

2014 Survey of AAAs Regarding Nonprofits and Private Pay Options

Prepared for the Association on Aging in New York

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2014 Survey of AAAs Regarding Nonprofits and Private Pay Options

In June of 2002 the Association on Aging in New York (Association) conducted a mailed survey to determine which Area Agencies on Aging (AAAs) had created not-for-profit affiliates, how these newly created entities were operating and why many AAAs had had not done so. The Association received 40 responses out of a pool of 59 agencies for a response rate of 67.8%.

In July of 2014 the Association again surveyed 59 AAAs about their not-for-profit status. This time the data were collected on-line using Survey Monkey. As in 2002, The New York City Department for the Aging was not included in survey. In the latest survey, some of the questions from the original survey were dropped and several new questions were added to gather information on services being provided using a private pay option. For the 2014 survey the Association received 55 responses from the 58 AAAs surveyed for a response rate of 94.9%. This very high response rate eliminates sampling error and presents a very complete picture of the network.

The trend among AAAs across the national is to expand their services by developing private pay options. Nearly 25 percent of all AAAs receive funding from private pay consumers for non-core services. In 2013, more AAAs received funding from private pay customers than in 2010 in almost every service category. Agencies are offering this option to clients who would otherwise be placed on a waiting list.

With the expansion of NYConnects it is important that the network meet the requirements set forth in the Older Americans Act for Aging and Disability Resources Centers who are charged with providing “visible and trusted places where people *of all incomes* and ages can turn” (emphasis added). Therefore, the challenge facing AAAs today is provide a full range of programs and services, including services where the consumer pays the entire cost, that are delivered by AAAs across the state.

Section 1 – Creating and Operation of Not-for-Profit Arms

The first section of this report covers questions 1 through 16 in our 2014 survey. These questions, with a few changes in wording to take into account changes that have occurred over the past 12 years, replicate questions from the 2002 survey. In some cases, they appear in a different order than were found in the original survey. Note that the comments are almost always presented as written by the respondent.

Where appropriate the 2002 and 2014 survey results have been placed in tables for comparison purposes. In most cases we have chosen to present the findings without comment.

Question 1: Name of respondent? (not summarized in this report)

Question 2: Name of AAA? (reported in results tables under Question 4)

Question 3: Please indicate your AAAs organizational status? (choose one):

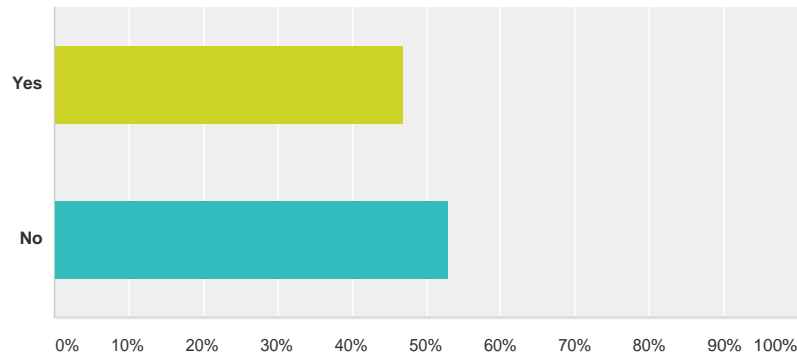
Answered: 55 Non-respondent 3

Answer Choices	Response
Local government agency (single county or multi-county)	90.91% 50
Stand-alone nonprofit 501(c)(3)	3.64% 2
Nonprofit under an umbrella agency (CAP agency)	3.64% 2
Indian Reservation	1.82% 1
Total	55

Of the AAAs reporting, 50 are based in a local governmental agency, 2 are stand-alone not-for-profits, 2 are connected to a nonprofit umbrella agency and 1 is located on an Indian reservation. Of the non-respondents 2 are local government based and the other represents an Indian nation.

**Question 4: Does your AAA have a not-for-profit arm
(affiliated with the AAA in some fashion, either
directly or indirectly)**

Answered: 54 Skipped: 1



Answer Choices	Responses	
Yes	39.65%	23
No	44.83%	26
Not applicable/non-respondent		9
Total		58

County by County Breakdown of AAAs with Not-for-Profit Arm

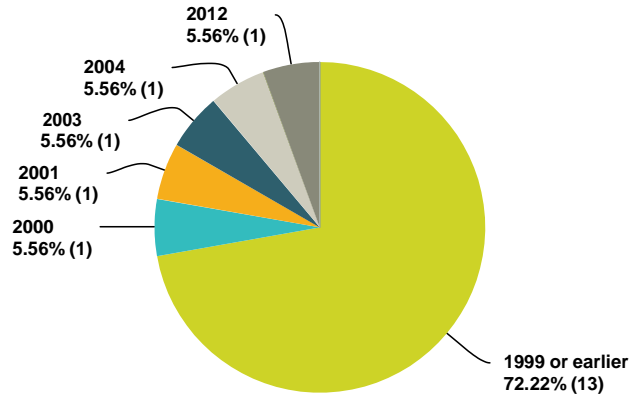
County	2002	2014	Question 3
TOTAL	Yes: 8 No: 30 N/A: 2 Non-respondent to survey: 18	Yes: 23 No: 26 N/A: 5 No Response/Non-respondent to survey: 4	Yes: 12 No: 3 N/A: 20 No response: 5
Albany	Non-respondent	No	
Allegany	No	Yes	
Broome	No	Did not answer	
Cattaraugus	No	Yes	
Cayuga	Non-respondent	Yes	
Chautauqua	Non-respondent	Non-respondent	
Chemung	Non-respondent	No	
Chenango	Yes	Yes	
Clinton	No	No	
Columbia	No	Yes	
Cortland	Yes	yes	
Delaware	Yes	Yes	
Dutchess	No	No	

Erie	No	No	
Essex	Non-respondent	Yes	
Franklin	No	Yes	
Fulton	No	No	
Genesee	Yes	Yes	
Greene	Non-respondent	Yes	
Herkimer	No	No	
Jefferson	No	No	
Lewis	Non-respondent	No	
Livingston	Non-respondent	No	
Madison	Non-respondent	N/A (not-for-profit)	
Monroe	No	Yes	
Montgomery	N/A (not-for-profit)	N/A (not-for-profit)	
Nassau	Non-respondent	No	
Niagara	Non-respondent	No	
Oneida	No	Yes	
Onondaga	Yes	Yes	
Ontario	No	No	
Orange	No	No	
Orleans	No	Yes	
Oswego	No	No	
Otsego	Non-respondent	Yes	
Putnam	Non-respondent	Yes	
Rensselaer	Yes	Non-respondent	
Rockland	No	Yes	
St. Lawrence	No	No	
Saratoga	No	No	
Schenectady	No	No	
Schoharie	No	Yes	
Schuyler	No	No	
Seneca	Non-respondent	Yes	
Seneca Nation of Indians	Non-respondent	N/A (reservation org.)	
St. Regis Mohawk	N/A (reservation)	N/A (reservation org.)	
Steuben	Yes	Yes	
Suffolk	No	No	
Sullivan	No	No	
Tioga	N/A (not-for-profit)	N/A (not-for-profit)	
Thompkins	Non-respondent	No	
Ulster	No	Yes	
Warren/Hamilton	No	No	
Washington	Yes	No	
Wayne	No	No	
Westchester	Non-respondent	Yes	
Wyoming	No	No	
Yates	Non-respondent	N/A (not-for-profit)	

Question 5: What year was the not-for-profit arm established?

Answered: 18 Skipped 5

Year Established Not-for-Profit Arm:



Year Established Not-for-Profit Arm:

	1999 or earlier	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Total
Year	72.22%	5.56%	5.56%	0.00%	5.56%	5.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.56%	0.00%	0.00%	18
	13	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	

Question No. 6 “How is your not-for profit arm incorporated?” All AAAs with not-for-profit arms responded that they were organized as 501(c)3’s.

Question 7: Where did the start-up funding come from? Please provide as much detail as possible.

Answered: 17 Skipped: 6

#	Responses
1	There was no start-up funding. It was originally established as an organization representing senior clubs throughout the county and was instrumental in the establishment of the Agency and the Senior Nutrition
2	Donations
3	NYConnects - funding through NYSOFA; MIPPA - funding through
4	We received a donation from the Rose Pappas Foundation Fund. This fund is one of the many funds/donors set up through the Cattaraugus Region Community Foundation (501(c)3 public charity.) We used this
5	Inheritance from an estate.
6	County
7	Original funding came from funding from a now closed gift shop at a city senior center. This was where the money was deposited.
8	United Way of Rockland and the Office for the Aging
9	Fundraising and donations
10	The Schoharie County Counsel of Senior Citizens was formed to meet the needs of older adults in the county before the county had a AAA
11	We did not have any start-up funds. The lawyer who incorporated the
12	Federal demonstration grant
13	Ours is the Council of Senior Citizens that was established in the 70's. At one time had employees contracted by OFA but no longer? They occasionally will apply for a grant for us, but activity is minimal.
14	The Cayuga County Council of Senior Citizens (501(c)3) is an organization of representatives from the Senior Club network in Cayuga County. The Clubs pay minimal dues (\$35/yr.) to be a member and send 2 representatives to Council meetings 5xyear. Treasury is around \$2000 and this sends reps to Statewide conference and pays Statewide dues. They have sponsored special events - both social and advocacy events that sometimes turn a profit. The Council actually began before the OFA
15	All funding comes from fundraising.
16	I believe the County. This was established over 35 years ago to apply for grants for vehicles for the office for the Aging. At that time, OFA could not apply for the grants. The Senior Center, Inc. owns the vehicles. The OFA contracts with them to provide transportation to our Nutrition sites, etc. Contract is for operating expenses.
17	Grants

Question 8: What challenges did you encounter with establishing your not-for-profit arm?

Answered: 14 Skipped: 9

#	Responses
1	None
2	time commitment and raising the minimum \$5,000 within the first year to
3	None really - just took time to complete the required application for 501 (c)3 status. We already had a Senior Center Advisory Council that held the funds through an arrangement with the City of Batavia and they transitioned into our Genesee Senior Foundation, a 501(c)3 not for profit foundation.
4	The process may have taken longer than necessary since we created a subcommittee of our Advisory Council to develop the bylaws and helped
5	None known.
6	It was early and the money in both instances was available.
7	It was set up so long ago, no person currently employed has this
8	N/A because the organization was here prior to OFA.
9	It was difficult in starting up in that interested individuals had limited time to commit to the projects.
10	Providing assurances that we would not be competing with existing service providers
11	It was in the 1970's and not established by the OFA.
12	Unknown - started long before I worked here.
13	?
14	Taking on a new mindset to ask for donations! Finding the time on top of all other duties.

Question 9: How did you overcome these challenges?

Answered: 9 Skipped: 14

#	Responses
1	NA
2	held a "match challenge" and still experiencing trouble finding time to
3	No great challenges in creating the foundation.
4	Lots of patience!
5	Helped to form United Way
6	Unable to answer
7	A very committed community Rotarian stepped forward and took on a
8	Clear mission statement that our primary purpose was to advocate for additional funding to serve the elderly in needed areas. We support the applications from partners to new funding sources
9	Perseverance! LOL

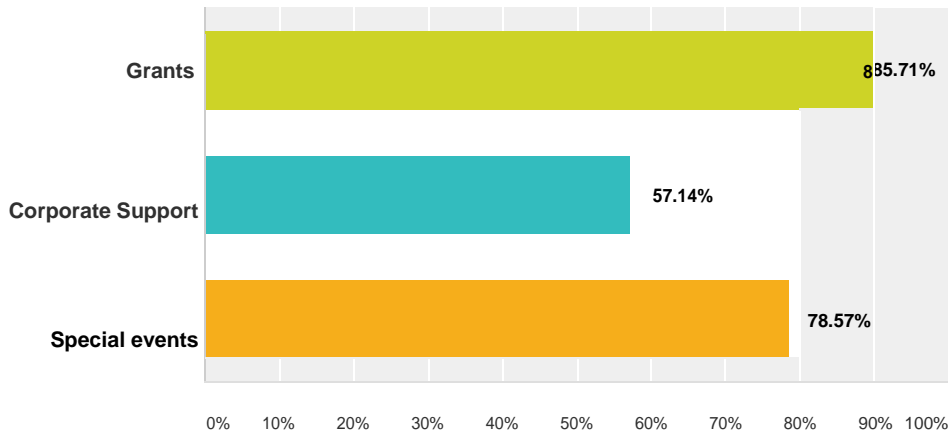
Question10: Who writes the grants to apply for funding for the not-for-profit arm?

Answered: 18 Skipped: 5

#	Responses
1-3	The AAA Director (3)
4	AAA Director and Council President
5	All contracts with the non-profits that are currently in place are not grants
6	N/A
7	Director or OFA staff paid by the foundation to assist them with their responsibilities
8	OFA staff or Contract staff
9	Staff from the Office for Aging
10	Each agency
11	We have not submitted grants for this entity
12	N/A
13	The board along with the president.
14	The President or the Treasurer
15	Team work with the partners
16	I do as Secretary for the Foundation (OFA Director).
17	I assist with the transportation grant for our not for profit
18	Executive director, usually. Sometimes a collaborator on a project

Question11: How do you raise funds for the not-for- profit arm? Choose all that apply, and provide details in "comments" box.

Answered: 14 Skipped: 9



Answer Choices	Respons
Grants	85.71% 12
Corporate support	57.14% 8
Special events (golf tournament, recognition lunch/dinner, etc.)	78.57% 11
Total Respondents: 14	

#	Other (please specify)
1	Big Wheels Golf Tournament, Pork Bar-B-Q and Pie Auction, Harvest Fest. Pancake Breakfast, SUNY Delhi Holiday Cookie Sale, SUNY
2	NA
3	envelopes distributed throughout various county locations and local funeral homes
4	Small fundraising such as selling candy bars and raffle tickets.
5	Individual gifts.
6	Fundraising and donations
7	We do not raise funds for them but they hire our meal drivers and get a 9% admin fee in our contract.
8	Only occasional grants, corporate support. They make a bit of money from Sr Picnic and other small fund-raising events.
9	We apply to our local United Way and Community Chest to help clients pay for PERS. We also hold a Senior Gala in May that raises
10	They do their own fundraising.. raffles, etc.
11	Publicizing mission via speaking engagements, brochures, etc.

Question12: How do you decide how to use the funds for aging services and who decides?

Answered: 18 Skipped: 5

#	Responses
1	Usually the AAA identifies a specific need or program and presents that to the Council for approval.
2	OFA Director works closely with the Delaware County Senior Council.
3	Contracts are specific to aging populations
4	We have only built it up to \$10,000 at this point in time. We have not used funding yet for anything other than marketing to build up the fund. Organization officers/fund advisors consist of myself, Supervisor of Services, and Director of Nutrition. We consult with our Advisory Council for oversight.
5	Genesee Foundation Board members decide guided by by-laws, 501(c)3 incorporation documents, OFA survey documents and input from OFA Director as an ad hoc Board member.
6	Board members attend the OFA Advisory Council as "guests" so they hear first-hand about need and gaps. Also, the Aging Director and designated OFA staff attend the non-profit board meetings in a
7	Onondaga Elders Board of Directors in accordance with our bylaws.
8	I am a member of the United Way Community Impact Committee.
9	The agency assumes the accounting responsibilities for the committee. It is set up as the Coalition of Senior Centers and is used primarily to enhance center programming. They support congregate sites by
10	The Council does have a discretionary fund that they have used in the past to support specific requests made by our department.
11	The board meets regularly and approves all expenses over \$100.
12	The whole board decides based on need.
13	For non-mandated funding, the partnership supports community education programs sponsored by our membership collaboratives and group bus transportation to countywide and regional events
14	The Director asks the Senior Council members and they vote on it.
15	Council Members and OFA staff jointly decide the use of the funds, however OFA staff decides who actually receives the assistance.
16	The Allegany Senior Foundation meets monthly to make these decisions
17	The money that the not for profit makes goes to them to run our transportation programmed recreation programs- I contract with them for these programs.
18	Board of Directors votes on expenditures.

**Question13: What type of staff does
the not-for profit arm include?**

Answered: 15 Skipped: 20 Not Applicable: 23

Answer Choices	Respons	
No separate paid staff, all activities conducted by volunteers	60.00%	9
Full-time manager/director, no additional staff	0.00%	0
Full-time manager/director, plus some staff	26.67%	4
Part-time manager/director, no additional staff	6.67%	1
Part-time manager/director, plus some staff	6.67%	1
Total		15

#	Other (please specify)
1	Contract with OFA to provide some funds for administrative/clerical support
2	OFA provides staff support; also has an outside bookkeeping service
3	Paid person is primarily secretary with no decision-making power.
4	an 80% FTE Administrative Assistant to the AAA Director
5	Volunteer Board of Directors

Question14: What are some successful endeavors that have been funded through the not-for- profit?

Answered: 15 Skipped: 8

#	Responses
1	In the past, applied for United Way funds for distribution to senior groups - UW process has changed, and they no longer will fund "pass-through" applications. Sponsorship of an Art Show for LTC residents - money raised thru small grants & solicitation from area businesses.
2	In home Emergency Response System Senior Bus transportation Non-Emergency Medical Transportation Congregate and Home Delivered Meal HIICAP Senior Adult Day Center Home improvement, shoveling,
3	Again, this is a newly established fund. We spent 2013 just getting to our minimum monetary fund requirement.
4	Apply for and annually receive grant funding from the Rochester Area Community Foundation from the Marshall Fund to provide Social Transportation and Recreation Mini-Grants that enhance social and recreational opportunities for older adults in our county.
5	Miles for Meals walk and run; Annual fundraising dinner-Celebrating Life
6	Emergency food packs, educational stipends for youth.
7	see above
8	Large equipment purchases
9	They have donated \$1000 to our transportation program as well as over \$600 to assist some older adults with fuel costs in the last year.
10	On demand Medical Cars, Beautification of each of the senior center sites. A computer learning center. Alzheimer's workshops. Recreation opportunities and equipment such as televisions, games. Magic eye. We also are responsive to individual senior needs from time to time.
11	Currently they fund mileage reimbursement for medical transportation and PERS units.
12	See #3. Also, the partnership created innovative programs with universities for caregiving and intergenerational activities
13	Emergency Fund activities and the Walk to Remember
14	Our Annual Senior Gala is hugely successful and grows larger every year.
15	Aging in Place "fairs" in partnership with OFA and other organizations, legislators, etc.

Question15: Who serves on the Board of Directors for the not-for-profit and how are they elected?

Answered: 18 Skipped: 5

#	Responses
1	Seniors throughout the county, an elected official, AAA Director. Council elects new members.
2	Senior Council Members Small committee selected at beginning by Director and Advisory Committee Chair.
3	Community based agencies - both non-profit and governmental; for profit entities, consumers, medical professionals, etc. - elections are done through Board process as denoted in their by-laws.
4	The board consists of 18 members, all leaders in the community from many different fields, including: finance, healthcare, real estate, government, and private philanthropy. Committees consist of: executive, board development, finance, investment, marketing, allocations, and scholarship. Standard election process is used.
5	Nine (9) Older Adults - one from each Legislative District and the OFA Director. Elected by the board with nominations coming from Senior Groups or OFA/RSVP.
6	Community members; There are two members who are also on the Advisory Council. The board of directors votes on new members.
7	Some OFA staff and some community volunteers.
8	The Board selects its members from the community.
9	Center participants. This is a challenge, the centers are each supposed to nominate and elect however it is more the staff encouraging participants to step up.
10	Their board is made up of one representative from each town club (16). There is also an executive committee consisting of a President, Vice President, Secretary, Recording Secretary and Treasurer. There are also several committees.
11	Election is by the members of the board. Community members are on the board including bankers, lawyers, senior volunteers, and members of the OSR team.
12	All volunteers
13	Representatives from the service collaboratives, corporations and coordinating planning agencies are elected by the existing Board.
14	Members of Senior Clubs designated by club.
15	Representatives are chosen by their own club and individuals not affiliated with a Senior Club can be members for \$10/yr.
16	The Board of Directors consists of community volunteers. Directors are encouraged to bring new members to the Foundation whenever they find someone willing to help us raise funds.

17	I sit on the Board as a non-voting member. They have their own Board of Directors.
18	Nod of exec dir. and other board members, networking. Most composed of retired community leaders.

**Question16: What is the role of the AAA
Commissioner/Director?**

Answered: 17 Skipped: 6

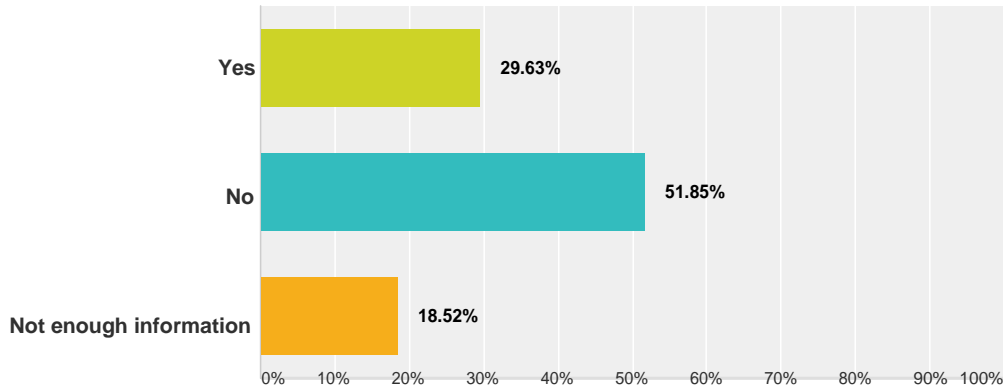
#	Responses
1	Holds a seat on the Council.
2	Advise of agency programmatic issues and concerns, liaison between AAA and Sr. Council.
3	Board member
4	I oversee our personal fund and receive guidance and support from the foundation. The foundation assists with marketing, supplies, press, and acknowledgments to donors.
5	Ad Hoc Member who facilitates the agendas and information that the Board receives on the needs of older adults in the county. Assists with applying for grants and reporting requirements for grants.
6	Consultant, attends all board meetings
7	President of the Board of Directors.
8	We provide some of the non-profits funding through our County Budget.
9	Guidance, communication, filing with IRS and accounting. We also create the agenda
10	We work together as many of them sit on the AAA Advisory Board and we attend the meetings to bring information regarding programs as well as them bringing us concerns to look into.
11	Ex Officio Advisor to the Board
12	Standing member of the Board.
13	Serves as the Fund Administrator
14	Advisory role
15	Organize meetings & activities, serves as the staff function, oversees the 3 bank accounts, reports to Council on use of funds, etc.
16	I serve as the Secretary of the Foundation, do the grant writing, help organize the Annual Gala, and keep track of all donations including thank you notes. I also help the Treasurer with accounting as she is still trying
17	Voting member on board, advisory capacity

Section 2 – Interest in Creating Not-for-Profit Arms

This section focused on those AAAs who do not currently have a not-for-profit arm. Questions 17-21 address issues such as the level of interest in creating a not-for-profit arm, perceived barriers to establishing a not-for-profit and current accounting procedures related to income received from grants and other outside contributions.

Question17: Have you considered creating a non- profit to assist in addressing unmet needs?

Answered: 27 Skipped: 8 Not Applicable: 23



Answer Choices	Responses
Yes	29.63% 8
No	51.85% 14
Don't have enough information at this time	18.52% 5
Total	27

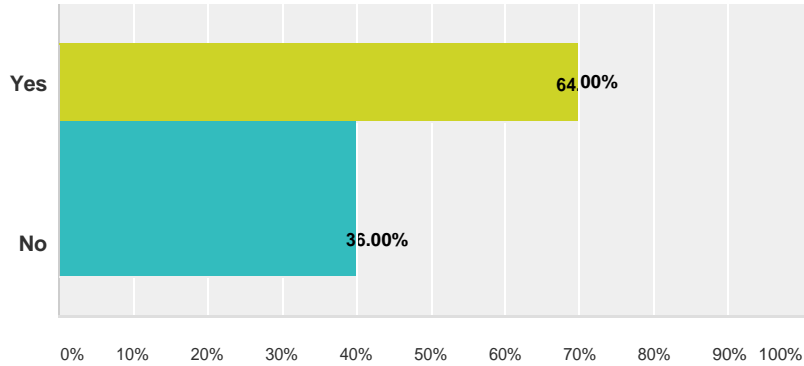
Question18: What challenges do you think you would face in creating a not-for-profit arm?

Answered: 16 Skipped: 19 Not Applicable: 23

#	Responses
1	Determining appropriate legal structure
2	Time and Staffing
3	Previously had one but it is now defunct. There were many problems and it took a lot of time and energy to make sure it was managed
4	Time constraint and local politics
5	Suffolk had one many years ago for a short period of time and it fell apart when there were changes to leadership.
6	time to meet with our partner to create a process for collaboration
7	We use a local contractor for the not-for-profit activities.
8	Initially, it would be to have the staffing to create this and carry it through.
9	Who will oversee this group?
10	Our county was originally sponsored by Livingston county Coalition of Churches 9, a 501(c)3 agency. The financial support of this agency became burdensome and the oversight of a not for profit arm 9working with board members, etc.) and the fundraising efforts are extremely time consuming for administration. There is a lot of competition for funding these days from non-profits. We seek other ways (memorial gifts, civic group support, United Way, etc.) to assist our agency. I still feel that moving under the county wing has proven to be the best way to sustain our agency. Senior voters have been great advocates for us.
11	Staffing and daily oversight
12	Competition/duplication with existing local non-profits
13	County legislature and County manager's decision only.
14	Time and finding dedicated individuals to help with the various aspect of operations.
15	Our law department
16	I don't have adequate staff to run my OFA as it is; I can't imagine trying to create another "arm".

Question19: In lieu of a separate nonprofit, do you have an account specifically to receive voluntary Donations and/or private pay contributions?

Answered: 25 Skipped: 10 Not Applicable: 23

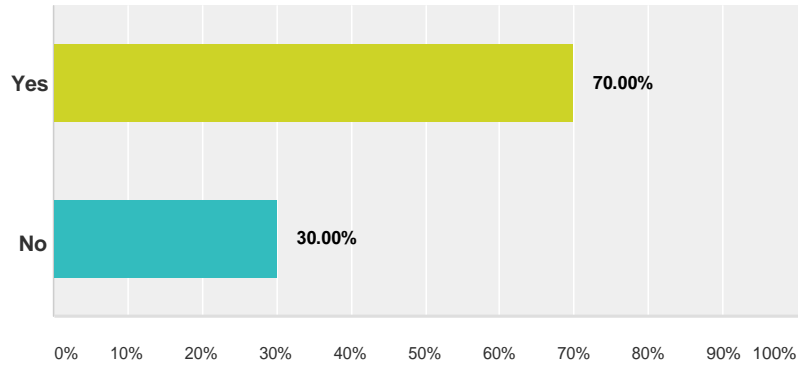


Answer Choices	Responses	
Yes	64.00%	16
No	36.00%	9
Total		25

#	Other (please specify)
1	A Reserve Trust has been established for PERS donations and estate
2	We do accept voluntary donations.
3	We have a local checking account where all our meal donations go.
4	donations go into the general fund unless a resolution is done.
5	We have several accounts they are set up by program

Question 20: Is the account maintained by the county?

Answered: 20 Skipped: 15 Not Applicable: 23



Answer Choices	Responses	
Yes	70.00%	14
No	30.00%	6
Total		20

#	Comments:
1	NA
2	NA
3	OFA maintains it, but we write checks to the County.
4	All donations and contributions go into a bank account under the OFA name. Once a month, all the donations/contributions
5	n/a

**Question 21: What are your concerns
and/or barriers to establishing a separate
account? (Check all that apply):**

Answered: 19 Skipped: 16 Not Applicable: 23

Answer Choices	Response s	
Competition with not for profit contractors	26.32 %	5
County would want control over the non-profit	26.32 %	5
Covering legal fees	36.84 %	7
Covering the cost of filing fees	36.84 %	7
Lack of Board of Supervisors support and/or concern that they might want to privatize our entire operation	21.05 %	4
County has oversight concerns prohibiting creation of a not-for-profit arm	10.53 %	2
Do not believe governmental agencies should compete with struggling not-for-profits	36.84 %	7
We do not have the staff available	57.89 %	11
Other (specify, see below)	21.05 %	4
Total Respondents: 19		

#	Other (specify)
1	Has not been considered, but we do not have staffing for any additional
2	Would need to spend time to really research issue and feasibility of setting
3	Not a decision for our department.
4	My County Administrator is very against a county department doing anything that could be construed as fundraising (he has never allowed me to ask for donations in our newsletter, saying it is prohibited, even after I have given him the examples from other counties). I don't see my county leadership supporting the creation of a not-for-profit attached to a county department.

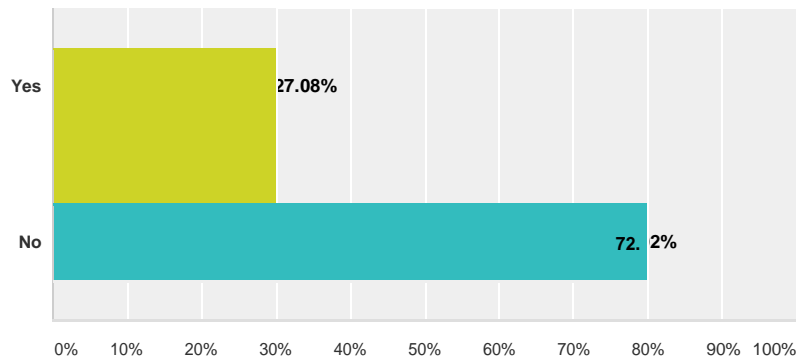
Section 3 – Providing Services on a Fee-for-Service or Private Pay Basis

This section presents a new set of questions that were not included in the original 2002 Survey. These questions focus on the provision of services on a fee-for-service or private pay basis. The provision of these options does not depend upon having a not-for-profit arm so they could be answered by all respondents.

According to the research report entitled *Trends and New Directions: Area Agencies on Aging Survey 2014*, a project conducted for the National Association of Area Agencies on Aging (N4A) by Miami University Oxford, OH, AAAs are increasing their funding sources by charging fees directly to customers. The survey found that “nearly 25 percent of all AAAs receive funding from private pay consumers. In 2013, more AAAs received funding from private pay consumers than in 2010 in almost every service, except for adult day service, home health and assistive technologies (pp. 7).” In addition, “Fewer than 20 percent of AAAs have no plans to develop private pay practices. . . . (while) 72.7% of AAAs are establishing a fee-for-service program for clients, 65.7% are developing unit cost pricing and 64.6% are learning about private pay models that have been used successfully by other AAAs (pp.49).

Question 22: Do you currently provide any services on a private, fee-for-service basis?

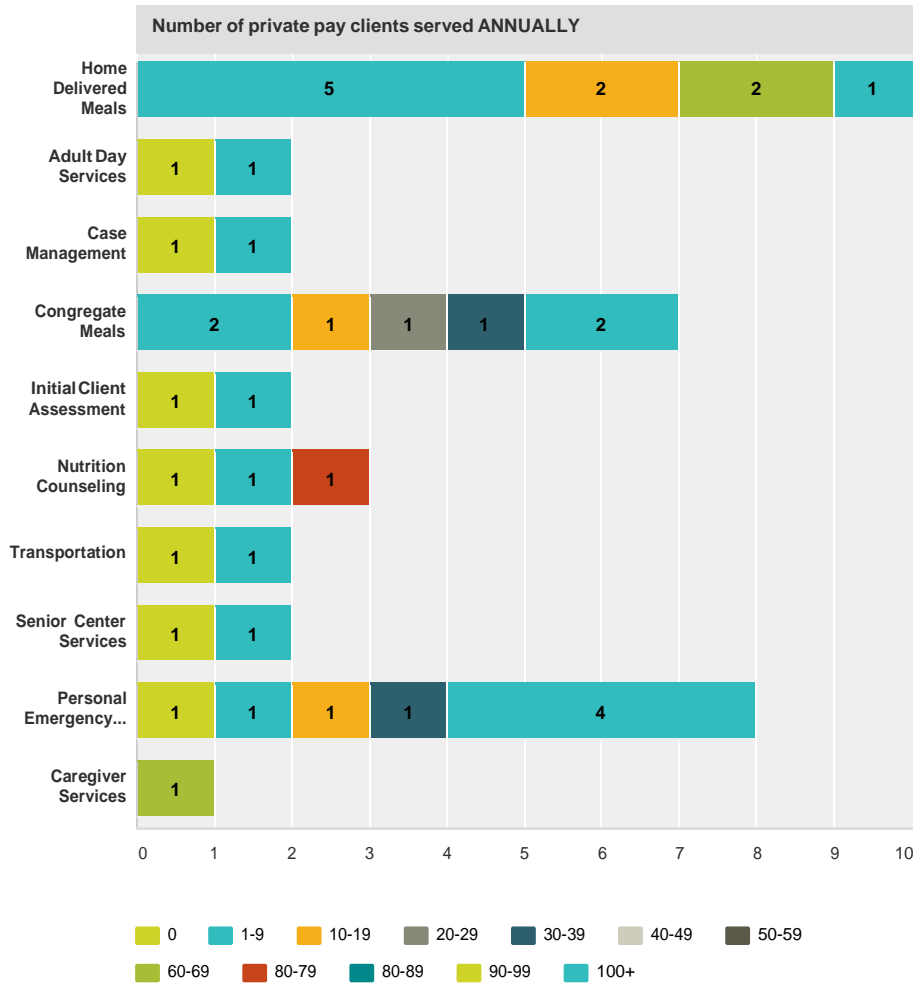
Answered: 48 Skipped: 7



Answer Choices	Responses	
Yes	27.08%	13
No	72.92%	35
Total		48

Question 23: If you currently provide one or more of the following services on a private pay basis please estimate the number of private pay clients served annually by selecting from the drop-down menu.

Answered: 15 Skipped: 40



Number of private pay clients served annually (Data Reported in Percentages)													
	0	1-9	10-19	20-29	30-	40-49	50-	60-69	80-79	80-	90-	100+	Tot
Home	0.00	50.00	20.00	0.00	0.00	0.00	0.00	20.00	0.00	0.00	0.00	10.00	
Delivered Meals	0	5	2	0	0	0	0	2	0	0	0	1	10
Adult Day Services	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	2
Case Management	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	2
Congregate	0.00%	28.57%	14.29%	14.29%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	28.57%	

Meals	0	2	1	1	1	0	0	0	0	0	0	2	7
Initial Client Assessment	50.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	2
Nutrition Counseling	33.33% 1	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	3
Transportation	50.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	2
Senior Center Services	50.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	2
Personal Emergency Response Systems (PERS)	12.50% 1	12.50% 1	12.50% 1	0.00% 0	12.50% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 4	8
Caregiver Services	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1

#	Other
1	Current private pay are for participants that are not eligible and pay the cost of the service
2	We were receiving private pay billing for daycare up until May of his year when we transferred the program to the Rehabilitation Center. Our congregate private pay meals are meals we bill to the Rehabilitation Center, Foundations day program, Total Senior Care, and WNYDDSO. We bill them a set rate less the CACFP reimbursement. Since billing is based on contracts and bills go directly to the agencies and not to individual participants, I do not know if you would consider this "private pay".
3	L2 - 3
4	We contract with the LTHHCP (54 clients currently), one MLTC (3 clients currently) and the county's mental health day treatment program (varies 10 - 12)
5	These are meals through contracts - VNA, HCR etc.

Closing

(Note: the observations in this closing section are based on the analysis of the author and may not reflect positions taken by the leadership of the AANY.)

This report is based on the results of two studies, the first conducted in 2002 and the second in 2014. Since the completion of this report, there has been a substantial turnover in the executive directors of AAAs across the state. Therefore, the results may or may not accurately reflect the thinking of the AAA leadership today. However, the overall findings call attention to a number of important issues:

- While there was a substantial increase in the number of AAAs with a nonprofit arm, over 40% were still had not created one. This means that, based on national data and recommendations, a substantial portion of the network is not well positioned to take advantage of newly emerging revenue streams.
- Many of the reasons why AAAs have not created a nonprofit arm revolve around the fact that they are part of county government. However, a substantial number of government sponsored AAAs have created such nonprofit arms. While the data reveal many barriers, such entities can be developed by any AAA.
- Nonprofit arms can not only be used for direct contracting, but also for fundraising for both specific programs as well as for general support of AAA service activities.
- The data indicate that, as of the beginning of 2015, nonprofit arms are underutilized by many AAAs. Given the emerging opportunities to contract managed care organizations, accountable care organizations, hospitals and other CBOs, it may be time for many AAAs to reexamine the use of their nonprofit arms.

It is hoped that AAAs across the state will find this report useful in the development of potential new revenue streams that are, and will be needed, if the network is maintain their historically leading role in the provision of Home and Community Based Services. We have no shortage of clients in need, only a shortage of resources.