human Resources

5. Program Development and Implementation

6. Evaluation

7. Fiscal and Asset Responsibility—

8. Records and Reports

9. Facility and Operations

PROPOSED ASHLAND SENIOR PROGRAM (ASP) DESCRIPTION, GOVERNANCE AND LEADERSHIP

PROGRAM DESCRIPTION

In recognition of the high proportion of Ashland citizens aged 50+, the Ashland Senior Program is a vital division of the Ashland Parks and Recreation (APR). The Ashland Parks and Recreation Director provides ASP oversight under the direction of the Ashland Parks and Recreation Commissioners. ASP administration and key services are located at the Ashland Senior Center at 1699 Homes Avenue in Ashland.

ASP shall foster independence and quality of life for seniors in the City of Ashland through programs at the Ashland Senior Center and other venues throughout APR and the greater community, as appropriate, and link participants with resources offered by other agencies.

As part of a comprehensive community strategy to meet the needs of older adults in Ashland, ASP offers a variety of individual and group services and activities that include but are not limited to:

- Information and referral services
- Financial and benefits assistance
- Health and wellness programs
- Meals program
- Arts and humanities programming
- Educational opportunities
- Recreational activities
- Social and community action opportunities
- Transportation assistance
- Volunteer opportunities

As a key service for those who seek senior social services for themselves or another individual, the Ashland Senior Program (ASP) shall assess needs and provide appropriate information and referral directly through ASP, the Aging and Disability Resource Connection (ADRC) or other agencies.

ASP shall serve seniors of all races, genders, ethnicities and ensure the program is accessible to those of all income levels and mobility and engenders an atmosphere of trust and respect.

ASP is guided by the Standards of Excellence set forth by the National Institute of Senior Centers in its purpose and planning, community connections, governance, administration and human resources, program development and implementation, evaluation, fiscal and asset responsibility, records and report, and facility and operations.

ASHLAND SENIOR PROGRAM (ASP) MANAGER
JOB DESCRIPTION

Summary

This position, under the supervision of the Ashland Parks and Recreation Director and in cooperation with the Senior Programs Advisory Board, provides oversight of the social services, programs, activities, and operations of the Ashland Senior Program including managing, staffing and budgeting.

Duties and Responsibilities

Planning

- Develops long-range strategic plan with operational goals in meeting the needs of Ashland seniors, in conjunction with the Ashland Parks and Recreation Commission (APRC) and APR Director, and in alignment with City of Ashland objectives as they relate to APRC
- Develops and maintains policies and procedures
- Determines appropriate staffing levels and qualifications to meet program goals and objectives within budgetary parameter and with the approval of the Ashland Parks and Recreation Director
- Researches trends and new information in senior services and developments in other agencies and senior programs
- Develops and implements, when necessary, emergency response policies and procedures for participants while at the Ashland Senior Center

Programming and Evaluation

- Directs the operation of ongoing ASP senior social services and enrichment activities
- For seniors in the community, develops and implements new or expanded social services; recreational, educational, and social activities; special events and trips
- Provides leadership toward meeting the standards of the National Institute of Senior Centers
- Develops and applies appropriate tools for monitoring, analyzing and evaluating ASP activities related to program standards, including maintaining and managing records and participant data, conducting surveys of participants and prospective participants, and producing relevant reports including budget delivery
- Coordinates with RVCOG Food & Friends program on the on-site meals program and home-delivery of meals
- Recommends changes in services, operations and facilities, including outdoor facilities

- Guides the development of senior programs to ensure consistency and coordination with other department and City of Ashland goals, programs and services
- Reviews all APR programs and facilities for access and utilization by seniors and makes recommendations for appropriate accommodations
- May be utilized as a resource by other City of Ashland commissions on how Ashland seniors are impacted by programs within their respective areas of responsibility
- Assures Ashland Senior Center provides for public safety and is properly maintained and secured
- Evaluates expanded and alternative uses of the Ashland Senior Center facilities in meeting community needs
- Investigates transportation options for increasing access to ASP services
- Connects seniors with resources for long term services and end-of-life planning
- Facilitates outreach, risk intervention and individual supports for Ashland seniors
- Administers City of Ashland senior assistance programs, as requested

Fiscal Management and Funding

- Develops and monitors budget, assists with department budget planning
- Develops and implements funding strategies; identifies and pursues potential new sources of funding for existing programs and funding sources for new programs, including donations, facility rentals, sponsorships and grants
- Utilizes volunteer resources to minimize staff costs
- Seeks utilization of other community facilities as an alternative to Ashland Senior Center expansion and possible need for ASP-funded transportation services
- Evaluates and adjusts hours of operation from a cost and participant service perspective
- Administers and revises contracts and agreements for services

Communications and Community Outreach

- Assures the creation of tactics to build awareness and utilization of ASP services and programs by the greater community through social media, website, flyers, news releases, newsletters, brochures and public speaking
- Establishes collaborative working relationships with governmental and non-profit agencies, senior communities, elected officials, Chamber of Commerce and business partners, healthcare providers, local media, cultural and educational organizations
- Represents ASP at the RVCOG Senior Advisory Council and at other local, state and national organizations, as appropriate

Participant Relations

- Fosters an environment of camaraderie, mutual respect and trust where seniors are recognized as integral and valuable members of the community
- Handles complaints; resolves grievances and conflicts

- Maintains privacy regarding health and financial circumstances

Personnel and Volunteer Management

- Recruits, trains and supervises staff consistent with the City of Ashland employee policies and procedures
- Guides, directs and motivates subordinates; sets performance standards and monitors performance
- Develops and builds staff teamwork; encourages mutual trust, respect and cooperation among team members
- Oversees the recruitment, training and supervision of ASP volunteers; assures that background checks are conducted on volunteers who are in unsupervised contact with participants

KNOWLEDGE AND SKILLS

- Knowledge of the principles, practices, and philosophies of the field of gerontology
- Knowledge of available public and private resources for aging services
- Knowledge of budget preparation and controls
- Knowledge of the principles and practices of publicity and community relations
- Skill in developing and implementing human services, recreational activities, health promotion and educational opportunities for older adults
- Skills in establishing prioritizing and organizing work
- Skills in decision making and problem solving
- Skills in management, leadership and supervision
- Skills in utilizing computer hardware and software including database management tools, and audiovisual equipment
- Skills in interpersonal relationships
- Skill in oral and written communications

JOB REQUIREMENTS

- Education and job experience that provides the above knowledge and skills
- Must have an Oregon driver's license and insurance or have access to transportation that enables fulfillment of job duties and responsibilities
- Must be available for an after-hours emergency or problem response

COMMUNITY NEEDS SURVEY FOR THE ASHLAND SENIOR PROGRAM

Administered by the Ad Hoc Senior Program Advisory Committee

January 2018

SUMMARY OF RESPONSES*

BACKGROUND

The Ad Hoc Senior Program Advisory Committee (ASPAC) fielded a Community Needs Survey for Ashland Senior Program (Survey) between January 10 and January 27, 2018. The Survey was intended to supplement the Listening Sessions, public input at ASPAC meetings and individual community conversations with broader input from the adult population of Ashland. The goal was to help guide and support recommendations to the Ashland Parks and Recreation Commission (APRC) and inform the incoming permanent Ashland Senior Program (ASP) staff of community priorities.

The Survey was designed to provide quantitative data about survey respondents and their usage of the ASP; views about program needs and desires; and usage of other Ashland resources for information, support and recreation. Demographic data was gathered to enable filtering of responses by subsets of the respondents to ensure that the needs of the most vulnerable citizens were given particular focus.

To encourage participation, the Survey included short, easily answered (check off) questions, but to ensure that the phrasing of questions did not unintentionally hamper full expression of the views of respondents, many questions included an “other” answer option and two questions allowed entirely open-ended comments.

ASPAC recognized that the responses would not be representative of all Ashland adults but rather reflect the experience and views of Ashland citizens most interested in the Ashland Senior Program. As will be seen in the Results section below, respondents were skewed towards older adults and towards females.

An electronic link to the Survey was posted on the web sites for the City of Ashland and the Ashland Senior Center, on Facebook (several locations) and Nextdoor, and included in an email to an Ashland-only subset of the age 50+ Osher Lifelong Learning Institute members. These electronic mechanisms also provided a PDF of a paper form. Paper copies were available at the Ashland Senior Center and in several City locations, distributed to Food and Friends participants who receive meals at their homes and included in a letter that went to Ashland places of worship. Survey flyers and an article in the *Daily Tidings* provided information about the ways to participate.

By the cut-off date for inclusion in this initial summary, there were 744 responses. All but one question—usage of the Ashland Senior Center in the past two years—were optional, and some respondents skipped certain questions. Completion rates are shown for each question in the Results section.

Filtering of survey results, analysis and interpretation of results and conclusions are not yet complete and are not included in this report.

*All verbatim “other” responses and responses to open-ended survey questions are included in an Appendix.

RESULTS

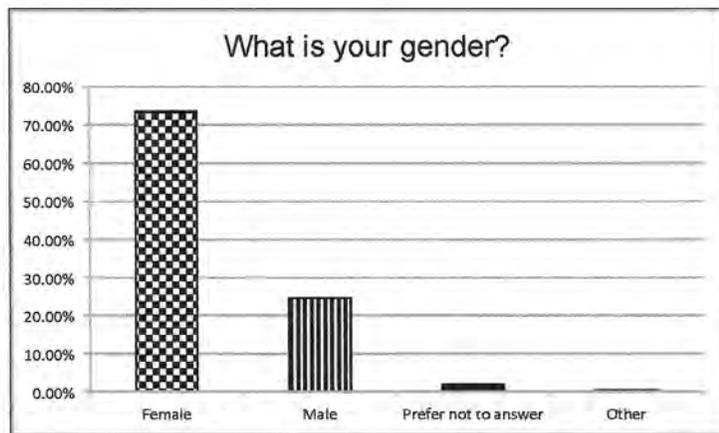
Charts and data for Questions 1-12, and 14-16 are provided below. "Other" responses and full verbatim text of responses to open-ended questions 13 and 17 are provided in the Appendix.

Respondent Demographics

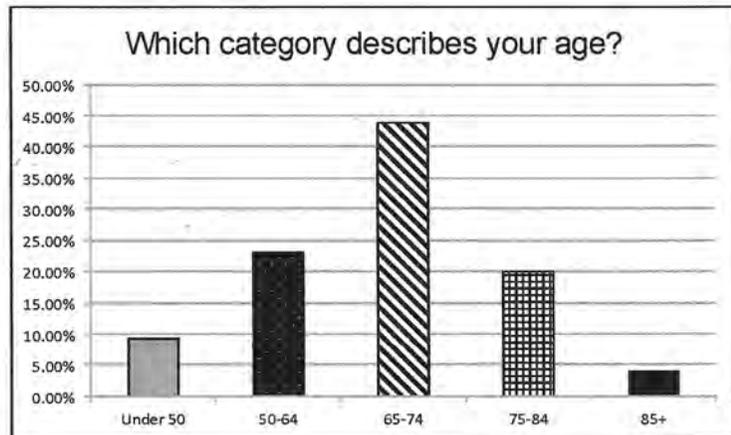
As mentioned above and summarized in the following chart, older adults and females were over represented among the respondents to the Survey.

Percent of Ashland Age and Gender Subsets Who Responded to Survey					
	20-49	50-64	65-74	75-84	85+
Age Subsets	0.8%	2.7%	9.1%	10.4%	3.8%
Males by Age	0.4%	1.5%	4.5%	6.1%	3.6%
Females by Age	1.1%	3.4%	13.3%	13.8%	3.8%

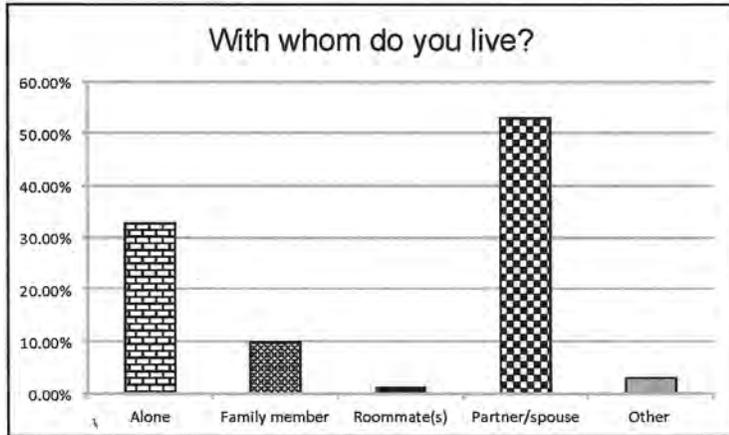
Source: size estimates of population subsets from the 2016 American Community Survey for Ashland



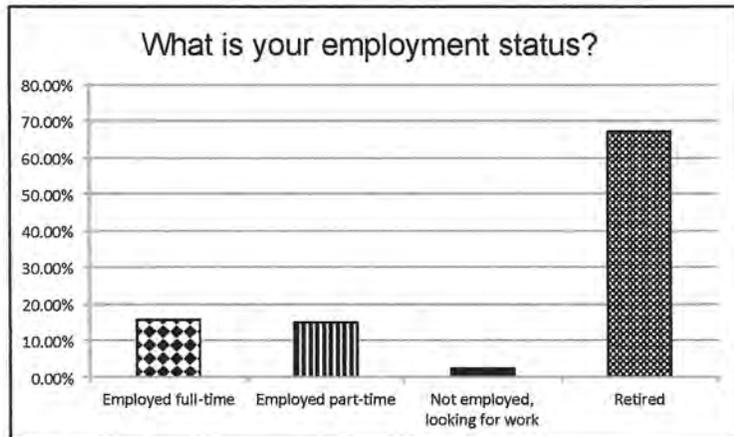
Answer Choices	Responses	
Female	73.42%	536
Male	24.52%	179
Prefer not to answer	1.78%	13
Non-binary	0.27%	2
	Answered	730
	Skipped	14



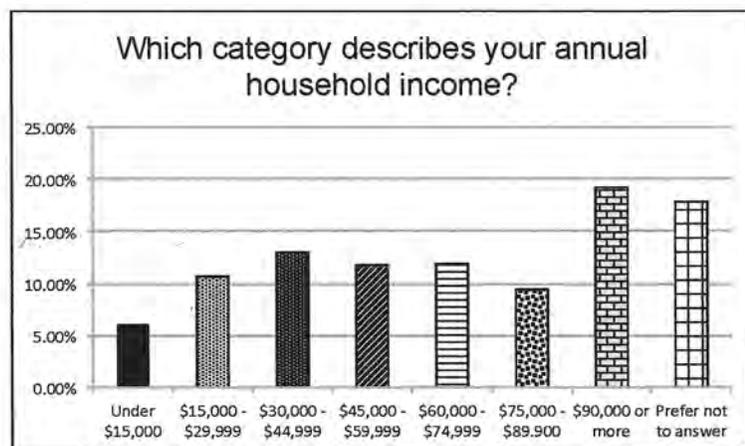
Answer Choices	Responses	
Under 50	9.22%	67
50-64	22.97%	167
65-74	43.88%	319
75-84	19.94%	145
85+	3.99%	29
	Answered	727
	Skipped	17



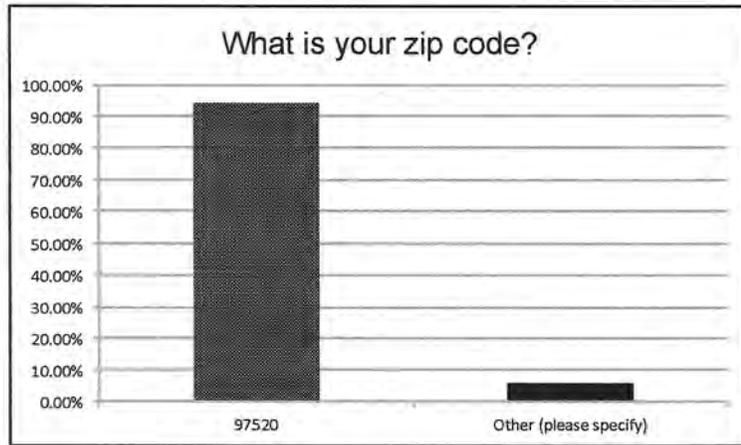
Answer Choices	Responses	
Alone	32.74%	239
Family member	9.86%	72
Roommate(s)	1.37%	10
Partner/spouse	53.01%	387
Other (Appendix)	3.01%	22
	Answered	730
	Skipped	14



Answer Choices	Responses	
Employed full-time	15.63%	113
Employed part-time	14.94%	108
Not employed, looking for work	2.35%	17
Retired	67.08%	485
	Answered	723
	Skipped	21

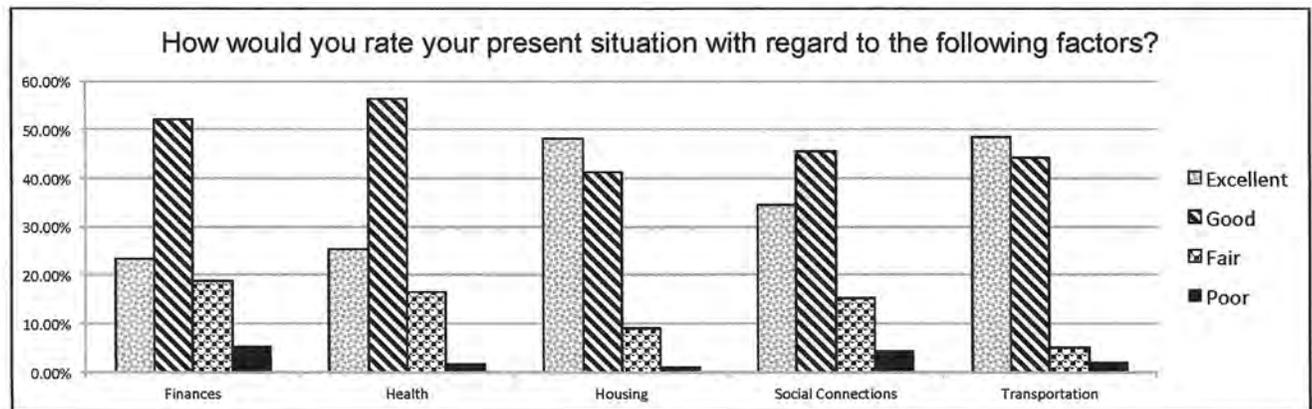


Answer Choices	Responses	
Under \$15,000	6.09%	44
\$15,000 - \$29,999	10.66%	77
\$30,000 - \$44,999	13.02%	94
\$45,000 - \$59,999	11.77%	85
\$60,000 - \$74,999	11.91%	86
\$75,000 - \$89,900	9.42%	68
\$90,000 or more	19.25%	139
Prefer not to answer	17.87%	129
	Answered	722
	Skipped	22



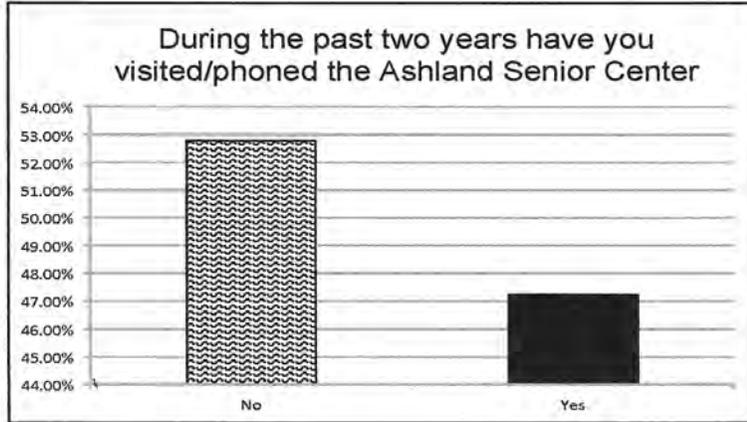
Answer Choices	Responses	
97520	94.28%	676
Other*	5.72%	41
	Answered	717
	Skipped	27

- *Other
 Talent (20)
 Medford (13)
 Phoenix (3)
 Central Point (2)
 Grants Pass (2)
 Jacksonville (1)

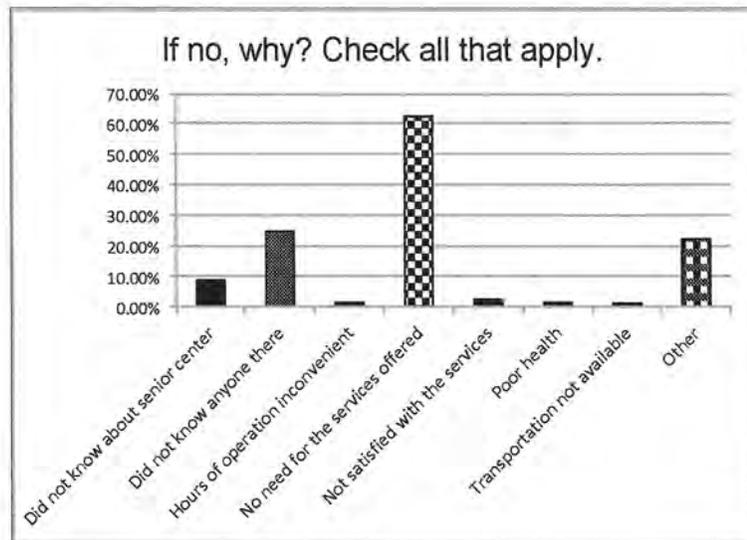


	Excellent		Good		Fair		Poor		Total
Finances	23.54%	169	52.09%	374	18.80%	135	5.57%	40	718
Health	25.49%	183	56.13%	403	16.57%	119	1.81%	13	718
Housing	48.19%	346	41.36%	297	9.05%	65	1.39%	10	718
Social Connections	34.54%	248	45.54%	327	15.32%	110	4.60%	33	718
Transportation	48.47%	349	44.17%	318	5.14%	37	2.22%	16	720
								Skipped	23

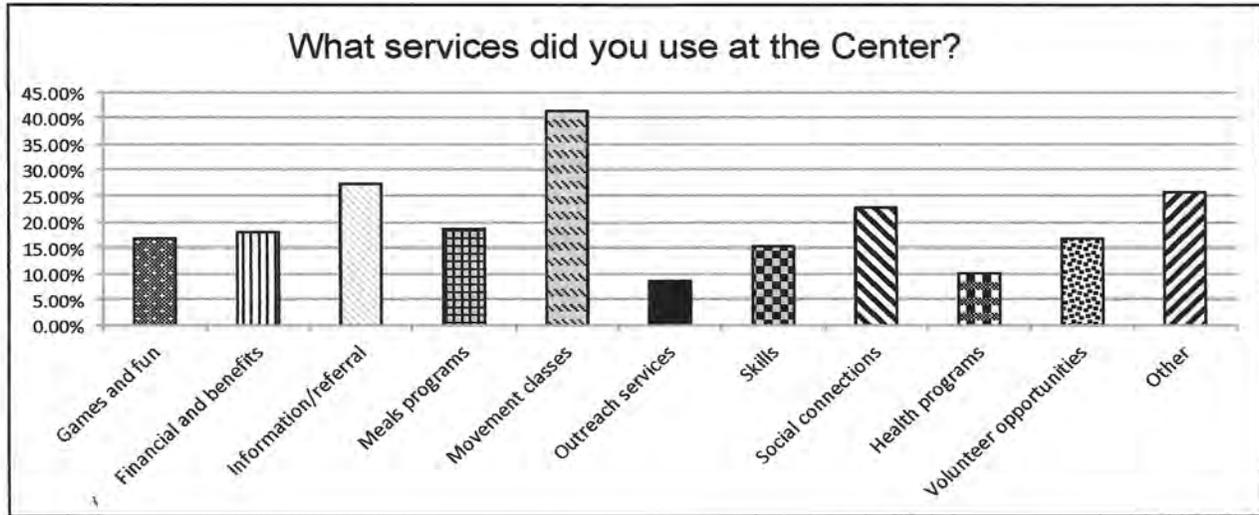
Usage of and Suggestions for Ashland Senior Program



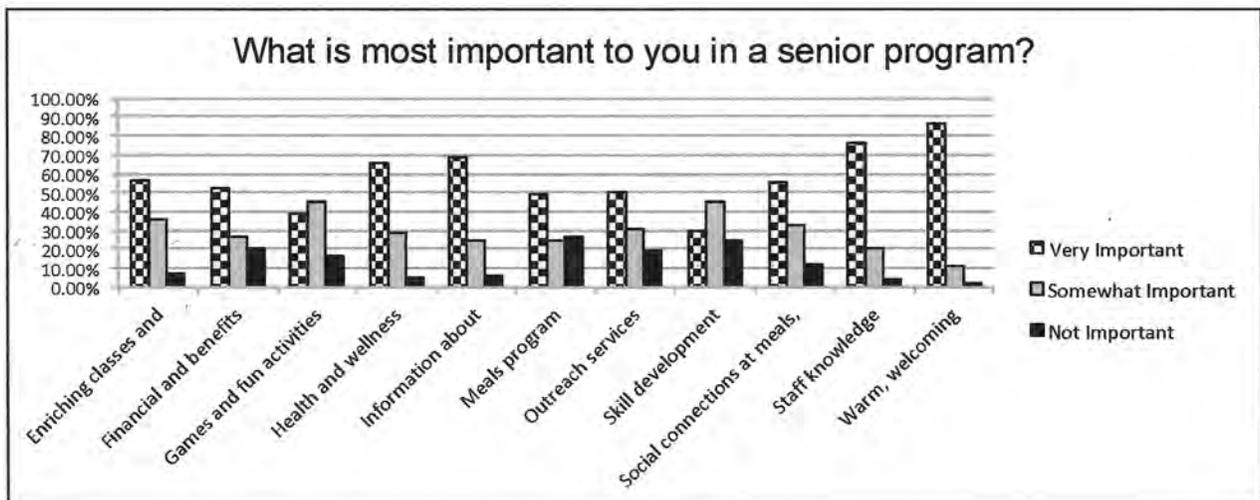
Answer Choices	Responses	
No	52.79%	388
Yes	47.21%	347
	Answered	735
	Skipped	9



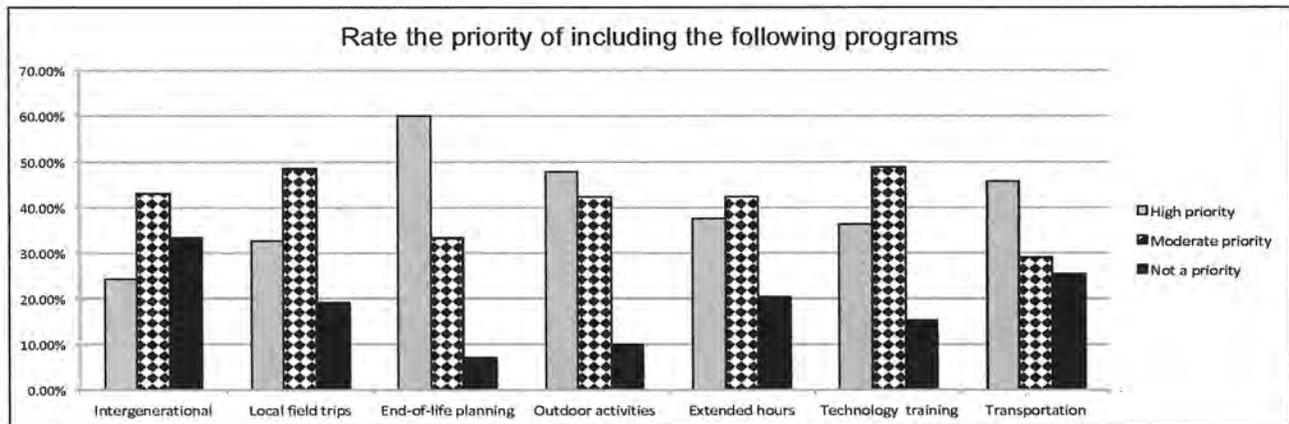
Answer Choices	Responses	
Did not know Ashland had a senior center	8.65%	32
Did not know anyone at the Ashland Senior Center	24.59%	91
Hours of operation not convenient	1.35%	5
No need for the services offered	62.43%	231
Not satisfied with the services offered	2.43%	9
Poor health	1.35%	5
Transportation not available	1.08%	4
Other (Appendix)	22.16%	82
	Answered	370
	Skipped	374



Answer Choices	Responses	
Games and fun: cards, cribbage, Mah Jongg, movies	16.82%	55
Financial and benefits assistance (utilities, senior health insurance)	18.04%	59
Information about and referral to other social service agencies	27.22%	89
Meals programs	18.65%	61
Movement classes: line dancing, Somatics, Tai Chi, yoga	41.28%	135
Outreach services: contact by and follow up from staff	8.56%	28
Skills: computer/technology instruction, driving	15.29%	50
Social connections: conversation, discussion groups, parties	22.63%	74
Health programs: blood pressure checks, foot care clinic, medication review	10.09%	33
Volunteer opportunities	16.82%	55
Other	25.69%	84
	Answered	327
	Skipped	417

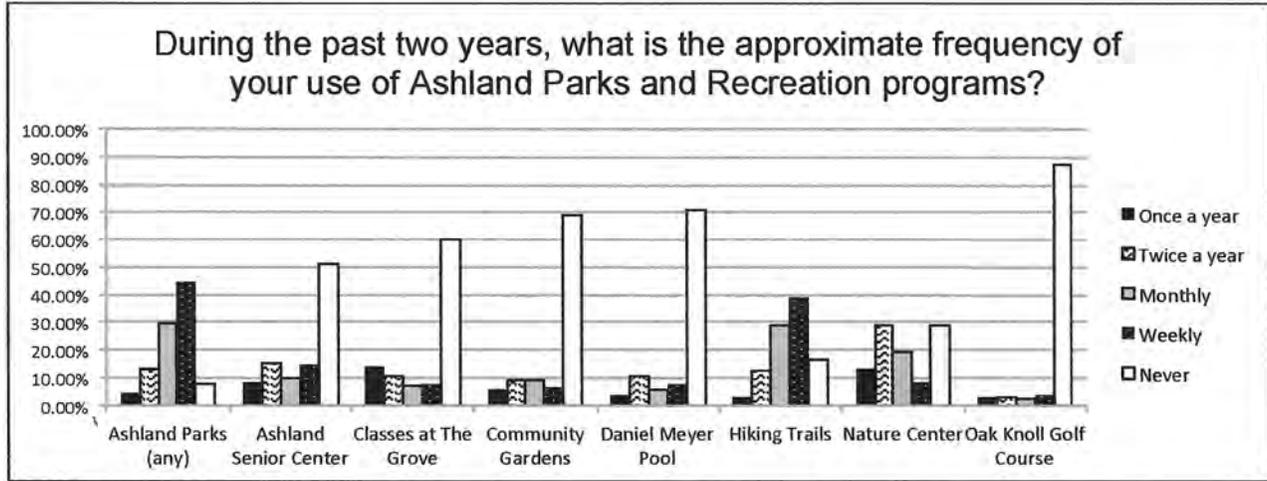


	Very Important		Somewhat Important		Not Important		Total
Enriching classes and lectures on a variety of topics	56.61%	351	35.81%	222	7.58%	47	620
Financial and benefits application assistance	52.61%	312	26.48%	157	20.91%	124	593
Games and fun activities	39.20%	234	44.72%	267	16.08%	96	597
Health and wellness programs	65.58%	402	29.04%	178	5.38%	33	613
Information on senior services and agency referrals	69.02%	430	24.72%	154	6.26%	39	623
Meals program	49.34%	297	24.09%	145	26.58%	160	602
Outreach services	50.08%	298	30.92%	184	18.99%	113	595
Skill development	30.07%	175	45.19%	263	24.74%	144	582
Social connections at meals, games, discussions	55.34%	337	32.68%	199	11.99%	73	609
Staff knowledge	75.71%	455	20.47%	123	3.83%	23	601
Warm, welcoming environment	86.15%	541	11.62%	73	2.23%	14	628
Other (please specify)							63
							Answered 661
							Skipped 83

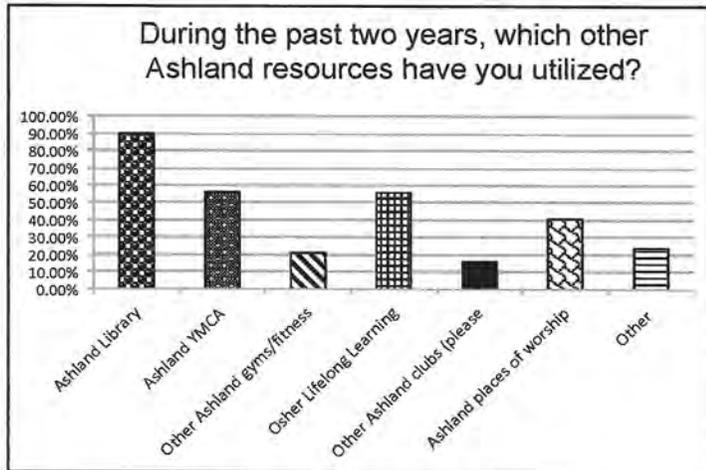


	High priority		Moderate priority		Not a priority		Total
Connections with Ashland youth	24.04%	150	42.79%	267	33.17%	207	624
Local field trips	32.64%	204	48.48%	303	18.88%	118	625
Planning for long term care and end-of-life	59.84%	377	33.17%	209	6.98%	44	630
Outdoor activities for seniors	47.68%	298	42.40%	265	9.92%	62	625
Senior Center service hours extended to weekends and/or evenings	37.38%	231	42.39%	262	20.23%	125	618
Technology training	36.31%	228	48.73%	306	14.97%	94	628
Transportation to/from Senior Center	45.54%	281	29.01%	179	25.45%	157	617
							Answered 650
							Skipped 94

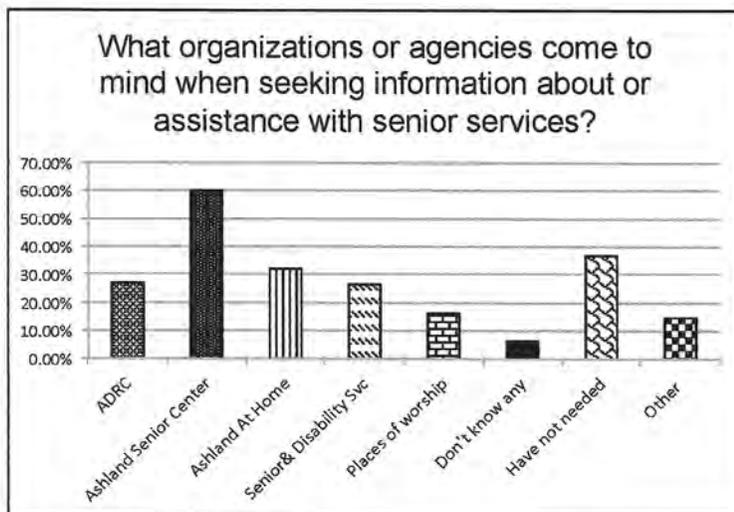
Other Community Resources



	Once a year		Twice a year		Monthly		Weekly		Never		Total
Ashland Parks (any)	4.84%	31	13.10%	84	29.49%	189	44.46%	285	8.11%	52	641
Ashland Senior Center	8.90%	56	15.42%	97	9.70%	61	14.63%	92	51.35%	323	629
Classes at The Grove	14.33%	89	10.79%	67	7.09%	44	7.73%	48	60.06%	373	621
Community Gardens	5.87%	36	9.46%	58	9.14%	56	6.85%	42	68.68%	421	613
Daniel Meyer Pool	4.08%	25	10.93%	67	5.87%	36	8.16%	50	70.96%	435	613
Hiking Trails	3.29%	21	12.38%	79	28.84%	184	38.87%	248	16.61%	106	638
Nature Center	13.51%	85	28.93%	182	19.55%	123	8.90%	56	29.09%	183	629
Oak Knoll Golf Course	3.08%	19	2.92%	18	2.59%	16	3.89%	24	87.52%	540	617
										Answered 653	
										Skipped 91	



Answer Choices	Responses	
Ashland Library	89.75%	569
Ashland YMCA	55.99%	355
Other Ashland gyms/fitness centers	20.98%	133
Osher Lifelong Learning Institute (OLLI)	55.84%	354
Other Ashland clubs (please specify)	16.09%	102
Ashland places of worship	40.69%	258
Other	23.82%	151
	Answered	634
	Skipped	110



Answer Choices	Responses	
ADRC: Aging & Disability Resource Connection	26.98%	174
Ashland Senior Center	59.84%	386
Ashland At Home	31.94%	206
Senior and Disability Services of RVCOG	26.51%	171
Places of worship	16.28%	105
Don't know any	6.36%	41
Have not needed information or services	36.74%	237
Other (Appendix)	14.73%	95
	Answered	645
	Skipped	99

COMMUNITY NEEDS SURVEY FOR THE ASHLAND SENIOR PROGRAM

**Administered by the Ad Hoc Senior Program Advisory Committee
January 2018**

APPENDIX

“OTHER” ANSWERS TO QUESTIONS

With whom do you live? (22 “other” responses)

Other (please specify)
Husband and 3 kids
50 year old son lives with me
Retirement complex
My children
I live with my husband, my child, and my father (a senior)
With my son, husband and father.
Alone in rented room, no interaction with other housemates
Family
Cats & a dog
Husband,two roommates and son
Friends
Spouse & kids
Spouse and another family member
Spouse and another family member
Adult foster home provider
Family members in attached apartment
Spouse/Roommates/Son
Spouse and friend
I live with family members, roommates and a partner.
My cat
Yo

If you did not use the Senior Center, why? Check all that apply. (82 “other” responses)

Other (please specify)
Not aware of services and offerings.
I did not realize the senior center might be able to give advice on insurance and perhaps other financial questions
Have an excellent community of friends and find no real need at this time.
Decided to take yoga at the YMCA instead as it's covered by my supplemental Medicare policy
We knew there was a senior center, have not had a need to use it, but after reading letters to the editor we have become very concerned about the reorganization without consulting the senior center staff and the

seniors who are involved in the program. Before making a major change of any kind it seems very important to get as much input as possible from those who are affected the most.
Have used SHIBA in the past and delivered meals
Didn't think to
Did not know their program.
Was already involved with non-profit boards
Family members used services in the past, as have I. No recent need, but anticipate use in the future, if ASP is supported. Desire continued support.
I forget that I AM a senior!
I just retired, and did not have time to Ho before while working full time.
My wife and I don't have any needs the Senior Center can provide at this time. Perhaps in future years the Senior Center will be important. Until then, we support those who do need, and can benefit programs offered by the Senior Center, at least until it was recently re-organized.
I stopped going to the yoga classes.
Know idea what offered there.
Don't know what services are offered.
Not sure what it is
My mother died last year, and my father has moved in with us. We are looking for housing in Ashland currently. I hope that the senior center will provide services that will meet his needs.
My mother goes all the time. I used to use the pool.
used the Y, OLLI, and garden shares
Currently working - no time.
Do not know what services are available to me.
just moved to Ashland
unaware of what services were provided
center not near bus stop but now have valley lift
Yoga, Zumba @ YMCA
unclear what services are provided
Classes interested in offered too early in the day.
Procrastination
No idea what the senior center offers or is about
Have not had time, not sure what services are offered, and don't quite consider myself to be a senior yet.
Did not know what was offered.
I live at MOUNTAIN MEADOWS RETIREMENT AND GET SERVICES THERE
Busy working
Recently retired and intend to check it out.
don't know what the Senior Center does
I was working; and even though I am retired, I work part-time, or busy with grandchild in Portland
Didn't know what's offered
Understand program is for elderly
no need
Not yet in need of services but am very glad to know it is there for the future.
Focusing on exercise at the YMCA
Spouse has been very ill and have had no time.
Wasn't in the area, not a senior myself

no need yet
didn't pay attention to what is offered
not knowledgeable about services offered
Very little knowledge of the senior center
No current need of the services offered
Didn't know what services they offered.
Busy with other things
I have friends who have been going there regularly for years and were very satisfied with staff and services and are very unhappy with what is going on now.
Don't know what services are offered
I was interested in playing mahjong , but it said it was for 55+
don't know what services are there
I don't need the services yet, but I might need them in the future.
I might not need the services now, but I might need them in the future.
I haven't informed myself about programs at the senior center
Don't see any activities that I am interested in that the center currently offers.
Considered taking Tai Chi class but the time didn't work for me. Otherwise, I feel like I'm on the young side and also don't need the vital services that I understand have been provided to those seniors who do (meals, socialization, etc.).
we just moved to Ashland about 75 days ago
do not know what the center offers for seniors...
Services not needed yet
Don't know the services offered
not a priority. Life full of other involvements.
Just after I moved here, services at the center were cut. Although I put activities on my calendar, I understood that the Center was being closed so I didn't bother to follow through.
not sure what services offered; involved with many other groups: Y, OLLI, hiking, etc.
Busy with other choices
only interested in classes, and can't afford those
have an aversion to calling myself a 'senior'....I believe that I am growing younger and that expansive activities are best for me.
I know about the Senior Center. I have taken Yoga there.
Didn't feel drawn to it
Live in Mountain Meadows which has lots of programs.
I didn't know what services I might use.
not very aware of programs/services offered
not sure of the services available
No newsletter about monthly offerings.
Attended great yoga classes there about 4 years ago. Back issues (and surgery) interrupted.
not familiar with the services offered
know nothing about what's offered at the senior center
Didn't think of going there to check out the services and facility.
Not a senior yet (~10 more years)

What services did you use at the Center? Check all that apply. (84 "other" responses)

Other (please specify)
I am a volunteer
SHIBA volunteer—help w/ Medicare Part D w/ Christina
AA meeting
Informational visit
safe driving workshop
Volunteer - will do when I have a bit more time, already taking care of several older friends!
Delivered meals for Food and Friends; Delivered brochures about Age Wise Age Well
Delivered meals
how to sign up for social security benefits
Social for people with disabilities
Film
Donations
Lending library and puzzles
guitar class
senior driving course
Little League sign ups
To donate magazines
Referral for a will: tax help
I visited once to see what services were available, but I never really stayed to take advantage of anything yet. Though I do plan on it in the near future
Rogue world music rehearsal
Theater class
I sing with Rogue World Ensemble and we rehearse at the senior center on Tuesdays.
Planning dept mtg
other classes
Called regarding above opportunities for my dad.
Guitar class
movies
As a location to bring a senior friend so she could socialize with her peers.
Classes
Choir meets there
I referred clients there I am a counselor
aarp drive alive program
Plan to use movement classes in 2018
SHIVA help for Medicare Part D (drug plan)
volunteer thanksgiving meal
I had called for another (friend) senior who needed in-home help (care).
I asked about current programs but found nothing of interest.
We volunteer with St. Vincent de Paul Society and have had good results. When asking for information on behalf of clients, as well as referring clients to the Senior Center across the last 10 years. (Note: next to 3 services selected above is written " Referred people there.")

Just gathering information
concert
Community meeting
Delivered Meals
AARP driving class
"Listening" meeting
Defensive driver course
Looking ahead I'll be making appointments with computer guy to help me when I soon get a smart phone.
evening guitar class
Yoga class
musical presentations
community meeting for housing
transportation
Assistance with preparation of Advanced Directive. Excellent Service and necessary.
SHIBA
medicare supplement counseling
SHIBA
recent meeting on ongoing Senior Center Program situation
My father enjoyed the meals there
Because I have not needed the Outreach services, but in the near future I could
Contact made on behalf of clients
Used the space for rehearsal.
I deliver meals that I pick up there
My 97 year old mother loves the senior center.
Watched DVD
I love the yoga classes
Brought in magazines
Bus and taxi info
Tax help
SHIBA counseling service x2
Little League Board Meeting/Social Security Education Class
Special event for work
Took AARP Driving Course to lower my car Ins premiums
Performed for Center activities
Boy Scouts tree recycle program
Viewed DVD
ASPAC-related
driving for Food & Friends, staying occasionally for meal
I am in a choir that rehearses in the Senior Center
I volunteered. I used the service to help decide which Medicare plan to go with.
Sewing services
Games
I went there to see a video.

SHIBA - saved my life, literally. Insurance cut me off from life-saving meds.
Use of pool for therapy purposes
To check it out

What is most important to you in a senior program? Check all that apply. (63 "other" responses)

Other (please specify)
Being asked for input as appropriate
That the Senior Center is run with qualified personnel such as there was before when Chris and others were employed there.
Tai Chi and Yoga very important
Was very interested in early article that mentioned potential bus outings
Although we are not at this time in need of benefits offered by the senior center it is important that all the services that have been offered to the seniors still be available to them.
My widowed grandmother required tax assistance and ASP was her dignified choice for remaining independent while tending to such personal -- and potentially overwhelming -- matters. How could we even consider an Ashland community without a STRONG ASP? I cannot. I anticipate heavier involvement as I age, both as a potential volunteer, and certainly as a participant. Much less desire on my part for use as a social hub than as a resource center for relevant, highly useful lifestyle maintenance offerings.
Support for seniors at risk is most important. Social connection and life enrichment (classes, health and wellness) is also important.
Not currently needing these services
Services to keep seniors from over using emergency services (like rescue) because they did not get support before it got that serious.
Do local non-profits also provide these things? don't duplicate, make info available. a place to gather may be important.
I am homebound with illness and living up in the hills above Ashland. I need to know what services can come to me, and someone who can troubleshoot for me. I will be 65 in February. I am not well enough to go to a center.
Movies
That the location, services, and routine remain as stable and consistent as possible. Seniors need these factors.
Haven't used center yet but want it to remain as it is so when I do use it it will still be there!
Support groups on Aging, or illness, living alone etc.
Prefer lectures over classes
Connection to others, especially children
Concerts and lectures
Outdoor activities, community interface
More inviting atmosphere for younger seniors maybe Grove is a better site for this . Trips cooking classes
Staff Longevity
I support all of the above, but have no need for them myself.
As I get older, my priorities may change.
Qualified staff in social services
Very important to have quality in a retirement town
Do not use the facility but these programs are important
Exercise classes

I don't use the program...I use the YMCA
Several of these are not needed right now but I will in future
Transportation bus
A safe, relevant place to connect with
Assistance with transportation; movies; assistance with joining OLLI and enrolling in OLLI classes; discussion program on how to shop for food and prepare healthy meals "on the cheap"
I'm still very independent but know as I age how important it will be to have a place to connect with others. As seniors, we are often alone, without partners or family living close so we will be increasingly interdependent with each other and need support to be together as we are guided through some very scary times. I didn't get this until I was 65. Young people don't get it. We need experienced, caring individuals of all ages to be involved but the wisdom will come from the elders. I suggest that an elder board be established to provide support and guidance to administration, especially if they are younger. We have watched and participated in our parents aging and dying. We know first hand what we are up against and need all the help and support that we can get. As a retired teacher, I see the value of a senior center include interaction with children who they can help with homework or give special attention to when their parents are young working couples. This would involve some crossover with other community program through the Y or OSU. Just a thought.
I attend OLLI and a church so have social network, but can see where others benefit from the Center
Years ago we went on several field trips arranged by the senior center are they still offered?
I am unfamiliar with the term "skill development"
Please don't put seniors at the Grove. That feels very disrespectful to Seniors who have given so much through out their lives.
Services that encompass a range of needs as seniors get older and needs changes. Staff educated on the psychosocial needs of seniors and the knowledgeable of the array of services available. Ensure basic needs for food and housing met.
Meals on wheels
Programs such as travel (day trips and/or longer group trips) wine and food pairing, cooking
At this point in time, I have no need to use these very important services.
If I were in position to use the services Meals would be important, the rest all somewhat important.
Trust, staff always available to listen, comforting relationships with staff and friends
Expertise re: aging and loss issues in our population
I do not use the services. I volunteer for Food for Friends
These seem like services the center should offer, but I don't currently need them through the center.
Enriching classes are great, but OLLI has that arena pretty well covered. Your effort would be better spent doing things that are not duplicative of other excellent programs in the community.
I would like some computer help
Consistency of hours of operation
A variety of ages is important in all activities
Community connections, senior advocacy
Staff ability to network with programs that might offer support--OLLI, Senior Services, Resource Center, public library services ,AARP programs, etc.
Community space for use by other groups
OLLI does a great job of education and skill development. Some connection - scholarships? so all could benefit
Funded with general funds, no user fees
Chris Dodson was a valuable director and asset.
Brochure about services/classes
Everything

All the above are very important to each category, but can a senior program be all things to all people? And if not, what specific areas are important focus?
Welcoming to younger seniors as well as older ones
I am very concerned about the loss of focus by skilled and experienced personnel who could refer to a wide variety of services. Don't need it right this instant, but WILL.
I'm still very independent, but when the time comes, everything on the list will be 'very important'!
Ambiguous question. What I value for the community or need for self?

During the past two years, which other Ashland resources have you utilized? Check all that apply. (151 "other" responses)

Other (please specify)
Elks Club
Lithia, Garfield, Clay street parks
Local event, ie Iron Chef, Chamber of Commerce events, ie Christmas Parade
Ashland plays, concerts and restaurants
Jefferson Center, SOCAN - climate action now, Mountain Meadows Retirement Community activities
Participation on housing and human services committee
watershed hiking trails
Ashland garden club, aauw
Amigo club of Ashland
Ashland Tennis & Fitness Club
kiwanis club
improve senior lunch program quality
Airport, parades, sou campus, high school theater
Fraternal Order of the Elks, Streets & Side Walks, Restaurants & Lounges, Historic Armory, Lithia Water
Peace Choir
Classes at Grove
Various Community sponsored free meals on Tuesday, Friday, Sunday, Etc. The one at Pioneer Hall may be considered an Ashland resource because they allow the use of the building without heavy fees
SOU
Amigo Club
Skate park ice skate.
Rotary
AAUW, LWVRV, The Jefferson Center,
Rogue Rowing
Ashland Community Resource Center, food bank
Racquet Club
Southern Oregon Duplicate Bridge
Our natural beauty, our trail systems! Yay!
Ashland Yoga Center;
Elks Club, AAUW
Quilt group, book club, women's group, RV Symphony, OSF and other theatres, biking group

oregon shakespeare volunteer
Ashland Garden Club
valley lift
sou
Sand bags available during flooding; police contact after theft off my porch
EarthTeach Forest Park, Bellview Grange, Bike path
OSF & Green Show, Chamber of Commerce, many local businesses and publications
Other Ashland clubs: AAUW. Other: We work with ACRC and Ashland Food Bank
Ashland Community Hospital
Mt. Ashland
Soroptimist of Ashland member
siskiyou woodcraft guild
We spend a lot of time volunteering. We are fit and able to contribute and don't need services....yet. But want them for our less fortunate citizens.
Friday community meal in pioneer hall
Mt. Meadows has musical programs, a gym, talks & social worker
Parks/ lithia, trails, mount ashland
Ashland Resource Center
Aauw ashland fitness and tennis club
Ashland Kiwanis Club, Unitarian Church, North Mountain Park, Lithia Park,, OSF
Ashland Garden Club, OSF
2 book clubs
Elks
Rogue Rowing Club
AAUW
Ashland Garden Club
most everything I do i have to go to Medford. Ashland is for the elite few.
Grower's Market
Ashland Yogas Center
Ashland Yoga Center
Ashland Garden Club
Soroptimist
Rogue Valley Peace Choir
Elks
headstart, indivisable
Trails and parks--DAILY
Ashland Independent Film Festival, Ashland New Plays Festival. Oregon Shakespeare Festival
Rotary Club of Ashland
Jefferson State Choral Coalition, Food Co-op, Shopn Kart, doctors, dentists, Ashland Hospital
Soroptimist of Ashland
Oak Knoll Golf
I work in Ashland
Elks Lodge
Death Cafe, Hospice, Recycle center, cinema

Elks
Coop classes
Coop, farmer's market, OSF, movie theatres, city hall
Ashland Hiking Group
aauw
Soroptimist
I volunteer at the Chamber of Commerce information center twice a week
Rotary. Toastmasters
AAUW, book groups, bridge groups, volunteer work for Chamber Music Concerts, SOU activities
ashland at home
Various community activities
TES
Dog park
bank, hardware store,grocery stores
Aauw
Writing group, collage group, Peace choir, Independent Film Festival, Ashland at Home, OSF, OLLI, film, ChiGong, coffee shops, restaurants, walk and hike every day, local book stores, Hannon, game group, film group and thinking about a fitness club--used to belong to YMCA
theatres, movies, museums, lectures
Community choirs, Siskiyou Singers and Peace Choir, church choir.
AAUW
Symphony, Chamber Concerts, OSF, Jefferson Baroque Orchestra, Britt
Newcomers social group
Tennis courts
OSF, Tudor Guild
Garden club, OSF volunteer, Siskiyou Singers, Master Gardeners
Soroptimist Club
Ashland Garden Club
several walking groups, theaters, concerts
Elks
Attending council and commission meetings
OSF, Elks Lodge, events at Old Armory
Rogue Rowing
Dance works studio, yoga studio
OSF, and other theaters, Varsity and Ashland St. movie theaters
Elks Club
book club
Member of Southern Oregon Animal Rights Society
Activities at Mt. Meadows where I live.
N/A
OSF volunteering and membership, KSC Buddhist Center
LIONS
OSF volunteer
science works, jefferson center

AAUW, Soroptimist
SOCAN, Tudor Guild
Ashland Tennis and Fitness
Ashland Garden Club
member of the Rogue World Ensemble choir in Ashland
SO Nordic Club, Hiking Group, Sierra Club Backpacking Group, Soda Mountain Wilderness Council hikes and lectures, Diamond Lake Senior Week
Quilt store classes
Oregon Shakespeare Festival; Jefferson Center
AAUW, FOTAS, AIFF,
Buddhist Temple
OSF
Hannon Library and SOU facilities
Jane Austen Society of North America
meditation group
Book club, educational and philanthropic organizations
Bridge and mah jongg
library book club
AAUW
Parks
Tudor Guild, AAUW, Trinity Episcopal Church, Lithia Springs Rotary
Who's got time to list them all?? I'm very engaged and trying to get even more connected
Elks Lodge member / volunteer
Rotary
Newcomers
Oregon Shakespeare Festival
member of the Tudor Guild, Rose Yoga Studio, Ashland Food Coop
Theater, live music, wineries, ice rink (take grandkids)
Ashland Garden Club and AAUW (Amer.Assoc.Univ. Women)
Ashland at Home
Meet up, Vorhees Bridge center
OSF, Chamber Music Concerts, RVSO, weekly volunteering
Hospice Unique Boutique
AAUW, Knitting groups, book club
Elks
Ashland Culture of Peace Commission
Elks

What organizations or agencies come to mind when seeking information about or assistance with senior services? Check all that apply. (95 "other" responses)

Other (please specify)
Age Well, Age Wise
Friends in Mountain Meadows 55+ community
The classes I've attended are very reasonably priced.
all of these when taking care of an aging parent.
Have attended presentations at SOU at which some of the above were discussed.
Community Volunteer Network 541-857-7783; Age Wise Age Well; Call-A-Ride; Foster Grandparent. Excellent # of service programs for seniors, also good research on senior needs in this valley.
medicare options; AARP tax assistance
Ashland Community Hospital
I'm still in-between this age group, having recently lost my senior family member and not quite there yet myself.
Access
Meals
SOU and Ashland Libraries
The Internet, Facebook, Twitter, Community Resource Guide, Silver Pages, Area Agencies on Aging, National Council on Aging, AARP, Friends & Neighbors
United Way
Friends of Hospice
Access
food bank
Hospice,
there are magazines available that list all "help" sources
shiva
senior services in Medford
ACCESS, South Valley DHS on Ashland St., Senior Services in Medford.
ACRC
ACH
Retirement communities and facilities; health care providers; Adult and Family services
I expect to use the senior center more as I age further
Caregiving agencies, Assisted Living/Skilled Nursing Facilities
many seniors especially those who live alone need a place to socialize with other seniors
valley lift SHIBA
AARP; SSI
Brookdale Retirement facility
booklet Senior Resources; medical people (health care offices)
St. Vincent de Paul
My husband volunteers with Ashland at Home. They offer great services, but not everyone can afford to belong.
private providers of services including caregiving agencies and care managers
for aging parent
Community meal on Friday in Pioneer hall
Our Insurance Broker, Steve Yungen

I live at Mountain Meadows and we have these services
Assisted living homes
Primary care physician and hospital/nursing home discharge program
library
Looking ahead I'll be using many of these programs. I think Ashland at Home is a fantastic idea.
friends
Medford Senior Services and ACCESS. OC for the Blind
have not utilized available services, YET
Jackson County
I can't understand why no records were kept about how a person was referred to a service
I would start with Sr Center staff or the internet
st vincent de Paul
legally blind and don't drive
Daily Tidings articles
Rogue Community Health, LaClinica, Asante/Providence
The alliance for living with dying
Primary Care Physician
Personal physicians
Ashland Community Resource Center
published pamphlets
AA
I would get info from Ashland at Home to which I belong
The Senior Center and Ashland At Home are the resources that I am most familiar with.
Social security
ACCESS
E
Medical personnel; newspaper columns
OLLI; Ashland and Medford Daily Newspapers; TV local news; JPR; SOU;
Always got answers at Senior Center
Senior Resource Directory for Jackson County
Home Health agency (Ashland Community Hospital)
City website which is very difficult to negotiate for info
Ashland Parks Classes
Asante and Linda Vista have provided information for care of an aging parent.
Groups I belong to such as (see above) also Red Earth Descendants
private senior case managers
aging specialists in the area--also AARP year conference at Smullin Ctr--very helpful
AARP
Google the question
Since I stopped volunteering at the Senior Center due to Chris's firing, I now volunteer with Ashland at Home, teaching the use of Apple product.
They were my primary source of info when signing up for Medicare
State Street Senior Services in Medford
I did this for my husband who is now deceased. I do know where to go if I need help.

Ellen's column in Daily tidings
ACCESS
My doctor
OLLI
Library - whenever I need info about anything
jackson county social workers; ashland at home has no outreach
Volunteer opportunities to help other seniors, not just food delivery
Internet search
I am new to Ashland having just finished a year living here.
OLLI
Formerly Senior Center,
RVCOG
Private counseling
Ashland Community Hospital, service organizations

SPECIAL OPEN-ENDED QUESTIONS

What activities, events or services not covered above do you suggest for the Ashland Senior Program? (121 responses)

ongoing holiday special events, music, ice cream social, adding perhaps T.V. Sports events (world series, superbowl, masters, wimbeldon etc)
Political information and education, ie, League of Women Voters forums, candidate forums @ Senior Center, Meas. 101 info.
Support for low income seniors is very important. Ashland offers a wide variety of activities for people who can afford to participate, but not enough for those who are on very tight budgets or who need support.
Attending meetings - my requests were noted! What we don't need is a big pool! Let SOU provide that!
Healthcare info.....and visits by nurses
Extended daytime hours
Meal site; Recreation site; Referral information; Volunteer coordination/training
Indoor activities like music and Scrabble.
Theatre and symphonies
senior oriented exercise, balance, strengthening classes
Covered Daniel Meyer pool for year round use
Ukulele classes; Beginning Spanish classes
book exchange
help with taxes, health insurance signup, getting whatever kind of assistance they need
Suggestion: Separate Long-Term Care Planning and end-of-life planning. They are dramatically different.
Wellness programs. Talks / teaching about end of life preparation and resources.
Grief, Loss and Health problems counseling
With the end of federal funding for the Meals on Wheels program, it will be imperative for the senior center to do as much as it can to help feed the seniors of Ashland.
Art, crafts, quilting

Meet ups with gay/lesbian seniors
Advocates who can assist seniors in accessing the services they need (housing, health care, transportation, etc.).
Writing classes
Keep the original staff.
Meal services, outreach to observe changes in individuals conditions, so as they age they get directed to the services needed for the change in their daily living abilities.
"Seniors" should be included in general recreation programming choices. don't duplicate what other organizations/agencies provide. offer a location for programs to operate
Identifying, reaching and helping Ashland seniors who need help to remain in their homes, to remain healthy, and to have meaningful social connections. A strong pool exercise program.
Sponsor more dancing and music events
These are all programs for healthier seniors that are able to attend Senior Center functions. I would like to see outreach to shut-ins.
Maybe seniors on the decision making advisory board and proximity to the bus line. Also pls. keep the senior center where it is.
Just have people to talk to or listen one on one rather than group activities.
Mental health evaluations and referrals
<ol style="list-style-type: none"> 1. Employment using local Seniors within the Ashland Senior Center. 2. Establishment of a telephone Tree to keep seniors connected. 3. additional (inexpensive) classes for senior: art, crafts, health education. 4. establish an online "blog" AND PAPER BULLETIN BOARD for seniors to ask questions ("what dentist do you go to?" Is there a discount for seniors at ___?") 5. Including local seniors in decision making of activities, events and services at the senior center.
what about adding bingo? That would be a hoot!!
Maybe bird watching
Outreach to community on what services are offered/available. I have NEVER in 11 years of living in Ashland received ANY information on the Senior Center, other than classes offered in the "Community Playguide".
current event discussions
It would be nice to have someone knowledgeable for seniors making the transition to medicare.
Social Security and Medicare information. Referrals to relevant programs and services - safety net services. The meals provide a way to develop community, very important.
Memoir writing groups, Story telling, Book Groups
help with tax form preparation
Community gardening with children, as done in other communities.
concerts and lectures
Arts and crafts
ride sharing/car sharing platform for those of us without cars; there is no bus service on any sidestreets
Transpiration to Ollie programs at SOU
Information and referral; transportation to shut in and handicapped seniors; meals.
Activities that serve seniors at all stages of life.
Dying with grace sooner instead of hanging on forever and destroying economy and depleting social security and thus robbing future generations.
O.T. evaluation of home safety.
Ukulele lessons, hula lessons,

Yoga, exercise, cooking for 1, meals available. Referral source
Transportation to medical appointments
Painting classes
Always being open to new possibilities. As we age there will be more and more of us that will greatly benefit from these programs.
Don't need but these programs are important for those that do .
Games, card and board Indoor exercise classes
Guidance for applying to low-income and/or senior housing
Animal areas where Seniors can interact with pet animals & such. It was a huge part of my grandparents ability to stay busy & happy.
More yoga classes
I went to center for end of life issues and technology...help with the first and the 2nd not enough helpers at the center
Use center for community participation events and forums, civic engagement
needs complete absence of bureaucratic influence and meddling
See comments and suggestions on previous page PLUS Class(es) on How to Live Independently AND Safely! e.g. how to "vet" gardeners, cleaning persons, internet safety, locking doors, buying a security system, etc. Ron Kohl, retired police officer, taught some classes in town (check with Tighe O'Meara). Seniors are often exploited by folks they think they can trust!
Exercise classes for seniors Fall prevention classes
I would like more social programs like bingo or lectures or reading programs.
Love the summertime outdoor concerts where we have bands or other groups on the deck area; important to keep the Saturday yoga classes for seniors.
AA meetings
Meal service is a cornerstone of the Senior Program. In conjunction with that I would like to see outreach from legal services (i.e. actual assistance in Wills and health care decision documents) on a scheduled basis, as well as on-site assistance with applications and information about other programs.
Financial assistance for those that lack family or friends to help. Just so no one takes advantage of an aging mind.
Affordable housing
computer training
Field trips again.
We are a relatively small community--no need to duplicate services or classes offered at OLLI or the Ashland Family Y. Respite care for Dementia or just a place for partners to take their spouses with Dementia would be good. Also short activities or short mini concerts because many 85 year olds can't sit through a long program. I think we need more support for the age range 85-95-100. When I visited the center with my parents--there was very little attendance--not many folks coming at all.
support groups for various issues that are a common link--cancer support group, Parkinsons support group, family issues support group, etc
See last comment. Ashland already has much to offer for outdoor activities.
Exercise programs for senior sand wellness programs too.
Low cost or free transportation is very important for many seniors. Not everyone has friends or relatives able to take them places and they end up stuck in one place. I have given connection with youth 'moderate priority' but could see a well thought out program of interconnection benefiting youth of all ages and elders. It doesn't take much to make many seniors happy — getting a ride to the center once or twice a week, a picnic outside, a meal together, listening to live music (our town abounds with musicians, many of whom are caring and

compassionate), watching little children play or older children perform, interacting with a friendly therapy dog. This is not meant to belittle the wonderful activities already in place. It's been a great place.
The prior page had many program for which I wrote not important -- that is true for me, but for those for whom they are needed, they are very important--meals, social, referrals, finance help,etc.
Emphasize extended hours. I am barely up when you close!
Local musicians providing musical programs, with seniors in mind. Outdoor swim classes provided next door to center. Community leaders providing question/answer sessions on a variety of topics
readily available and accessible info about all that is ALREADY available for seniors in this community so as not to duplicate yet another need for more services
I am not informed enough to say
Social work/elder counseling; living with chronic illness/disability classes or groups
More AARP safe driving courses
Educational lectures, e.g. local history, geology
A program that previously was offered at the center: the listening program. A trained volunteer would set herself/himself up to be available to anyone who needs to talk, and then the volunteer would simply LISTEN without trying to solve problems.
Easy access public transit (preferably electric)shuttle around town for running errands, going to doctor appointments, returning home from plays or dinner out.
Should be available to help seniors stay independent, referral to services in the community and help seniors with current needs, any transitional needs in care or services. The senior center in my opinion should be one of the first lines of defense to ensure that senior in the Ashland community receive the services they need. It should very much be a holistic program that provides services to low income and middle income persons. It should be a place seniors can go to for warmth in winter (some people can not afford adequate heat in their homes and can only heat part of their home or one room); a place for adequate cooling in summer, a place for referral to services. Staff should actively seek grant funding if needed and the City of Ashland needs to fully funds services for seniors. I think the program needs to meet the need of all income levels.
More educational classes, more movement classes—ballroom dance, Balance, aerobics, more classroom space! Transportation, Fieldtrips! Wooden floor in new building!
tai chi and yoga
Musical programs, informative talks
I think it could be good idea to show really important documentary films on subject such as Climate Change, Factory Farming, Vegan diet, our oceans and Sonar testing killing whales and dolphins, our wild horses, Seniors have time to help save the planet for our youth
Provide meeting/activity rooms for senior art, music and other organizations
Give seniors a chance to give as well as to receive
Coordination with City of Ashland, Parks and Rec, RVCOG to ensure Ashland seniors and those that care for them have the information and support that they need and to advocate for adult day care in Ashland.
Connections to programs that offer some of these things--OLLI, RSVP, AARP, other Parks & Rec programs, public library outreach and technology training programs--volunteers offering rides, etc.
Hosting free movement classes
I do not use any of these services, and so cannot rate their importance for those who do.
Cell phone/smart phone expertise, how to manage photos easily on phone and computer. Your current computer guy is OK with basic issues.
A computer lab with classes for seniors. More and more, computers knowledge is needed to stay connected, find resources, and just survive in our culture.
International travel, exercise,
Meals program continued

ongoing discussion groups, meeting at least once/week movies, documentaries interesting speakers book group(s) day-long field trips visiting nurse practitioner meditation group(s)
classes in the arts, movement and exercise
Support and outreach for seniors to ensure their welfare- such as contacting people when they don't come in.
Staying fit. The importance of keeping Seniors informed on eating healthy with organic and free range food, staying away from processed food and getting exercise.
all the above
The primary benefit of the Senior Center if a place to connect with others.
Conversation salons to discuss aging, current political events and general mental health
Arts, crafts, writing, and other activities to develop creativity and self expression. Activities and workshops with a self-awareness, self-help, spirituality and healing focus.
Donation based exercise programs
I REALLY liked what we HAD. It was comprehensive, and employees knew what they were doing. Dispersing functions to multiple locations means that elders without transport are cut off. Senior centers centralize services for exactly that reason. You haven't educated yourself on senior life and reality, so you don't get it and are obstinate about grabbing power..... I'm really ashamed of Ashland for letting you get away with wrecking life for vulnerable seniors.
Info on Senior resources available to seniors and a place to socialize and connect with others.
Volunteer opportunities for seniors in conjunction with other volunteers of various ages
Offerings on a variety of projects. Reaching out to new people moving into the area. Receiving monthly newsletters.
Music and dancing programs
Exercise options
Not sure, maybe a dancing social, movie night
It wasn't broken, did not need fixing. My only suggestion is to rehire Director Christine Dodson and all the former staff. They were doing an outstanding job.
Please know that it is NOT just the programs being delivered but most importantly the warmth and knowledge of those who are delivering them. I am very upset by the dictatorial way in which highly qualified and caring staff were dismissed by the guy somehow in charge of the operation. He should be FIRED!!!
evening sou performances
Social hours.

Comments not covered previously (210 responses)

Structural organization of Ashland Parks & Recreation needs serious work.
I think it would be wonderful for the seniors to be able to have their very own informational meeting with each of the final candidates for Director. The would be such an inclusive act on behalf of Mr. Black and would go along way to mend the bonds of trust that have been broken. I believe that the new director needs to have a college degree in Geriatric Studies and experience in social services. No Brainer!!!!

I think the Senior Center was an invaluable resource for those seniors who need assistance. Unfortunately, we are at this juncture. I do not believe that there was/is any problems or deficiencies that warranted the firing of Chris D. And no blame should be put on the 4 employees that subsequently quit after she was fired—their loyalty was to her and Senior Center status quo. Not to the Parks & Rec. dept. I believe that Michael Black has his own agenda and it is not supportive towards the Ashland community or Senior Center. I did watch one of the videos of the meetings w/ the Parks Commission and I was stunned by the arrogance and unprofessionalism of Mike Gardiner. Because of this I have signed the petition to recall them. I have a sneaky feeling that there is some sexism at play here. Sexist attitude against all the women who were (successfully) running the Senior Center. They were self-sufficient, "doing their thing," being in charge and taking control—not something some people (men and women) like.

Ashland's senior center and services should be seen as a public service, and not expected to be self-funding. We don't charge people to use the parks, we lose money on the golf course, we can afford to "study" Lithia Park, and expand the dog parks, but the P&R director wants the senior center to pay for itself? Don't push vulnerable seniors out of Ashland. We need to do more to make Ashland accessible and affordable. We do not need more fee-based activities, and P&R doesn't need to duplicate existing services in order to woo more financially secure elders away from the Y and other programs. Furthermore, the decision to ignore the findings of the consultant and remove the competent senior center program manager was a disgrace. She should be reinstated before the department spends another dollar on bringing in a new referral agent, and fights (and probably loses) the previous manager's wrongful firing lawsuit. It has become clear that senior services should be a function of the City, not Parks&Rec. The current policies and behavior of the P&R director and Commission will drive away many of us who might otherwise consider participating in P&R programs.

The "new" Ashland doesn't seem to want "old" people unless rich!! Get rid of Black!

Was this survey taken a year ago from seniors who use the Center? If not, it should have been -- and heeded -- to totally avoid the current shameful debacle. Who wants "restructuring" of this valued Center that was not broken? Put the heart back in; bring back the former staff to run it; and put it back to the way it was.

I support the changes although not how they were introduced. I wish the SOS folks would calm down and work with the Parks commission to help create the new Senior Center.

Since I live in an active retirement community which has alot of activities available, I haven't needed the Senior Center, but I think it is VERY important to have one.

In my opinion when there are major changes being considered, the city departments should be talking or giving a survey to those citizens directly involved. From reading the paper it looks like the efforts to reorganize the Senior Center are meeting with lots of opposition that could have been avoided. I only hope the city is listening and can help to put back together the Senior Center that was working so well before it was dismantled.

I approve and back the current changes taking place with the Senior Center.

Honor the passion, articulation of SOS; Drop the recall effort, since most demands appear to be met; Develop private/public funding partnerships to raise 1/3 revenue for Senior Center; Use ADRC, SDS, also train volunteers to make visits to seniors at home. We seniors (me) can help other seniors using knowledge and compassion. Drop \$ high paid executive director for seniors; Use internet referral bank, county expertise, and savvy volunteers. Run it as before on \$70,000/2 years. Thank you for this good survey - I feel heard :)

PLEASE continue this vital service for Seniors in our community

Senior Center as staffed in the past seemed to be doing a good job of providing services. Unsure what reorganization is about and how it will improve those services.

It would be wonderful to have an indoor swimming pool and hot tub that is not grubby like the Y, or cold like the racquet club

Restore the center to where it was before the catastrophic and probably illegal actions. Act quickly before more lawsuits wasting taxpayer money.

Move control to Council. Not a Parks function. It is primarily a social service. Your survey is biased toward it being a recreational service, which it is not, nor should it be.

I am shy and do not feel comfortable just showing up. Perhaps an advertised event like a fair or music concert would motivate me to attend.

<p>Ashland senior center is a serious community outreach center for a variety of seniors and others. The function of the center should be organized, effecient, friendly, resourceful just as it was prior to letting go of the previous staff. The time a money wasted to improve on something that was working well for the community is unnecessary. Re-instate the staff and return it to the way it was</p>
<p>Ashland has a large and vibrant senior population. A a volunteer coordinator for the hospice unique botuque, I have seen the immense value our volunteers (nearly all seniors) ofer in their time and numerous talents. I am certain that many other non-profits can agree. As a senior, myself, i have felt devalued because of age. We MUST remember, we (seniors) have all had lives that matter and deserve the same respect as anyone living in Ashland.</p>
<p>I hope the Ad-Hoc committee has the wisdom and courage to defy and override the instructions the APRC and Mr. Black gave them. There is only one solution: Bring back Chris Dodson and her staff. We will then have a well run Senior Program just like we had before Aug 6, 2017</p>
<p>Although I am 60+, I work almost full time and have not used Senior Services..However, before my father died, he went to the Senior Center daily for the lunch meal and it was a VERY important part of his life. He loved the socialization (and the free meal). I came with him and saw what a critical need this filled. For some, this was the ONLY social outlet they had. For some this was the ONLY good hot meal they could count on. It is vitally important that we as a community do not forget our elderly with limited resources. They are not easily seen and they do not speak up for themselves as loudly. We must take care of them.</p>
<p>I so appreciated the help I received at the senior center when trying to navigate thru the process of filing for social security benefits. The social security office was of no help and I needed someone face to face with professional knowledge to assist me.</p>
<p>I am opposed to the "recall" effort; I appreciate the work of our volunteer Parks & Rec commissioners.</p>
<p>I indicated that I have not utilized a community garden, but would like to note that I have been on a waiting list for a year. We need more community garden spaces.</p>
<p>Although I have not used the Sr Ctr in the past 2 years, 5 yrs ago I did take my late father there a few times and he loved the meals and companionship. I think the most important voice should be the seniors who use the center - what do THEY want? They are the only clientele that matters.</p>
<p>Great place to enjoy the company of other seniors and great classes at affordable prices.</p>
<p>A question about how people get to and from the senior center might prove useful. Thank you for the opportunity to contribute.</p>
<p>The Senior Center should not be part of Parks and Recreation. It is a seperate social service that Parks and Recreational managers are ill-suited to understanding and managing. "Recreational" activities at the Senior Center are incidental to the other needs it fills for Ashland's vulnerable seniors. Director Black and the current commissioners act if the Senior Center is a playground or park, which it is not.</p>
<p>Recommend cold meal in summer.</p>
<p>I'm very unhappy that the p&R commissioners abruptly dismissed the senior center manager and clumsily attempted to fold this into other programs. Low income seniors are a vulnerable population and need specialized services. I believe the commission violated a previous mandate for the sake of bean counting.</p>
<p>I do volunteer technology assistance for Ashland At Home. Great program!</p>
<p>The Senior Center was well managed and well attended. The idea of moving activities to the Grove was and is stupid and ill conceived. Michael Black should be fired</p>
<p>Ashland has a significant population of seniors and a resource center is much needed and appropriate.</p>
<p>I am very concerned about the ending of federal funding for the Meals on Wheels program. I hope there is a way that the Ashland Senior Center and the city of Ashland can help organize other community members and services to be sure our seniors have food, especially the homebound. This is a huge conundrum and it is very terrifying when we recognize that for some seniors it was the only good meal of the day. I would be willing to participate in any organized effort to provide food or transportation to bring meals to homebound seniors.</p>
<p>I feel it's important to keep the senior center the pool operating.</p>
<p>No matter what your standard of living, we all age, and with age comes a fagility. As we age the elderly need services that they did not anticipate when they would need them. The Senior Centers were initaly set up provide Local control of serviecs the Federal Money to be distributed locally with services. The senior centers are a</p>

victim of their own success. we have lost sight of the savings of city paid emergency services; ambulance calls, and hospital emergency room costs.
Very unhappy about the way Mr. Black handled this. Senior center users should be protected.
Ashland Senior Center is an extremely important service that must be kept active and maintained.
Need to regain the lost trust of the Ashland Council, Mayor and staff.
I think the City of Ashland could provide locations and coordination for recreation/learning/sources of social service help. Don't duplicate services.
that was SHIBA, not shiva.
The Ashland senior center is in my backyard and I had no idea all that it had to offer. I went to the Medford senior center for information. The Ashland senior center needs more promotion and information put out in the community.
I believe the former manager was fired for good cause and that she was not performing her tasks in a professional manner. I also believe her termination was poorly handled and that her supervisor fired her without knowing what his next step was. That is, he didn't have a plan.
Taking care of the seniors in our community should be a top priority.
When retired in two years will be using Ashland Senior Services. Looking at something similar to what Bellingham Hass to offer.
We LOVE the Senior Center where it is, as it has been for the past two decades, serving the needs of our senior community, connecting them with others, while providing respite for caregivers as well. If it's not broken, don't fix it. The Senior Center has been a hidden gem for so many for many years.
We need to CARE for our elders. Go ahead and TAX us.
The purpose of the Senior Center has been to serve Ashland's most vulnerable adults. Although I have not needed its services, I strongly believe its programs must continue to support the frail elderly.
I moved to Ashland with my mother-in-law 12 years ago. We bought out house in the Hunter Park neighborhood PRECISELY because of the proximity of the Senior Center. The Senior Center is a very IMPORTANT resource in our town. I wonder WHY it is administered by the parks and rec, who often do not have the best interests of the seniors of Ashland at hand. I would like to see a different format for the administration and decision-making of the Senior Center and its programs. Thank you for this survey.
I used to attend Tai Chi at Sr Ctr and enjoyed it quite a bit. Have thought of joining line dancing but currently involved in enough activities.
There is a greater need for youth programming than senior programming. The space at Hunter park would better serve Ashland as a Community Center, encompassing actives for people of all ages.
Hire Chris Dodson back she is an asset to the senior center. Maybe senior center should not be under parks dept!!
Professional presentations for advanced age seniors about meeting the challenges of end of life issues.. Issues relating to both deteriorating vision , hearing and mobility.
Michael Black should be fired. Status of Senior Center was working before he interfered.
I am taken classes at the Grove within the last 10 years.
Get rid of the Senior Center. We cannot afford it
It is VERY important to KEEP THE SENIOR CENTER separate from Parks and Rec. The initial ideas put forth by Parks and Rec were antithetical to the needs of Seniors and showed a total lack of understanding of what the Senior Center is about. People who use the Senior Center regularly should be the ones whose input is the most valued. I was appalled at the attempt at the attempted dismantling of the Senior Center and its programs.
I love dogs and would enjoy opportunities to connect myself and my dog with others.
I wasn't aware of the age range that may qualify me as a senior now so I simply haven't researched senior services.
I'm an adult, not a baby. Please leave me alone and let me take care of myself. That goes for all the Senior babies in this town.

<p>Having a meal site for seniors is a great idea, but feel that service could be provided in another city/county building. Don't really understand the need for a referral full time person when those services are available in several other places. As far as specialized Senior recreation programs, what was previously offered left me wanting. The library has better programs and a much better use of tax payer funds.</p>
<p>I would like to restore our former staff. They have the experience and expertise to meet the needs of seniors. These qualities take years to acquire. Since most of the seniors who seek compassion and understanding are women, I believe a woman needs to be the director of the Center. Women relate better to another woman, than to a man. For 43 years the Center has flourished; no one was complaining. Mr. Black's reason for change was that he wanted "new blood."</p>
<p>I have been coming to the Senior Center for more than four years (primarily for lunch). Things have always been done in a professional way. The Center should not be under Parks & Recreation. It should be a separate part of the City of Ashland. WE DON'T NEED CHANGES - LEAVE THINGS THE WAY THEY ARE. The former staff members were efficient and should not have been let go.</p>
<p>Keep doing the good job you have been doing!</p>
<p>About 15% of the Ashland population is 65 or over. I suspect that this is above the norm for most communities. Fortunately many who have migrated here have incomes that so far have prevented them with ways to access services. I think the Senior Center services need to reflect the safety net that some folks in this group will need.</p>
<p>Ashland needs to continue its services for the very senior. Expect we may use services more as we get older.</p>
<p>Center needs to be managed by knowledgeable local resident willing to be supervised (as any employee should be) but still be advocate for those served.</p>
<p>Thank you for asking!</p>
<p>We need more clarity from the city on the current situation.</p>
<p>I think Senior social services needs should be separated from recreational needs. I also think social services should be structured to help not just seniors, but those with disabilities and the homeless. All these folks share similar needs. Please aim at efficiency, rather than redundant services segmented by age or situation.</p>
<p>Unsure why Parks fired staff before a new program was developed. Why not develop new program and work/mentor laid-off staff. This current situation seems very disruptive.</p>
<p>Please don't close it.</p>
<p>It was useful and well run before recent changes</p>
<p>Although I have not used the senior center, I feel it is very important for the community to have for our elders. Especially these days when this group is disenfranchised in so many ways.</p>
<p>Housing & transportation were major problems when arriving here from SF Bay Area with just small savings & living on social security. Services for & sharing match ups would be excellent as someone in late 60's, still active, & looking for skilled jobs that are secure & significant wage to cover expenses here. Most of us on social security are finding we must return to the workforce.</p>
<p>So far I have not needed the service or environment of the Ashland Senior Center. I'm sure that day will come.</p>
<p>please do not throw seniors under the bus. Listen to them about why upset, scared, concerned. Please be open to considering you have made a mistake and please reconsider.</p>
<p>Social service needs should be separated from recreation needs and addressed separately: senior center may be a place for social service with offices for different agencies involved with long term care, referral, even respite care and food and friends and day care services. Grove for recreation. Two different things for younger seniors</p>
<p>Please, Re-Hire Senior Center staff; It's the right thing to do.</p>
<p>I am very fortunate, but others are not. I strongly support the existence and programs of the Senior Center, and its continued funding.</p>
<p>Each time I attend an activity at the Senior Center, I am impressed by the quality and value of the offerings there and by the importance of the Center to those in attendance. Please preserve the Senior Center--it is essential in our aging community!</p>
<p>While I do not personally need the meals, transport and outreach services, I know their value to the seniors who need and use them. My answers reflect my own use, but do not reflect the value I place on them.</p>

We need to invest in youth, not seniors. I am paying social security every paycheck which goes to seniors. Social security is not solvent. I will not get any. Why do these subsidized seniors want more of my money? They need to die sooner, not hold on forever spending all the young people's money and ruining the economy. More parks and trails, fewer seniors!!!
Because I live at Mountain Meadows, I don't need the services, but I believe they are very important for those who live alone and need help.
remove program from parks and recreation department. The director of Parks and Rec. lacks leadership skills in this area and has no experience. Do this pronto so the program can move forward!
just as quality local public schools are important for community, so is public vibrant senior center. Its a quality of life in Ashland issue
Retirement communities are also source of information on services for seniors. They need good and current information.
I like the current location of the Senior Center.
Please keep these services as much as possible and thanks so much for all that you do!!
It is very important we help and meet the needs of seniors .I remember as a child my mother saying to me " We must take care of the elderly and be kind to them as we will be old ourselves one day "
A true community center would be a real asset, one that welcomed and had programs and activities for all age groups
Ashland is a retirement home. Serve the people who live here that fund our town.
A centralized source for options for senior/low cost housing.
Love the gentle yoga class!
Housing is a huge problem here that I only see getting worse, & not just for seniors. I would LOVE to see Ashland actually attempt to tackle this. Whether through tiny home developments or other new & exciting methods. Ashland is a difficult place to survive without financial security.
The Ashland Senior Center is a precious resource for seniors. It should be funded and developed as much as possible and then some!
You're asking for opinions now, after blowing up a successful program? That's backwards - ask first, then make changes. I am appalled at the way the Parks director and commissioners have handled this situation - probably the most tone-deaf action by local government in my 30+ years in Ashland. You owe the seniors and the community a genuine apology. That's the first step in moving forward.
Put it back the way it was. There was no problem. Director Christine Dodson did an excellent job. No need for a \$100k director.
This whole mess is a bad pr situation. Unfortunately the law suit against the city by a spouse of a senior center has muddied the waters. I don't ever see publicity that promotes what the center does. By that I mean one has to be in the loop to know what is going on in regards to services, there has been no positive publicity during the past 5-8 yrs. No tooting of one's horn so we know the good things that were being done. The whole situation is very sad and the strong feelings of anger really surprise me.
I am strongly against the inter-generational idea floated last year. Inter-generational needs can be met by YMCA. Seniors do not need small children under foot. I would like to see more yoga equipment available.
I would like to see a qualified staff with a human touch to meet the needs of the senior center
This whole 'senior center' problem was questionable at best and plain old assanine at worst, busy bodies stay the hell out!
The parks and trils are most important to me now. I like knowing other senior services will be available to me when I need them. Another service or information would be elder care traing and respite and health care negotiation/advocacy. It's getting complicated!
The Senior Center is a vital entity in Ashland. A thriving and inviting center for seniors indicates the the City of Ashland values and respects its aging residents.
Seniors in this town need to stop acting like babies.

I do not support the inclusion of the Senior Program under Parks & Recreation, as I view it more as a safety net social services system for the seniors in Ashland. I think it should operate independently from Parks & Recreation. I am disturbed by the decision Parks & Rec made last year in regards to the Senior Center, although I do not support the recall effort underway.
It was wonderful that Chris organized a bus to listen to a Britt concert last summer; it was the peak of summer heat, and the bus had no air-conditioning, so that made it hard. We had a full bus though, as most of us cannot afford Britt concerts.
Bring back Chris.
There is an abundance of activities in Ashland for seniors my age. As I see it, a city supported senior program should be one that addresses needs of those UNable to take OLLI classes, drive to doctor appointments, get financial help, and make social connections that are so crucial for health and happiness. I didn't even know about the Senior Center until it started showing up in the news, but I hope services will be available when/if I need them when I'm "really" old. THANKS!
Don't like that we can't bring back the previous staff, seems they are completely able to handle this crisis that has erupted. What are they not telling us.
I'm not sure this survey is very helpful...
I think attempting to join senior and youth services and/or activities will result in lessening utilization by both groups.
The current location on Homes is a poor place for the Senior Center. This location would better serve the youth as a Boys and Girls Club. Place the Senior Center near the Plaza such as Pioneer Hall for better access to amenities that serve this growing population of seniors. I look forward to watching our baby boomers boom into seniors in this lop-sided community. Thanks for serving our senior population.
I would like to know if Ashland Senior Center publishes an online newsletter which informs people about events.
The Ashland Senior Center is an important resource for many Ashland citizens. It needs little change, only that required to keep up with the community changes.
I hope the Senior Center survives. I think it is a lovely addition to our community, staffed with great people, and a vital support system. Thank you
I would like to know more about teaching classes at the Senior Center. I teach an OLLI class and could teach similar classes at the Senior Center.
Please listen to the seniors who were using the Senior Center before the changes occurred last year. It was their lifeline!! Elders need community. I will some day need all of the wisdom and services you are providing now...and more!
With such a large senior population, Ashland should be a leader in providing resources for the elder population at little or no cost or at least on a means test basis.
The yoga program, led by Marion Moore at the Senior Center, is necessary for seniors who are unable to practice yoga at other yoga centers. She is a valued teacher who takes time to work with individuals in her classes.
I have heard that the nail trim service is very useful and also have friends who take exercises classes and watch movies. Great place for less active seniors than I am to socialize and share meals. I think the location is much better than the Grove in the park atmosphere.
We're not using the senior center now but we look forward to using it in the future as we grow older.
I took computer classes at the Senior Center in Chapel Hill, NC that were very helpful. I should give the senior center in Ashland a try.
We need parks programs for single mothers and for young parents who work weekends in tourist industry too! Most seniors here are wealthy--young parents are struggling!
Thank you for doing this.
Respect the Seniors please. No Senior wants to be thrown in the Groove.
Admit your mistake in losing the experienced staff you had. Then rehire them with the greatest humility and put this whole mess behind you. You'll get no pool support until this is resolved.
Nicely done survey!

IF the center is thriving--and it seems to be---then why mess with it except to make it even better. It seems like Parks and Rec want to say, "Oh, the Senior Center is so vital and popular with seniors who need and/or enjoy the services that we decided to take away their real home and substitute a low-ranking inferior home. AND it doesn't matter what the seniors own opinions are.

I believe the senior center should be responsible for helping ensure seniors have basic needs met, esp meals, and provide chances to socialize and connect for those with limited mobility, connections, or income. I am 58, and after providing a life of service and taxes to Ashland I hope the center will be around to help me if I need it.

Your questions are invasive of my privacy and largely biased. What you need to do is to restore the laid off staff, IMMEDIATELY ! Demand accountability from APRC Commissioners for their attack and dismantling of a program that was a civic treasure. It's not OK for you committee members to co-operate with this attempted cover-up for their wrongdoing. It makes you accomplices!
Show a backbone and stand up for integrity.

What the City has done to the Senior Center is nothing short of sheer cruelty. The only way we, as a society, can be strong is to provide services to those who need it. The Senior Center is a hub for an enormity of activity for Seniors. Without the full functionality of the Center this town will have lost its soul.

The Ashland Senior Services has provided extremely important means of seeing other people for my 97 year old mother, as well as important activities for me. I would hate to see it lose its key attributes of benevolence, kindness and listening to the needs of Seniors.

The Senior Center is extremely important for people who are alone and for those with limited funds. If I was in those circumstances, I would have many things marked "high priority" that I did not put as high priority for myself at this time. Even though I did not check comm. gardens, I believe in their great importance. Thank you.

Please delete my email from your mailing list and do not share with others. thank you

Bring back previous staff

Thank you for allowing input from citizens on this survey. I appreciate my voice being heard and I hope that the data collected will help form a more accurate picture of the senior population in the city of Ashland.

Any improvements to the Ashland Senior Program that require funding should be funded by cutting some other Parks and Rec expense that is cut. There is no new money. Cut something to fund something.

I applaud the Advisory Committee's plan to check out best practices/standards around the country.

Although I have not yet needed to access services at the Ashland Senior Center, I highly value their existence.

The Ashland Senior Center does not belong in Parks and Recreation. Senior services within the Ashland City budget belong elsewhere; Advocacy for senior needs belong with already existing community/church/school/University programs; civic clubs.

I'd love to see more yoga classes.

Over the years I have known many using the Ashland Sr Center. It has been so very important to them. I looked forward to being there and now, nearly 91, my needs are met at home. It is vital to continue. Yes, there are many persons in our own community who would be able to run the facility. Perhaps a shared position. Would a Club accept this. We 'Out Source' (even to G Pass) too much.

Need manager and staff of senior ages and senior experiences. P&R should direct young employees to youth and their activities, where they would shine.

For aging people, change is constant. Nothing is more important than LIVE human beings who pay attention, listen, and guide with compassion.

I didn't know if I should answer questions for what I need myself or what I think the senior center should make available. I'm 84 and find life in Ashland very full of opportunities, but I'm very fit and self-sufficient.

I think this center is especially important to older seniors or those who need more help with services or finding appropriate support and services

I understand why folks like to call the building "senior center," but it is actually supposed to be a community center, open to all as appropriate or needed for meetings and activities.

We need door to computer room other than through yoga room, also a door to sound proof dining room. Extending activity room with a wooden floor would be wonderful.

The basis of the crisis that we've been going through relative to the Ashland Senior Center is a solution looking for a problem. There was no problem. The Senior Center operated just fine the way it was, especially because of the outstanding work of Director Christine Dodson and her capable and dedicated staff. The obvious solution is to hire Ms. Dodson back if she is willing and then she could re-hire her staff if they are willing. Many people--not just the seniors--are very supportive of Ms. Dodson and she is exactly what is needed to solve this ridiculous non-problem.

I cannot fathom why Mr. Black would want to make the changes he did. Certainly a review of the program would have been justified. A review is a valuable management tool and should be used for any public program. But when the program was obviously working well and its clients were being well served very successfully, it is a breach of good management practice in any situation, public or private, to proceed as a bull in a china shop. That approach is counter-productive and inexcusable. Much damage has been done by this approach to the non-problem. I hope Mr. Black and the commissioners will use their energy to rectify the situation as soon as possible.

Thank you for the work you are currently doing to serve our seniors and community!

The biggest issue we face as a city with an ever increasing silver tsunami on the horizon is reducing our carbon footprint and getting people out of their cars and out of their houses with public transit and with improving the multi-modal infrastructure to make it easier for seniors, for everyone, to get around town and downtown. We need to start thinking that our citizens are the true stakeholders of Ashland, not just OSF and the business community who are most concerned about the tourists.

I did not find that the previous management of the Senior Center was particularly well-informed or helpful. Hopefully removing the manager will help.

I'm disappointed in change of administration at Senior Center. Seems like we're fixing something that was not broken. I visited Sr. Ctr. in course of my job.

I would like to see Ashland invest into providing the best services possible for senior. Recently Ashland was featured in 'We to Retire' magazine as one of best places to retire. If we are going to be a place that people want to retire; there has to be adequate services and just for those who can afford services but also for lower income retirees. I see the Ashland Senior Center as being an important way to ensure older people in our community get the services they need. The Ashland Senior Center is a cornerstone of Ashland Parks and Recreation and needs to be elevated as a priority.

We really need to expand the classroom space! The current carpeted activity room could be for lectures, library, yoga and an additional building w bathroom could be for dance classes

I think the recall petition is unneeded and counterproductive. Opponents can run for commissioner positions at the next election.

I am still baffled about the recent changes in experienced, highly skilled staff at the senior center. I attempted to get more info but couldn't find anything. I am seeking information as it will affect my participation.

My wife and I are young (74, 73) elders. We have just retired from farming, are active, vital people. I am a retired physician. I have no idea what the Ashland Senior Center does or what its mission is. A statement of mission at the beginning of the survey would have been helpful.

Thank you for asking our opinions.

My needs are largely met at Mt. Meadows where I live. If I didn't live here, I would need the services the Sr. Center offers.

I try to influence seniors to spend alot more time on serious issues such as climate change, saving animals, studying legislations, voting, saving our planet.

This is an important resooruce/facility for a large part of the Ashland population. Thanks you.

I think that Ashland Parks and Recreation are doing a fantastic job on the restructuring of the Senior Center. It was very smart to get out the previous management. I know it's been a struggle but ultimately the program will be better because of it!

The Ashland Senior Center is an important service offered by APRC and I trust that the they are going to develop and reorganize in the best interests of seniors,

I have not been actively involved with the Senior Center perhaps due to my unusual luck with good health. I have spent most of my spare time in multi-age outdoor activities (biking, hiking, x-c skiing and backpacking), as well as OSF volunteering and KSC Buddhist Center and OLLI classes). At age 80, things have started to change for me physically and I may need senior services more in the future. But, most importantly, I know about people who need these services now more than I, and I want them to be supported in receiving them. I have been introduced through the Support Our Seniors group to the unnecessary changes that have occurred to the Senior Center and feel that the reasons and effects for these changes are unfounded and short-sighted and should be reconsidered and/or restored (especially the personnel changes, who I understand have provided needed helpful services to seniors for many years). The monies proposed to build a competitive swimming pool that would impinge on current Senior Center space seem outrageously expensive to me for Ashland to bear alone, and I think that plan should be reconsidered as a regional possibility, or scrapped entirely. I watched my grandson learn to swim in Daniel Meyer Pool (my closest encounter with the Senior Center except one visit years ago to fill out POLST forms, one of many useful functions of the Senior Center), and I think many Ashland children have used it, and should be able to use it in the future (not likely in a competitive pool, which should not replace Daniel Meyer, but be built as an addition for the Rogue Valley). My understanding is that the repairs/renovations needed for Daniel Meyer would be far less than the new competitive pool construction, which is a completely different type of service than these two adjacent and valuable Community services.

I know there is a lot of controversy about the new staff at the center. I think we should give them a chance to succeed and evaluate their results.

I have not needed the service of the senior center too much --YET. But I know I will as I age.

"Senior" center is for old people. Few elders in Ashland are "old".

I personally could use more help with mastering technology -- tablet, phone, computer, other devices.

I think the current recall effort against park commissioners is overreach. Even if these VOLUNTEERS made judgement mistakes I believe the effort to recall is wrong.

I find Senior Center very welcoming and I spoke at one of the hearings at city council chambers. I disagree with recall efforts and respect the commissioners. Not as sure about the head of Parks & Rec

Poorly supported seniors cost all of us.

While I have not had an opportunity to use the center, I understand that quality of life for older seniors is significantly improved by an accessible senior center. I do not believe that combining youth and senior activities is warranted. I am not interested in youth connections at this stage of my life.

I think housing and mental health are 2 important issues. I believe we have a lot of seniors who have limited retirement and will need support. More senior housing, continue bus services, more mental health to keep folks in their homes and cheaper drugs - what a concept.

I read in the paper that you are going to seek a new director. What a waste! We had a great director in Chris Dodson. I'm assuming she was the scapegoat of some conflict with Mr. Black. There seemed to be no reason for her firing and I hope she pursues a 'wrongful firing' lawsuit.

I only recently became familiar with the programs at the Senior Center. Will likely take more advantage of the offerings there now that I am more aware.

Please move this program back under the direct supervision of the city government and out of Parks and Recs. And do not divert this program to pool expansion that only serves swimming groups rather than the general public.

The handling of this change was very poorly handled. Have lost respect for your administration and Director.

would be wonderful to have an around the town shuttle — for everyone!!

I think it is important to keep the Senior Center open and functioning. Not everyone in Ashland has money. Some people use the Center as a place to interact with other people and eat a meal. Old people need services too.

Please expand the "senior center" offerings to include ones appropriate for people who are not infirm, sick or unable to do basic activities.

Although I have lived in Ashland for over 22 years, I have not had the time to take full advantage of everything the Senior Center has offered, simply because there are so many other activities and volunteer opportunities available in this wonderful town. However, even though I haven't had the time or need for many of the services

offered at the Senior Center in the past, I think it is vital to keep it available for the aging population here, and anticipate that I will be taking more advantage of them in the near future. I am aware of the current controversies surrounding the changes at the Senior Center, and I feel strongly that all the programs of the past be continued and maintained there. Every year there are more retired people moving to Ashland and the Senior Programs will be an even more valuable asset in the future for all of us.

The recent staff shake up was a horrible power grab. They should be ashamed!

While I only do Tai Chi class currently as I am active, I can see that the Senior Center will become an important part of my life when I need more assistance, meal help, and quieter companionship and activities.

I have not been using most of what you referred to as I have not YET seen a need. I am only 63 but will probably have a need/want for such in the future

Ashland can't do without its own senior center.

ALthough I don't frequent the Senior Center I feel it is very important for the community. We do cater to the youth why not the Seniors?

When I checked to see what classes were available there, I went to OLLI instead. I don't know if anything has been added since then.

The current senior center issues are important but the ongoing controversies I've heard and read present a danger of creating an us against them battle. I would hate to see the senior center grab city funds for itself, creating a funding need for other programs and venues enjoyed by residents who do not fall into the senior age category. Our community is more than a senior community.

As far as the staff changes go, it may have been unfortunate and upsetting, but who among us hasn't dealt with similar situations in the work world. Seems like it is time to move forward and look to the future focus of the center.

The articles in the newspapers and the folks attending various meetings concerning the SC are valuable to keep this resource in mind and valued as a part of life in Ashland for all ages.

a facility is needed for "indoor" pickleball during winter/rainy seasons.

The Senior Center could cover a wider range of seniors. Some seniors are still very active or enjoy cooking but just want a place to find social connections, especially those new to town.

Although my husband and I have not used the Senior Center, we feel strongly that the location, as well as its purpose is a vital part of the community. I envision the center as a place where seniors could even "hang out" during the day, rather than isolate themselves in a tiny apartment or room. It's equally important to value seniors as well as young children,

Thank you for seeking public feedback. I look forward to an improved Senior Center.

We need to have comprehensive services, where one person has access to all the services you might need and can take a "network" look at them for you - not piecemeal. People and needs fall through the cracks that way; no effective senior program can work that way. And you need to have your eyes on the middle ground between active seniors like me and the house-bound - people in that middle-ground need to reduce transportation barriers, are income-insecure and need ONE place to go for everything. There is no alternative

Thanks for reaching out to the senior community with this survey.

My mother-in-law is 94 and lives with us. We have needed many questions answered during her care and have found not enough resources out there to help us. I am terrified of getting older myself, even in friendly Ashland, particularly having lost the expertise of the Senior Center staff. Christine was willing to talk to us and give ideas but she is gone.

With the amount of seniors and very soon to be seniors contributing to the rich tax base in Ashland, you'd think there would be a much nicer senior center. I find it odd that it's under the direction of parks and recreation. The senior center is where people can connect with each other. As we get older connection becomes even more important. I think the current resources at the Senior Center are absurdly lacking. The YMCA is doing all the heavy lifting for the City.

I am currently still very independent and active, but I saw the extreme importance of a good senior center during my mother's life. (In Kennebunkport, Maine) I know I will take advantage of such services and activities as my needs evolve.

None
I think the Parks and Rec dept. is doing a good job of looking at our needs in Ashland. Give them a chance to keep improving our resources.
Currently I am 74, at some point I may need more of the service offered. Transportation, shopping or medical appointments. Perhaps a bridge group! Currently there are enough classes and lectures at OLLI or at SOU, library to meet my needs. Perhaps, more health and aging programs.
Rehire Director Dodson and staff. If Black wants a "database" he could hire a consultant at substantially less than \$50+/hr to set one up.
I don't know any of the particulars, but it is my understanding that this survey is generated by the recent/current controversy about the senior center. And it is my impression (and only an impression) that the controversy (and "recall campaign") is largely the result of a few people "getting overly upset" and seeking some sort of "retribution" for their demands not being met to their own satisfaction.
Thank you for soliciting my input. As a former survey researcher at a highly-respected university I hope those of us selected for input accurately reflect the composition of the Ashland population.
I cannot believe the amount of angst and turmoil caused by poor (or inability to make) decisions by the City Council regarding this issue. They don't seem to be able to identify with the needs of our population of older individuals. In addition, the City Council (and that arrogant Mayor who is so condescending towards those not part of his elitist circle) need to prioritize the city budget (like putting a moratorium on hiring, raises, and use of outside consultants) to fund the Senior Center and get rid of that insensitive individual currently ruling from Parks and Rec.
I'd like the Park's and Rec. Dept. to understand that the Senior Center has value and should not be treated as an "afterthought" and be low on the funding priority list. Why wasn't this survey done before rather than after the changes the dept. decided to do?
Would like to see current senior center continue and no staff cuts
I believe there is a high need for a strong, multifaceted senior center and program. I, personally, have not had a need to attend any senior programs, but I think it is important for people who don't have a strong network of friends, have few resources otherwise available to them, and who just want to have a social connection and a place to go.
Plan to start using for meals and activities wish bus was closer it's hard for walking challenged who are no longer driving The current spotlight on services at center have made me realize how much is offered and my spouse and I plan to start going over when weather warmer We don't drive so must depend on bus even short walk is difficult for my spouse. We don't qualify for door to door bus as we live near bus line. I am sure I am not alone in wanting better transportation to center.
I'm just wondering who pays for the services? Is it funded by local taxes and if so, are these same types of services provided through other tax-funded programs?
As a voter in Ashland who does not yet need the senior center I have serious concerns about the leadership of the Parks Dept. The budget appears bloated and the leadership is trying only to expand it as well as its authority. I hope the Mayor and City Council wake up to the grass roots effort not only to recall leadership but also to begin voting out our elected council members who have so far taken a hands-off approach to this issue. To see how funds are wasted by the Parks Dept. on a 100-year plan while cutting positions that are helping people in the here and now, to put it mildly, this is a problem. And we will be voting and signing the recall petition.

Senior Program Advisory Committee Application and Appointment Process

The Ad Hoc Senior Program Advisory Committee (ASPAC) will complete its duties in March 2018. In order for a seamless transition to occur from ASPAC to a standing Advisory Committee, there are three main steps the Ashland Parks Commissioners must take:

1. Define the role of a Senior Program Advisory Committee (SPAC), including the purpose, makeup, and term limits.
2. Open an application process, and allow at least 4 weeks to gather applications.
3. Publicize the new advisory committee openings so knowledgeable and collaborative community members can apply.

Purpose

The Senior Program Advisory Committee's (SPAC) purpose is to advise the Ashland Parks and Recreation Commissioners on matters related to the Ashland Senior Program and to coordinate with the Director and Senior Program Manager on matters related to the general operations, quality, promotions and programming of the Ashland Senior Program.

Committee Make-up

The suggested total membership of program participant representatives and community partner representatives should be no more than five (5) members, total. There should be a minimum of 2, maximum of 3, program participant

members, and the same minimum of 2, maximum of 3, community partner members of the SPAC.

In addition, there should be one (1) APRC Commissioner, and one (1) City Council Liaison, for a total of seven (7) Members.

Staff Support

The Senior Program Manager and/or APRC Director will attend and assist in the planning advertising and management of the SPAC meetings.

Term Limits

The term of each SPAC member will be three (3) years, with no member serving more than two (2) consecutive terms.

Bylaws and Program Mission

Once the Advisory Committee Members are appointed by the Commissioners, they will create SPAC Bylaws in collaboration with APRC staff and approval of the Parks Commissioners at a regular business meeting. The SPAC may also choose to develop a strategic plan and revise their mission and vision statement concurrent with the adopted goals of the Commissioners.

Application Process

Senior Program Advisory Committee (SPAC) Application Process:

1. Present the process to ASPAC for approval and recommendation to the Commissioners, February 12, 2018. (Action)
2. Pending approval by the Parks Commission, SPAC Application process should be open and publicized February 28th through Wednesday March 28th (4 weeks.)
3. Review applications March 28th through April 4th (one week, Commissioners)
4. Commissioners vote on SPAC Appointments at the April 16th Parks Commission Study Session (potential special meeting) or at the April 23rd Regular Parks Commission Meeting
5. Create SPAC Bylaws with APRC staff and Commission Approval.

Rachel Dials will present the above recommended application and appointment process at our February 12, 2018 ASPAC Meeting.

Recommended Senior Program Personnel Budget for 2018-19

History:

In 2007, the Senior Program was moved from the City to APRC because the City was financially stressed and APRC was well funded at the time. Since then, the APRC has received no specific increase in financial assistance to operate the Senior Program over the last 10 years which has created the current need for additional funding.

Problem:

Ashland's senior population has increased steadily since the program was transferred to Parks and Recreation. The percentage of those aged 50+ outpaced the county, state and nation. Our seniors are now living longer with chronic illness. The ASPAC survey makes it clear that Ashland citizens want and need appropriate services to stay independent and to have access to social services support when necessary.

In order to provide the higher level of experienced and knowledgeable Senior Program Manager that is required to network with local, regional and state agencies as well as community partners; link Seniors to needed services; supervise the expansion of programs and services such as Referral and Outreach, transportation, additional classes, and continuation of current programs; and evaluate the adequacy of facilities, the Ashland Senior Program needs more ongoing funding in the APRC Senior Program Budget for Personnel.

The current approved Senior Program Budget for Personnel for 2018-19 is **\$151,000** with benefits for 1 Senior Program Manager and 1 PT (10 hr/week) office support staff.

This means that there would not be any coverage of the Senior Center Program when the Manager is facilitating Referral and Outreach for participants, or needs to attend meetings and network with county and community organizations, or perform other duties as assigned.

In order to hire an experienced, knowledgeable Senior Program Manager, with a full time coordinator, and part time office support, (total 2.75 FTE), it would cost approximately:

\$232,000 (Tier 3 Benefits) to \$262,000 (Tier 1 Benefits) Total 2.75 Full time equivalent

Currently **approved** Personnel and Benefits for 2018-19 = **\$151,000 (1.25 FTE)**, below past staffing levels.

If we are hiring a manager who is already in the Oregon PERS Program, the higher number is more accurate.

That means APRC needs approximately an additional \$100,000 to Fund the Senior Program at an appropriate level to provide the knowledgeable staff, and especially a highly skilled and

compassionate Senior Program Manager, whose job it is to communicate and provide the services and programs that our seniors need. In addition, staff training in the area of Facilitation of Referral and Outreach should be included in the budget.

ASPAC Recommendation for Motion: Approve the additional minimum \$100,000 needed to hire the experienced Senior Program Manager and Staff (2.75 FTE total) to provide the necessary programs and services for our community's seniors.

Michael Black will address specific questions about personnel costs and how the increased funding for the Senior Program can be achieved at the February 12, 2018 ASPAC meeting.

DRAFT SENIOR CENTER BUDGET 2018/19 - FOR PLANNING PURPOSES ONLY (with Senior Manager Position)							
Description	Actual Biennium 2013-2015		2015-16	2016-17	Approved	Approved	Proposed, Revised 2018/19 Budget
	FY 2013-14	FY 2014-15			2017-18	2018-19	
	Actual	Actual	Budget	Budget	Budget	Budget	
Fund # 211							
Personal Services							
510 Salaries and Wages	91,201.80	89,119.14	133389.57	104350.36	86700.00	90360.00	\$ 158,264.80
520 Fringe Benefits	46,253.14	50,933.67	80032.24	69623.37	57027.13	60737.13	\$ 91,289.95
Total Personal Services	137,454.94	140,052.81	213421.81	173973.73	143727.13	151097.13	\$ 249,554.75
Materials and Services							
601 Supplies	3,466.15	3,235.47	3653.25	5309.48	4250.00	4250.00	4,750.00
602 Rental, Repair, Maintenance	1,356.70	2,249.96	2780.69	3017.51	4600.00	4600.00	7,300.00
603 Communications	1,290.00	1,214.44	36.34	0.00	3500.00	3500.00	2,000.00
604 Contractual Services	10,440.73	1,787.40	1270.00	3666.79	17756.17	18288.86	18,288.86
606 Other Purchased Services	1,733.19	1,904.55	2193.68	1402.20	2000.00	2000.00	9,000.00
Total Materials and Services	18,286.77	10,391.82	9,933.96	13,395.98	32,106.17	32,638.86	41,338.86
Total Senior Center	\$ 155,741.71	\$ 150,444.63	223,355.77	187,369.71	175,833.30	183,735.99	290,893.61

DRAFT SENIOR CENTER BUDGET 2018/19 - FOR PLANNING PURPOSES ONLY (with Superintendent Position)							
Description	Actual Biennium 2013-2015		2015-16	2016-17	Approved	Approved	Proposed, Revised 2018/19 Budget
	FY 2013-14	FY 2014-15			2017-18	2018-19	
	Actual	Actual	Budget	Budget	Budget	Budget	
Fund # 211							
Personal Services							
510 Salaries and Wages	91,201.80	89,119.14	133389.57	104350.36	86700.00	90360.00	\$ 169,080.80
520 Fringe Benefits	46,253.14	50,933.67	80032.24	69623.37	57027.13	60737.13	\$ 99,293.79
Total Personal Services	137,454.94	140,052.81	213421.81	173973.73	143727.13	151097.13	\$ 268,374.59
Materials and Services							
601 Supplies	3,466.15	3,235.47	3653.25	5309.48	4250.00	4250.00	4,750.00
602 Rental, Repair, Maintenance	1,356.70	2,249.96	2780.69	3017.51	4600.00	4600.00	7,300.00
603 Communications	1,290.00	1,214.44	36.34	0.00	3500.00	3500.00	2,000.00
604 Contractual Services	10,440.73	1,787.40	1270.00	3666.79	17756.17	18288.86	18,288.86
606 Other Purchased Services	1,733.19	1,904.55	2193.68	1402.20	2000.00	2000.00	9,000.00
Total Materials and Services	18,286.77	10,391.82	9,933.96	13,395.98	32,106.17	32,638.86	41,338.86
Total Senior Center	\$ 155,741.71	\$ 150,444.63	223,355.77	187,369.71	175,833.30	183,735.99	309,713.45

Draft Recommendations for February 12, 2018 ASPAC Meeting

1. Purpose and Planning—

- a. Create a Vision for the Future of the Ashland Senior Program.
- b. Revisit Mission Statement, with new Program Description in mind, to determine need for revisions.
- c. Develop Planning Document with Goals, Objectives, and Action Plan that align with the Vision and Mission Statement.
- d. Review the results of the Community Needs Survey and evaluate feasibility of adopting frequently suggested ideas.
- e. Produce an annual report of accomplishments, based on the planning document.

2. Community Connections—

- a. Identify Current and Possible Collaborative Community Partners.
- b. Create Cooperative Agreements for use between Senior Program and Community Partners.
- c. Define and Document how the Information and Referral process is made available to seniors and the community.
- d. Define and Document how Outreach Services are facilitated by the Senior Program Staff.
- e. Train Senior Program Staff in how to provide Outreach and Referral Services.
- f. Create a Marketing Plan, using the Marketing & Communications Handbook for Councils on Aging and Senior Centers.

3. Governance—

- a. Create a Standing Ashland Senior Program Advisory Committee, (SPAC), including Application and Appointment Process and By-Laws. This Committee will report and make recommendations to APRC.
- b. Explore setting up a Fundraising Committee solely for the Senior Program.
- c. Establish a 501(C3) exclusively for the Senior Center Program.

4. Administration and Human Resources—

- a. Develop job description for main administrator of Senior Program (**ASPAC approved 1/8/18, APRC approved 1/22/18**)
- b. Do job search ASAP, including Senior community members in panel interviews, with goal of new Senior Manager beginning Position July 1, 2018 (**ASPAC approved 1/8/18, APRC approved 1/22/18**).
- c. Develop and publish on City of Ashland website: organizational chart showing Senior Program as a separate Division in APRC (**ASPAC approved 1/8/18, APRC approved 1/22/18**).

5. Program Development and Implementation—

- a. Current activities—Food and Friends, Gentle Yoga, Line Dance for Seniors, Tai Chi for Seniors, Card Games, etc., must remain at the 1699 Homes Ave location under the supervision of the Senior Program Manager.
- b. Explore Transportation options for Seniors coming to and going from the Senior Program.
- c. Explore providing more frequent Field Trip experiences for Seniors.
- d. Provide more classes for older seniors, (80+), especially in the areas of Aging in Ashland, Long Term Care Planning, and End of Life.
- e. Pursue funding for the incorporation of intergenerational equipment and programs
- f. existing in Ashland parks, starting at Hunter Park. Example: play space/ playground
- g. within sight and ear shot of exercise stations that encourage balance and mobility in
- h. seniors. Walking paths can be suited for scooter bound seniors and children on bikes.

6. Evaluation—

- a. Write the Ashland Senior Program's evaluation plan, using outcome based evaluation, including baseline data, intended results, actual results, and how information was used in an improvement process.

7. Fiscal and Asset Responsibility—

- a. Establish a Senior Program Budget that fully funds the required staff, including a Senior Program Manager, a full time Coordinator, and Office Support so Senior Center is always covered by some staff.

- b. Track Senior Center Program Budget on a monthly basis
- c. Create disaster recovery or business continuity plan (Ex: Fire, Flood, Earthquake)

8. Records and Reports—

- a. Create quarterly statistical report on programs and services.
- b. Create a general participant record form and database.
- c. Develop the list of clients who are using and/or eligible to use specific Senior Center service and programs. Include qualification guidelines for each service.
- d. Establish Plan to Record and Document Senior Center Service Contacts. Take the opportunity now to learn and use ADRC's guidelines for record keeping.
- e. Write Policy and Procedures Manual. Include Confidentiality Policy.

9. Facility—

- a. Explore the use of Capital Improvement Project (CIP) Funds to build a separate classroom building that can stand alone, near the current Senior Center, provide space for classes, and be rented out when not in use by the Senior Program.
- b. Investigate the addition of adult playground equipment at Hunter Park as a pilot for adding similar equipment in other Ashland parks.
- c. Encourage the Parks Division to formulate a long range overall plan for the utilization of Hunter Park that includes a recognition of expanding senior needs.
- d. Develop preventive maintenance schedule.