



Community Assessment Survey for Older Adults™

City of Appledale, Michigan  
2008

Results Brief\*

Not for Distribution

\* Fictionalized results.



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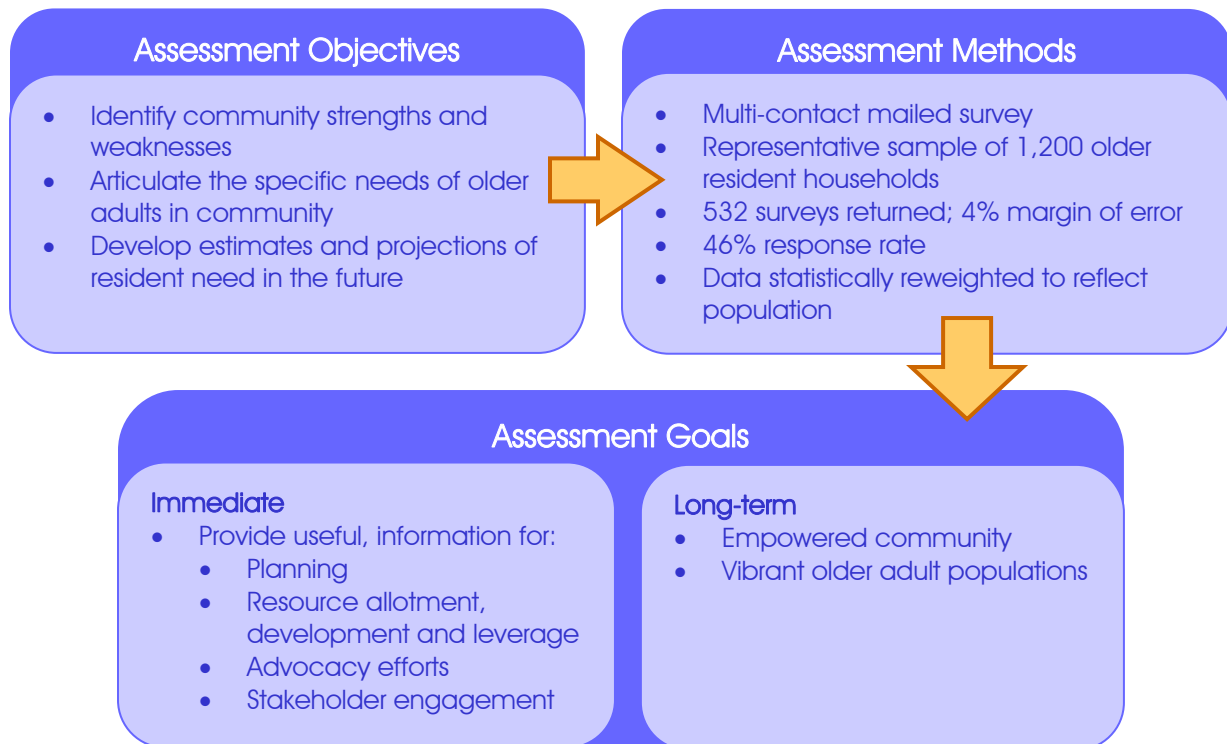
## Introduction

With more than one-half of the Baby Boom generation age 50 and older, the flow of older adults is beginning to gush into the demographic pipeline. One-third of all Americans will reach age 50 by 2010. To prepare better for this aging population, or “silver tsunami,” as it has been called, Appledale contracted with National Research Center, Inc. (NRC) to conduct an assessment of the strengths and needs of its older residents. Based upon the perspectives of older residents themselves, the Community Assessment Survey for Older Adults (CASOA™) was developed to provide a statistically valid survey of older adults in communities across America. The study findings will be used by staff, elected officials and other stakeholders to plan for older adult services, programs and facilities. The objectives of the CASOA are to:

- Identify community strengths in serving older adults.
- Articulate the specific needs of older adults in the city.
- Develop current estimates of and projections for older adult residents’ needs into the future.

The results of this exploration will provide useful information for planning and resource development as well as strengthen advocacy efforts and stakeholder engagement. The ultimate goal of the assessment is to create an empowered community that supports a vibrant older adult population in Appledale.

FIGURE 1: CASOA METHODS AND GOALS



The assessment focused on a series of older adult resident needs and the community supports that foster successful aging. More than 40 common needs affecting older adult well being were assessed. These 40 issues fell into the larger categories of health and wellness; community design and land use; participation in productive activities and community resources for information and planning.

Older adults' opinions about current community amenities and opportunities also were measured in the survey.

The survey was mailed in August 2008 to a random selection of older residents living in Appledale. Older adult households were contacted three times to participate in the survey. A total of 532 completed surveys were obtained, providing an overall response rate of 46% and a margin of error of +/- 4% around any given percent and 2.5 points around any given average rating for the entire sample.

## Appledale as a Community for Older Adults

Overall quality of community life may be the single best indicator of success in providing the natural ambience, services and amenities that make for an attractive community to older residents. CASOA™ contained many questions related to quality of community life in the City of Appledale – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents’ commitment to the community. Residents were asked whether they planned to move soon or if they would recommend the City of Appledale to others. Intentions to stay and willingness to make recommendations provide evidence that the City of Appledale offers services and amenities that work.

Many of Appledale’s older residents gave high ratings to the community as a place to live and place to retire. Services offered to older adults were considered “excellent” or “good” by 5 in ten older residents in Appledale. Further, most reported they would recommend the community to others and plan to stay for the next five years.

FIGURE 2: APPLIEDALE AS A PLACE FOR OLDER RESIDENTS

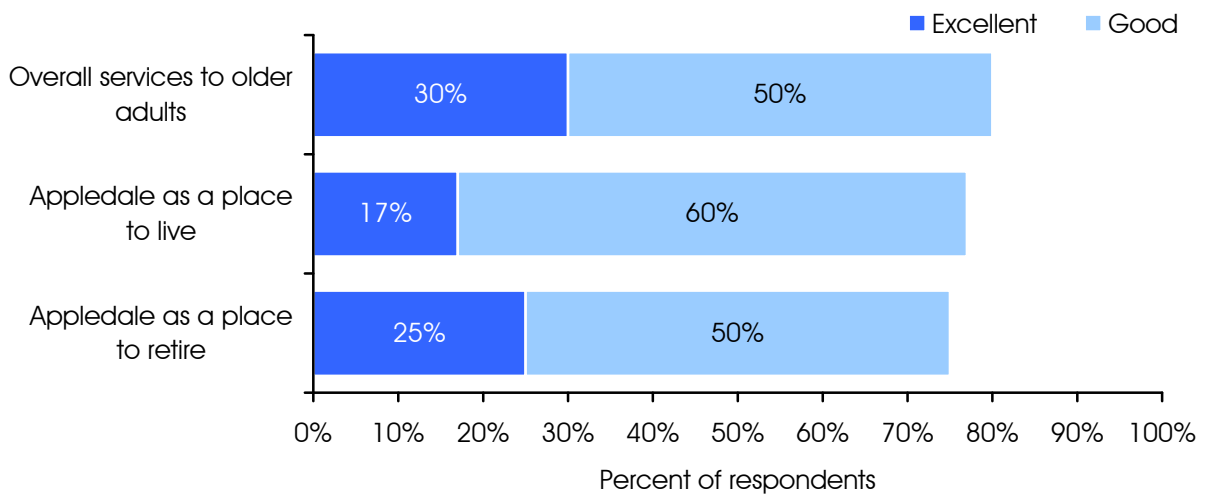


FIGURE 3: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY

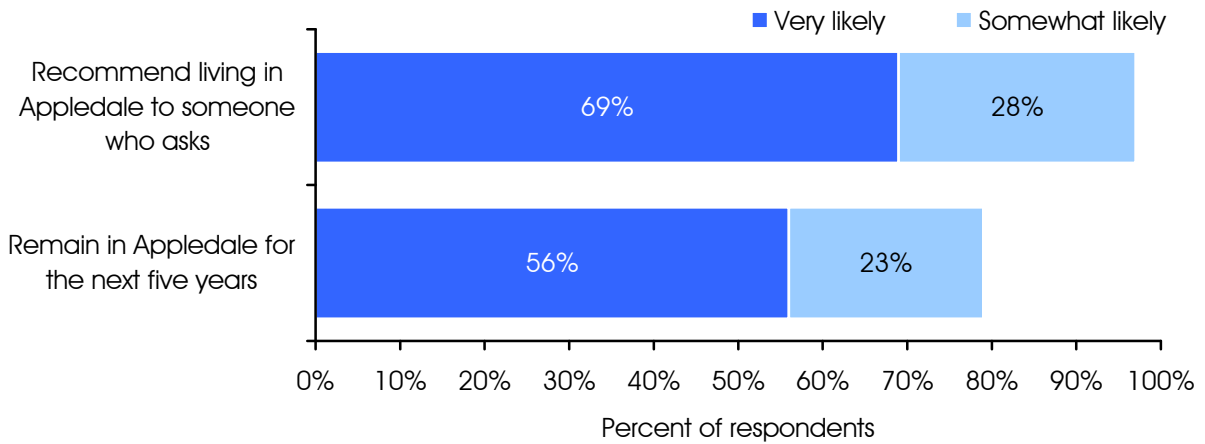


FIGURE 4: APPLEDALE AS A PLACE FOR OLDER RESIDENTS BENCHMARKS

	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
Overall services to older adults	80	73	⊕
Appledale as a place to live	77	73	⊙
Appledale as a place	75	69	⊕
Recommend Appledale to someone who asks	97	82	⊕
Remain in Appledale for next 5 years	79	78	⊙

Key: ⊕ Above benchmark    ⊙ Similar to benchmark    ○ Below benchmark

## The “Readiness” of Appledale for the Golden Tidal Wave

Older adults may not complain, but not every community leaves older adults raving about the quality of community life or the services available for active living and aging in place. Communities that assist older adults to remain as or become active community participants provide the requisite opportunities for recreation, transportation, culture, education, communication, social connection, spiritual enrichment and health care. It is not a package mix, so each community must identify what its older adults seek and what the community provides. The judgments of the residents for whom community planning takes place, provide the elements of an equation that describes the overall community quality of Appledale.

Survey respondents were asked to rate more than 35 aspects of the community related to health and wellness opportunities; community land use and design; and opportunities for productive activities. Ratings were converted to an average scale of 0 (the lowest rating, e.g., “poor”) to 100 (the highest rating, e.g., “excellent”). The City of Appledale received its highest ratings in the areas of Productive Activities and Community Belonging, and received the lowest ratings in the area of Community Design. When compared to other communities across the nation, Appledale was rated significantly higher in the areas of productive activities and overall as place to live and retire. Community design was rated significantly below the other benchmark communities.

FIGURE 5: APPLEDALE COMMUNITY READINESS CHART



Scale: 0=Lowest/most negative, 100=Highest/most positive  
 Key: ★ Above benchmark    ⊙ Similar to benchmark    ○ Below benchmark

Ratings for the 35 individual community characteristics are presented in the following chart. National Benchmarks are presented for each of the characteristics.

**FIGURE 6: OVERALL QUALITY OF COMMUNITY INDEX BENCHMARKS**

Overall Quality of Community	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
<b>Overall Quality of Community Index</b>	<b>77</b>	<b>68</b>	⊕
How do you rate Appledale as a place to live?	80	72	⊕
How do you rate Appledale as a place to retire?	77	64	⊕
How would you rate the overall services provided to older adults in Appledale?	75	69	⊕

Key: ⊕ Above benchmark    ⊙ Similar to benchmark    ○ Below benchmark

**FIGURE 7: COMMUNITY INFORMATION INDEX BENCHMARKS**

Community Information	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
<b>Community Information Index</b>	<b>57</b>	<b>58</b>	⊙
Availability of information about resources for older adults	65	62	⊙
Availability of financial and legal planning services	48	54	○

Key: ⊕ Above benchmark    ⊙ Similar to benchmark    ○ Below benchmark

**FIGURE 8: HEALTH AND WELLNESS INDEX BENCHMARKS**

Health and Wellness	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
<b>Health and Wellness Index</b>	<b>67</b>	<b>64</b>	⊙
Fitness opportunities (including exercise classes and paths or trails, etc.)	68	65	⊙
Availability of affordable quality physical health care	58	55	⊙
Availability of affordable quality mental health care	75	73	⊙
Availability of preventive health services (e.g., health screenings, flu shots, educational workshops)	44	46	⊙
Availability of affordable quality food	75	72	⊙
Overall feeling of safety in Appledale	80	75	⊙

Key: ⊕ Above benchmark    ⊙ Similar to benchmark    ○ Below benchmark

FIGURE 9: PRODUCTIVE ACTIVITIES INDEX BENCHMARKS

Productive Activities	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
<b>Productive Activities Index</b>	<b>81</b>	<b>76</b>	⊕
Opportunities to volunteer	75	68	⊕
Employment opportunities	82	77	⊙
Opportunities to enroll in skill-building or personal enrichment classes	79	75	⊙
Recreation opportunities (including games, arts and library services, etc.)	92	87	⊙
Opportunities to attend social events or activities	85	82	⊙
Opportunities to attend religious or spiritual activities	82	78	⊙
Opportunities to attend or participate in meetings about local government or community matters	72	62	⊕

Key: ⊕ Above benchmark    ⊙ Similar to benchmark    ○ Below benchmark

FIGURE 10: COMMUNITY DESIGN AND LAND USE INDEX BENCHMARKS

Community Design and Land Use	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
<b>Community Design and Land Use Index</b>	<b>48</b>	<b>53</b>	○
Availability of affordable quality housing	48	48	⊙
Variety of housing options	45	55	○
Ease of bus travel in Appledale	52	59	○
Ease of rail or subway travel in Appledale	42	58	○
Ease of car travel in Appledale	45	42	⊙
Ease of walking in Appledale	42	44	⊙
Ease of getting to the places you usually have to visit	62	72	○

Key: ⊕ Above benchmark    ⊙ Similar to benchmark    ○ Below benchmark

FIGURE 11: COMMUNITY AND BELONGING INDEX BENCHMARKS

Community and Belonging	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
<b>Community and Belonging Index</b>	<b>75</b>	<b>73</b>	⊙
Sense of community	51	70	○
Openness and acceptance of the community towards older residents of diverse backgrounds	75	68	⊕
Valuing older residents	82	73	⊕
Neighborliness	92	79	⊕

Key: ⊕ Above benchmark    ⊙ Similar to benchmark    ○ Below benchmark

## Older Adult Participation in Community Life in Appledale

Activity is like a needed vitamin, it builds strength and helps to keep a person from falling victim to illness. Older adults who participate in community life not only benefit directly from the activities but by linking with others who also are engaged, they build a network of support that can be instrumental in keeping them independent.

**FIGURE 12: COMMUNITY PARTICIPATION BENCHMARKS**

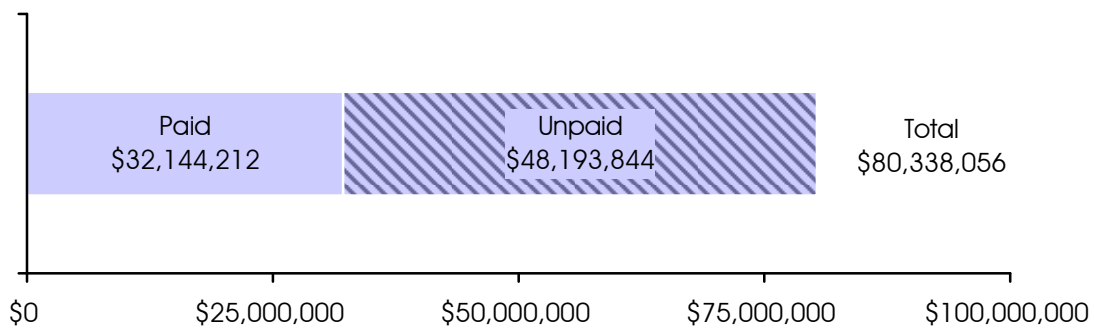
Activity participated at least once or at least one hour	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
Used a senior center in Appledale	32	23	★
Used a recreation center in Appledale	40	56	○
Used a public library in Appledale	75	69	★
Attended a meeting of local elected officials or other local public meeting in Appledale	19	25	○
Watched a meeting of local elected officials or other local public meeting in Appledale on cable TV	27	32	◎
Used public transit (e.g., bus, subway, light rail, etc.) within Appledale	32	23	★
Visited a neighborhood park	82	73	★
Participating in a club (including book, dance, game and other social)	23	22	◎
Participating in a civic group (including Elks, Kiwanis, Masons, etc.)	28	32	◎
Communicating/ visiting with friends and/or family	78	82	◎
Participating in religious or spiritual activities with others	62	54	★
Participating in a recreation program or group activity	32	49	○
Providing help to friends or relatives	89	78	★
Volunteering your time to some group/activity in Appledale	23	19	◎

Key: ★ Above benchmark      ◎ Similar to benchmark      ○ Below benchmark

## Contributions of Older Adults to Appledale

Advantages of a community with a significant number of older adults can be read in lower crime statistics and smaller costs for infrastructure that requires fewer schools, less road maintenance, less crime fighting and smaller landfills for unrecoverable resources. But the advantages that older adults provide to Appledale extend beyond the passive benefits of lower cost. Older residents have time and inclination to offer productive work whether paid or not. In Appledale, older adults provide significant paid and unpaid contributions. In addition to their paid work, older adults contributed to Appledale through volunteering, providing informal help to family and friends, and offering more extensive caregiving. The value of these unpaid contributions by older adults in Appledale is estimated to be about \$48 million in a 12-month period.

FIGURE 13: ESTIMATED ANNUAL ECONOMIC CONTRIBUTIONS OF OLDER ADULTS



## Older Resident Needs in Appledale

Older adults, more than others, face difficulties with aspects of everyday life. For many older adults these difficulties vastly exceed the minor physical pains or small losses of function that characterize almost everyone's circumstances after a certain age. When individual problems are added together, a group picture emerges that provides a useful description of the entire community of Appledale. Nationally, areas where older adults face the largest share of life's challenges include caregiving, health and mental health, in-home support, nutrition and food security and transportation. As part of this study, certain problems or stressors encountered by older adults in Appledale are described, such as physical and emotional difficulties and injuries that have compromised their independence. Also presented are their current needs and from those, the magnitude of aggregate needs the community may anticipate in the coming decades.

Typically, it is understood that the self-reported needs of older adults represents the minimum level of community need, a conservative estimate attenuated by respondents' strong desire to feel and appear self-reliant and further reduced by the silent whisper of some older adults who, no matter how sensitive the attempt, are too frail to participate in any survey enterprise.

Nonetheless, clear patterns of needs and strengths emerged from this assessment. For this summary, the 40+ potential needs of older adults assessed in CASOA were aggregated into larger categories and merged with information regarding older resident daily activities to provide a broad picture of older residents' needs in Appledale.

The greatest areas of resident need were civic engagement, information and planning, physical health and social engagement. Issues in the area of mental health, housing, home maintenance, social support and financial needs also were determined to be problematic for at least one in four older residents in Appledale. Older residents reported the lowest prevalence of need in the areas of safety, mobility and caregiver burden, although these needs can be quite serious for the 10% of seniors affected.

It should be understood that the percent of the population that experiences a problem is not a measure of how difficult a problem is to endure for the people who share it. Some needs, though rare as a percent of residents, have particularly devastating impact on a residents' quality of life – for example, needing help transferring from bed to wheelchair or having a problem with safety, so it is important to consider both the prevalence of the need and its centrality to a residents' sustained independence.

FIGURE 14: COMMUNITY NEEDS BENCHMARKS

Percent at least a "minor" problem	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
Having housing to suit your needs	27	56	○
Your physical health	62	89	○
Performing regular activities, including walking, eating and preparing meals	48	32	★
Having enough food to eat	60	62	◎
Doing heavy or intense housework	38	84	○
Having safe and affordable transportation available	51	65	○
No longer being able to drive	45	76	○
Feeling depressed	43	25	★
Experiencing confusion or forgetfulness	74	68	★
Maintaining your home	41	36	◎
Maintaining your yard	25	38	○
Finding productive or meaningful activities to do	64	72	○
Having friends or family you can rely on	24	57	○
Falling or injuring yourself in your home	44	88	○
Finding affordable health insurance	46	32	★
Getting the health care you need	88	49	★
Affording the medications you need	72	54	★
Having enough money to meet daily expenses	80	89	○
Having enough money to pay your property taxes	46	38	★
Staying physically fit	71	59	★
Maintaining a healthy diet	89	77	★
Having interesting recreational or cultural activities to attend	48	71	○
Having interesting social events or activities to attend	51	85	○
Feeling bored	33	71	○
Feeling like your voice is heard in the community	26	72	○
Finding meaningful volunteer work	42	72	○
Providing care for another person	61	85	○
Dealing with legal issues	45	63	○
Having adequate information or dealing with public programs such as Social Security, Medicare and Medicaid	39	34	◎
Finding work in retirement	66	65	◎
Building skills for paid or unpaid work	60	73	○
Not knowing what services are available to older adults in your community	25	44	○
Feeling lonely or isolated	47	86	○
Dealing with the loss of a close family member or friend	27	35	○
Being a victim of crime	75	59	★
Being a victim of fraud or a scam	45	62	○
Being physically or emotionally abused	34	60	○
Dealing with financial planning issues	61	87	○

Key: ★ Above benchmark    ◎ Similar to benchmark    ○ Below benchmark

Older adults may not complain, but not every community leaves older adults raving about the quality of community life or the services available for active living and aging in place.

Communities that assist older adults to remain as or become active community participants provide the requisite opportunities for recreation, transportation, culture, education, communication, social connection, spiritual enrichment and health care. It is not a package mix, so each community must identify what its older adults seek and what the community provides. The judgments of the residents for whom community planning takes place, provide the elements of an equation that describes the overall community quality of Appledale.

Survey respondents were asked to rate more than 35 aspects of the community related to health and wellness opportunities; community land use and design; and opportunities for productive activities. Ratings were converted to an average scale of 0 (the lowest rating, e.g., “poor”) to 100 (the highest rating, e.g., “excellent”).

First, the report describes how older residents’ view Appledale as a community that works for older adults and then describes residents’ self-reported needs. It was found, overall, that Appledale was rated favorably by its older residents. Many rated the city as a “good” place to live although ratings of the city as a place for retirement were lower. Summary scores were calculated for categories of community quality to provide a broad picture of the perceived fit between what the community offered to older adults and what older residents needed. Summary ratings for Appledale demonstrated that older resident felt the areas of community health and wellness opportunities and opportunities for productive activities were, on average, provided best. Opportunities in the areas of community information and community land use and design were rated less favorably

### Older Resident Needs in Appledale

Older adults, more than others, face difficulties with aspects of everyday life. For many older adults these difficulties vastly exceed the minor physical pains or small losses of function that characterize almost everyone’s circumstances after a certain age. When individual problems are added together, a group picture emerges that provides a useful description of the entire community of Appledale. Nationally, areas where older adults face the largest share of life’s challenges include caregiving, health and mental health, in-home support, nutrition and food security and transportation. As part of this study, certain problems or stressors encountered by older adults in Appledale are described, such as physical and emotional difficulties and injuries that have compromised their independence. Also presented are their current needs and from those, the magnitude of aggregate needs the community may anticipate in the coming decades.

Typically, it is understood that the self-reported needs of older adults represents the minimum level of community need, a conservative estimate attenuated by respondents’ strong desire to feel and appear self-reliant and further reduced by the silent whisper of some older adults who, no matter how sensitive the attempt, are too frail to participate in any survey enterprise.

Nonetheless, clear patterns of needs and strengths emerged from this assessment. For this summary, the 40+ potential needs of older adults assessed in CASOA were aggregated into larger categories and merged with information regarding older resident daily activities to provide a broad

picture of older residents' needs in Appledale. These older adult needs categories are provided below along with the proportion and number of residents who reported the need.

The greatest areas of resident need were recreation and safety. Issues in the area of financial also were determined to be problematic for about half of the older residents in Appledale. Older residents reported the lowest prevalence of need in the areas of social support, although these needs can be quite serious for the 37% of seniors affected.

It should be understood that the percent of the population that experiences a problem is not a measure of how difficult a problem is to endure for the people who share it. Some needs, though rare as a percent of residents, have particularly devastating impact on a residents' quality of life – for example, needing help transferring from bed to wheelchair or having a problem with safety, so it is important to consider both the prevalence of the need and its centrality to a residents' sustained independence.

**FIGURE 15: FINANCIAL NEEDS BENCHMARKS**

Percent at least a "minor" problem	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
<b>Financial needs</b>	<b>48</b>	<b>45</b>	⊙
Affording the medications you need	68	37	★
Having enough money to meet daily expenses	35	57	○
Having enough money to pay your property taxes	41	41	⊙

Key: ★ Above benchmark    ⊙ Similar to benchmark    ○ Below benchmark

**FIGURE 16: HOUSING AND HOME MAINTENANCE NEEDS BENCHMARKS**

Percent at least a "minor" problem	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
<b>Housing and home maintenance needs</b>	<b>51</b>	<b>48</b>	⊙
Having housing to suit your needs	70	74	⊙
Maintaining your home	22	41	○
Maintaining your yard	62	30	★
Information and planning needs	50	49	⊙
Dealing with legal issues	27	39	○
Having adequate information or dealing with public programs such as Social Security, Medicare and Medicaid	59	86	○
Not knowing what services are available to older adults in your community	82	34	★
Dealing with financial planning issues	33	35	⊙

Key: ★ Above benchmark    ⊙ Similar to benchmark    ○ Below benchmark

FIGURE 17: PHYSICAL AND MENTAL HEALTH NEEDS BENCHMARKS

Percent at least a "minor" problem	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
<b>Physical and mental health needs</b>	<b>59</b>	<b>57</b>	⊙
Your physical health	65	77	○
Performing regular activities, including walking, eating and preparing meals	59	71	○
Having enough food to eat	79	84	⊙
Doing heavy or intense housework	65	47	★
Having safe and affordable transportation available	80	80	⊙
No longer being able to drive	47	26	★
Feeling depressed	39	52	○
Experiencing confusion or forgetfulness	67	82	○
Falling or injuring yourself in your home	47	49	⊙
Finding affordable health insurance	45	48	⊙
Getting the health care you need	83	34	★
Staying physically fit	46	57	○
Maintaining a healthy diet	30	35	⊙
Dealing with the loss of a close family member or friend	72	60	★

Key: ★ Above benchmark    ⊙ Similar to benchmark    ○ Below benchmark

FIGURE 18: RECREATION, ARTS AND CULTURE NEEDS BENCHMARKS

Percent at least a "minor" problem	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
<b>Recreation, arts and culture needs</b>	<b>64</b>	<b>82</b>	○
Having interesting recreational or cultural activities to attend	36	89	○
Having interesting social events or activities to attend	71	88	○
Feeling bored	84	68	★

Key: ★ Above benchmark    ⊙ Similar to benchmark    ○ Below benchmark

FIGURE 19: SAFETY NEEDS BENCHMARKS

Percent at least a "minor" problem	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
<b>Safety needs</b>	<b>63</b>	<b>48</b>	★
Being a victim of crime	69	30	★
Being a victim of fraud or a scam	80	65	★
Being physically or emotionally abused	39	50	○

Key: ★ Above benchmark    ⊙ Similar to benchmark    ○ Below benchmark

FIGURE 20: SOCIAL SUPPORT AND ENGAGEMENT NEEDS BENCHMARKS

Percent at least a "minor" problem	Appledale Average Rating	National Average Rating	Appledale Compared to the Benchmark
<b>Social support and engagement needs</b>	<b>37</b>	<b>52</b>	<b>○</b>
Providing care for another person	24	43	○
Finding productive or meaningful activities to do	23	62	○
Having friends or family you can rely on	25	32	○
Feeling like your voice is heard in the community	47	38	⊕
Finding meaningful volunteer work	80	47	⊕
Finding work in retirement	23	74	○
Building skills for paid or unpaid work	51	70	○
Feeling lonely or isolated	24	48	○

Key: ⊕ Above benchmark      ⊙ Similar to benchmark      ○ Below benchmark

FIGURE 21: OLDER RESIDENT NEEDS IN APPLIEDALE

	Percent affected	Number affect in 2007 (N=5,564)
Financial needs	48%	2,671
Housing and home maintenance needs	51%	2,856
Information and planning needs	50%	2,796
Physical and mental health needs	59%	3,275
Recreation, arts and culture needs	64%	3,542
Safety needs	63%	3,487
Social support and engagement needs	37%	2,066

## Resident Priorities

Knowing where to focus limited resources to improve residents' opinions of local government requires information that targets the services that are most important to residents. However, when residents are asked what services are most important, they rarely stray beyond core services – those directed to save lives and improve safety.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis. The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of a citizen survey. For example, air travelers often claim that safety is the primary consideration in their choice of an airline, yet key driver analysis reveals that frequent flier perks or in-flight entertainment predicts their buying decisions.

In local government core services – like fire protection – invariably land at the top of the list created when residents are asked about the most important local government services. And core services are important. But by using Key Driver Analysis, our approach digs deeper to identify the less obvious, but more influential services that are most related to residents' ratings of overall quality of local government services. Because services focused directly on life and safety remain essential to quality government, it is suggested that core services should remain the focus of continuous monitoring and improvement where necessary – but monitoring core services or asking residents to identify important services is not enough.

A Key Driver Analysis (KDA) was conducted for the City of Appledale by examining the relationships between ratings of each service and ratings of the City of Appledale's overall services. Those key driver services that correlated most highly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Appledale can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality.

Services found to be most strongly correlated with ratings of overall service quality from the Appledale Key Driver Analysis were:

- Social engagement
- Physical health
- Health care
- Housing

The 2009 City of Appledale Action Chart™ on the following page combines two dimensions of performance:

- Comparison to resident evaluations from other communities. When a comparison is available, an icon indicates whether the service is above the benchmark (⊕), similar to the benchmark (⊙) or below the benchmark (○).
- Identification of key services. A black key icon (🔑) next to a service box indicates that service is key (either core or key driver)

Fourteen services were included in the KDA for the City of Appledale. Of these, four were above the benchmark, six were below the benchmark and four were similar to the benchmark. A key icon (🔑) indicates the four key drivers.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are not at least similar to the benchmark. In Appledale, housing and healthcare were below the benchmark. More detail about interpreting results can be found in the next section.

Services with a high percent of respondents answering “don’t know” were excluded from the analysis and were considered services that would be less influential.

FIGURE 22: CITY OF APPLEDALE ACTION CHART™



By asking older adults, themselves, about the quality of community life and the gaps in service delivery they experience, Appledale has included the voice of older adults for whom community planning is focused. The voice of this representative sample of older adults remains at the heart of the changes that Appledale must anticipate. Over time, as Applegate planners modify or create policies and programs to close the needs gap, periodic monitoring of the opinions of older adults will assure that the community stays on track.

## Technical Appendices

A: Complete Set of Survey Frequencies

B: Detailed Community Needs

C: Detailed Methods

Note: Technical appendices have been omitted from this sample report.