

Third Session of OEWG on Ageing 21-24 August 2012, UN Headquarters, New York

Information Note on NGO Accreditation

Application for accreditation to the Open-ended Working Group on Ageing

Accreditation is a **one-time process** by which not previously accredited non-governmental organizations become eligible to participate as observers in the Open-ended Working Group on Ageing. Accreditation is granted to organizations and not to individuals.

NGOs that have consultative status with the Economic and Social Council (ECOSOC) or were accredited before are already accredited to the Open-ended Working Group on Ageing. All other NGOs wishing to participate in the Third Session **MUST** apply for accreditation.

Applications for accreditation should contain all the following information:

- a. The purpose of the organization;
- b. Information as to the programmes and activities of the organization in areas relevant to the human rights of older persons;
- c. Confirmation of the activities of the organization at the national, regional or international level;
- d. Copies of the annual or other reports of the organization with financial statements, and a list of financial sources and contributions, including governmental contributions;
- e. A list of members of the governing body of the organization and their countries of nationality;
- f. A description of the membership of the organization, indicating the total number of members, the names of organizations that are members and their geographical distribution;
- g. A copy of the constitution and/or by-laws of the organization.

For more information:

<http://www.un.org/documents/ecosoc/res/1996/eres1996-31.htm>.

DEADLINE

Please note that the application package should be received by **22 June 2012**. NGOs are encouraged to send their applications by email at ageing-working-group@un.org

Applications for accreditation must be sent to:

DSPD Focal Point on Ageing, Email: ageing-working-group@un.org

Please note:

- The Secretariat shall circulate to all States members of the Open-ended Working Group a list of new applications for accreditation received from non-governmental organizations no less than four weeks prior to each session of the Working Group, on a non-objection basis, except for the first session of the Working Group, when circulation of the list will take place no later than two weeks prior to the session;
- NGOs are encouraged to apply for ECOSOC Consultative Status. Please visit this website to learn more on how to apply: <http://csonet.org/?menu=83>

Application for accreditation to the Open-ended Working Group on Ageing for CICOA Aging & In-Home Solutions.

a. The purpose of the organization;

CICOA Aging & In-Home Solutions is a private, not-for-profit agency that helps seniors and people of any age with a disability remain comfortably and safely at home and out of institutional care. We do this by providing information, advocacy and support services for older adults, people with disabilities, and their caregivers. As one of 700 Area Agencies on Aging nationwide, CICOA is not a government agency, but oversees state and federal funds and private donations to provide:

- Information and assistance through the Aging & Disability Resource Center
- High-quality, in-home services, including no-cost and low-cost care for those eligible
- Meals & More home-delivered and congregate meals
- CareAware caregiver support services
- New Freedom transportation vouchers and Senior Transportation Programs
- Long-term care options counseling
- Home modifications
- Nursing home pre-admission screening
- Advocacy
- Senior center-based activities such as transportation, meals, recreation, education, health promotion, ombudsman and legal services.

CICOA serves Boone, Hamilton, Hancock, Hendricks, Johnson, Marion, Morgan and Shelby Counties in Central Indiana, USA.

CICOA's Mission is to help older persons and those of any age with a disability to live with the greatest possible independence, dignity and quality of life. Our vision is to be the premier source of information and access to resources for seniors and persons with disabilities in Central Indiana. CICOA's core values include:

Dignity

CICOA respects the rights of others, is sensitive to differences, and affirms the dignity of all people.

Independence

CICOA supports the exercise of individual initiative to make choices and to enjoy life without unnecessary restrictions.

Fairness

CICOA will provide equality of opportunity and treat all individuals in an impartial manner, without prejudice and free from special interests.

Well Being

CICOA strives to enhance people's lives through the promotion of good physical, social, emotional and mental health and participation in the whole community.

Satisfaction

CICOA strives to help individuals to fulfill their expectations, meet their needs and be pleased and comfortable with the results.

Collaboration

CICOA believes that partnering with other organizations creates greater opportunity for accomplishment of its mission than by working alone.

b. Information as to the programmes and activities of the organization in areas relevant to the human rights of older persons;

Established in 1973 by an amendment to the 1965 Older Americans Act and incorporated in 1974, CICOA is not a government agency, but oversees state and federal funds and private donations to provide information, advocacy and support services for older adults, people with disabilities, and their caregivers.

CICOA is Indiana's largest Area Agency on Aging and serves Boone, Hamilton, Hancock, Hendricks, Johnson, Marion, Morgan, and Shelby Counties, where more than 20 percent of Indiana's population lives. In FY 2011, CICOA and its network of for-profit and not-for-profit providers delivered the following services for older adults and persons with disabilities:

Aging & Disability Resource Center

- Handled more than 74,000 incoming and outgoing calls providing information and assistance, an increase of 30,000 compared to the prior year!
- Conducted 2,300 telephone assessments.
- Referred more than 2,500 callers to other community resources.
- Participated in 122 health fairs and speaking engagements.
- 899 volunteers provided almost 15,000 hours of community service.
- Logged more than 128,000 website visits.

In-Home Services

- Brokered \$5.2 million of in-home care management services, such as homemaker, home health aide and attendant care to 3,190 clients.
- Conducted 8,300 nursing facility preadmission screenings.

Meals & More

- Delivered 493,647 meals in our eight-county area using CICOA drivers and volunteers of other contracted caterers.
- Served 385,533 home-delivered meals.
- Served 108,114 meals at neighborhood meal sites.
- Established a voucher program with Community Health Network's Touchpoint program for seniors and Community Hospital East, and Morgan Hospital & Medical Center and Martinsville Senior Center.

Caregiver Support

- Established the CareAware Family Caregiver support program.
- Provided information and support for 792 caregivers.
- Contracted to provide respite support and supplemental services to an additional 2,922 caregivers.

Lifelong Living Communities

- Completed 150 home modifications to enhance accessibility and home safety.
- Advocated for elder friendly communities with local area officials

CICOA Aging & In-Home Solutions, the Area Agency on Aging for Central Indiana, advocates for seniors, persons with disabilities of any age, and their caregivers. We do this in several ways, by educating public officials, consumer advocates, and the community-at-large about the needs of our client population to improve quality of life.

Our advocacy activities include reviewing and taking positions on local, state and federal policies and issues that impact our population. We testify before legislative bodies, engage in letter writing and public speaking, and make media appearances in support of programs benefiting older adults and people with disabilities.

For more information about CICOA's public policy regarding older adults and individuals of any age with a disability please refer to the Indiana Association of Area Agencies on Aging web page, www.iaaaa.org, section on Policies on Aging.

The CICOA Board of Directors Public Policy Committee

A key element of CICOA's advocacy efforts is the CICOA Board of Director's Public Policy Committee that meets regularly to monitor state and federal legislation, identify public policy matters, determine and develop policy stances, and dialogue on other issues that affect CICOA and our community.

Advocacy

CICOA Aging & In-Home Solutions' advocacy goal is to shape the courses of action taken by various segments of our society in the interest of protecting and enhancing the lives of older adults and persons of any age with a disability.

c. Confirmation of the activities of the organization at the national, regional or international level;

One way that CICOA fulfills its mission in Central Indiana is to develop an area plan (Appendix I) based upon a needs assessment of older adults and people with disabilities in our community. The Area Plan serves as a roadmap for community investments, helps establish service priorities, and increases coordination and collaboration with other organizations.

On April 2, 2010, CICOA hosted a community needs assessment and a public hearing to update the area plan. The resulting plan was adopted by the Board of Directors on April 27.

The Area Plan pays particular attention to individuals with severe disabilities and those at risk for institutional placement. It also seeks to address the needs of rural residents, low-income seniors, and members of minority groups. These are populations at greater risk of isolation and often are the least likely to be aware of services available to them.

Priority needs in this year's plan are:

- Transportation
- Access to home care services
- Nutrition – access to fresh, high quality food
- Affordable housing
- Translation services for persons with limited English proficiency

In the current economic environment, increased demand for services and limited resources cause all of us to do “more with less.” These priority needs will help guide our Board, Advisory Council and staff as we evaluate and fund programs and as we work with other interested community stakeholders on ways to help make Central Indiana a great community in which to live at any age.

In 2009 CICOA embraced a comprehensive process to develop a three-year strategic plan (Appendix II). Various community stakeholders, staff members and volunteers were asked to provide feedback on the organization's programs, services and core initiatives. CICOA also facilitated focus groups in all eight counties in our service area to help identify community needs and available services for older adults and individuals with disabilities in Central Indiana.

Based on that input, members of CICOA's Board of Directors, the CICOA Foundation, the Advisory Council, and management staff identified priorities for the next three years and set goals, objectives and strategies.

We would like to thank everyone who participated in surveys, focus groups, interviews and committees for their vital role in helping shape the Strategic Plan. The completed Strategic Plan was adopted in June 2009 and will guide CICOA as we strive to serve the community with excellence.

- d. Copies of the annual or other reports of the organization with financial statements, and a list of financial sources and contributions, including governmental contributions;**

Please see Appendix III for the CICOA Aging & In-Home Solutions Annual Report 2011.

Please see Appendix IV for the CICOA Aging & In-Home Solutions fy2012 Budget Comparison.

e. A list of members of the governing body of the organization and their countries of nationality;

Advisory Council:

- John R. Holmes, President, Hamilton County, USA
- Steve Runyon, Vice President, Hendricks County, USA
- Rev. William T. Murphy, Secretary, Johnson County, USA
- Members (USA): Debbie Ayers, Boone County; Katherine Bailey, Marion County ;Miki Bean, Marion County; Joannie Bowen, Hancock County; Michael Bunnell, Morgan County; Phyllis Carr, Marion County; Jess Carrasquillo, Johnson County; Tara Carter, Boone County; William Caywood, Johnson County; David Fredricks, Marion County; Jo Ann Groves, Hendricks County; Sandee Haskett, Marion County; Katie Jones, Shelby County; Dean Jones, Johnson County; John Kindred, Johnson County; Heather Lindsey-Bond, Morgan County; Weilin Long, Hamilton County; Jake Maymon, Hendricks County; Janice McHenry, Marion County; Roger Miller, At Large; Evelyn T. Phillips, Marion County; Buffy Powers, Shelby County; Margaret Smith, Marion County; Rene' Stanley, Boone County

Board of Directors:

- Doug Beebe, Chair, USA
- James Bixler, Past Chair, USA
- Jim Rosensteele, Co-Vice Chair, USA
- MaryBeth Tuohy, Co-Vice Chair, USA
- Anita Harden, Secretary, USA
- Karla Schlichte, Treasurer, USA
- Brenda Smith, At-Large Executive Committee, USA
- Members (USA): Peter Bisbecos, Carolyn Brown, Terry DeBoo, Anne DePrez, Morella Dominguez, Nancy Griffin, Charlene Hall, Clyde Hall, John D. Kinman, Donna Konradi, Rex Miller, Darnae' Scales, Tom Surgener.

Foundation Board of Trustees:

- John Kinman, Chair, USA
- Jean Richcreek, Past Chair, USA
- Sue Weaver, Secretary, USA
- Timothy Bender, Treasurer, USA
- Members (USA): Carol Applegate, Jean Bandos, Doug Beebe, Orion Bell, Kim Borges, Dr. Malaz Boustani, Mark Flesner, Rev. David Greene, Dick Ingebrand, Aleta Mungal, Michael O'Brien, Peter Ritz, Janice Roberts, Frank Runion, William Salin, Edwin Simcox.

CICOA Administrative Staff:

- Orion Bell IV, President & CEO, USA

- Laura Boyle, Senior Vice President, Client Services, USA
- Susan Cornacchione, Vice President, Development, USA
- Phyllis Mills, Director, Human Resources, USA
- Kelli Tungate, Chief Operating Officer, USA
- Robert Woods, Chief Financial Officer, USA

- f. **A description of the membership of the organization, indicating the total number of members, the names of organization that are members and their geographical distribution;**

Organizations Receiving Older Americans Act Funding Through CICOA in FY-2012/13:

Alzheimer's Association of Greater Indiana

Heather Hershberger, Executive Director

50 East 91st Street

Indianapolis, IN 46240

Funded with Title III-E Older Americans Act Caregiver Support funds to assist caregivers of those with Alzheimer's Disease and related dementia.

Amount Awarded \$25,781

Boone County Senior Services

Susan T. Ritz, Executive Director

151 Crown Pointe Drive

Lebanon, IN 46052

Funded with Title III-B Older Americans Act funds for Information & Assistance and Transportation. Funded with Title III-E Older Americans Act Caregiver Support funds for Caregiver Support and Respite services.

Amount Awarded \$51,353

Butler University

College of Pharmacy and Health Sciences

Dr. Bonnie Brown, Assistant Dean for Student Affairs

4600 Sunset Avenue

Indianapolis, IN 46208-3485

Funded with Title III-D Older Americans Act funds for Medication Management.

Amount Awarded \$25,000

Catholic Charities of Indiana

David J. Bethuram, Executive Director

1400 North Meridian Street

Indianapolis, IN 46202-2367

Funded with Title III-E Older Americans Act Caregiver Support funds for Caregiver Support, Adult Day Respite services, and Home Modifications.

Amount Awarded \$68,689

Coordinated Aging Services for Morgan County

Susan A. Cramer, Executive Director

69 North Colfax Street, Suite C

Martinsville, IN 46151-1632

Funded with Title III-B Older Americans Act funds for Information & Assistance and Transportation.
Amount Awarded \$41,588

Gateway Services

Karen Luehmann, Executive Director
3500 North Morton (P.O. Box 216)
Franklin, IN 46131
Funded with Title III-E Older Americans Act Caregiver Support funds for Respite Services
Amount Awarded \$15,000

Greenwood Senior Citizens Center

Betty Davis, Executive Director
550 Polk Street
Greenwood, IN 46143
Funded with Title III-B Older Americans Act funds for Information & Assistance
Amount Awarded \$5,000

Hancock County Senior Services

Linda Hart, Executive Director
312 East Main Street, Suite A
Greenfield, IN 46140
Funded with Title III-B Older Americans Act funds for Information & Assistance and Transportation. Funded with Title III-E Older Americans Act Caregiver Support funds for Respite services.
Amount Awarded \$43,949

Hendricks County Senior Services

Beth Ann Leach, Executive Director
1201 Sycamore Lane
P.O. Box 448
Danville, IN 46122
Funded with Title III-B Older Americans Act funds for Information & Assistance and Transportation. Funded with Title III-E Older Americans Act Caregiver Support funds for Caregiver and Respite services. Funded with Title III-D Older Americans Act Health Promotion funds for Health Promotion.
Amount Awarded \$96,552

Indiana Legal Services

Norman Metzger, Executive Director
Senior Law Project
151 North Delaware Street, Suite 1800
Indianapolis, IN 46204-2534
Funded with Title III-B Older Americans Act funds, for Legal Services. Funded with Title III-

B Older Americans Act funds, Title VII Older Americans Act funds, and state funds for Ombudsman services.

Amount Awarded \$218,182

Indianapolis Senior Center

Amy DiStaulo, Interim Director

708 East Michigan Street

Indianapolis, IN 46202-3624

Funded with Title III-B Older Americans Act funds for Transportation services. Funded with Title III-D Older Americans Act Health Promotion funds for Geriatric Fitness Center.

Amount Awarded \$258,000

John H. Boner Community Center

James Taylor, Executive Director

2236 East 10th Street

Indianapolis, IN 46201-2006

Funded with Title III-E Older Americans Act Caregiver Support funds for Adult Day Respite services. Funded with Title III-D Older Americans Act Health Promotion funds for Health Promotion.

Amount Awarded \$67,538

Johnson County Senior Services

Karen Bucker, Executive Director

731 South State Street

Franklin, IN 46131

Funded with Title III-B Older Americans Act funds for Transportation Services.

Amount Awarded \$60,943

Joy's House

Tina McIntosh, President & CEO

2028 East Broad Ripple Avenue

Indianapolis, IN 46220

Funded with Title III-E Older Americans Act, Caregiver Support funds for Adult Day Respite services.

Amount Awarded \$43,689

Little Red Door Cancer Agency

Fred Duncan, Executive Director

1801 North Meridian Street

Indianapolis, IN 46202

Funded with Title III-E Older Americans Act, Caregiver Support funds for Caregiver Support

Amount Awarded \$40,000

Martin Luther King Community Center

Tawanna Lewis, Interim Director

40 West 40th Street

Indianapolis, IN 46208

Funded with Title III-E Older Americans Act Caregiver Support funds for Grandparent Caregiver Support and Respite services.

Amount Awarded \$20,000

Meals on Wheels of Hamilton County

395 Westfield Rd.

Noblesville, IN 46060

Funded with Title III-B Older Americans Act funds for Home Delivered Meals

Meals on Wheels of Hendricks County

Lora Bowman, Executive Director

1000 East Main Street

Danville, IN 46122

Funded with Title III-B Older Americans Act funds for Home Delivered Meals

PrimeLife Enrichment

Sandy Stewart, Executive Director

1078 3rd Avenue, SW

Carmel, IN 46032-2524

Funded with Title III-B Older Americans Act funds for Transportation services. Funded with Title III-E Older Americans Act Caregiver Support funds for Caregiver Support and Respite services. Funded with Title III-D Older Americans Act Health Promotion funds for Health Promotion.

Amount Awarded \$110,568

Shelby Senior Services

Dianna Pandak, Executive Director

1504 South Harrison Street

Shelbyville, IN 46176

Funded with Title III-B Older Americans Act funds for Information & Assistance and Transportation services. Funded with Title III-E Older Americans Act Caregiver Support funds for Caregiver Support and Respite services. Funded with Title III-D Older Americans Act Health Promotion funds for Health Promotion.

Amount Awarded \$100,105

The Villages

Sharon Pierce, Executive Director

3833 North Meridian Street

Indianapolis, IN 46208

Funded with Title III-E Older Americans Act Caregiver Support funds for Grandparent

Caregiver Support and Respite services.
Amount Awarded \$38,035

United Senior Action

John Cardwell, Executive Director

P.O. Box 292

Indianapolis, IN 46206

Funded with Title III-B Older Americans Act funds for Advocacy Services. Funded with Title III-E Older Americans Act Caregiver Support funds for Caregiver Support services.

Amount Awarded \$75,000

g. A copy of the constitution and/or by-laws of the organization.

Please see Appendix V for the CICOA Aging and In-Home Solutions Code of By-Laws.

Appendix I

CICOA Aging & In-Home Solutions Area Plan



CICOA Aging & In-Home Solutions, Inc.

AREA AGENCY ON AGING (AAA)

2011 – 2012 AREA PLAN

State of Indiana

FSSA Division of Aging

Table of Contents

REVIEW AND APPROVAL	3
1. Purpose	4
2. Template Instructions	4
3. Area Plan Contributors/ Resources	5
3.1 Area Plan Development Participation	5
4. WAIVERS	6
4.1 OAA Service Exemption Waiver	6
4.2 Direct Provision of Service Waiver	6
5. STAFF and SERVICES	7
5.1 Organizational Chart	7
5.2 Service(s) Overview	7
5.3 "OTHER" Services or Providers	8
5.4 Home and Community Based Resources Inventory	9
5.5 Target Population Specifications	9
5.6 Focal Point Specifications	10
6. SUPPORTERS	10
6.1 Board of Directors	10
6.2 Advisory Council	11
7. POLICIES and PROCEDURES	12
7.1 Quality Assurance Procedures	12
7.2 Emergency Procedures	12
8. Financial Information	13
8.1 AAA Cost Allocation	13
8.2 Funding Allocation – by Percentage	13
8.2.1 Financial Allocation Example	14

REVIEW AND APPROVAL

Per the Division of Aging Operations Manual, Section 2022.2, Submission of the Area Plan, area plans will be reviewed by FSSA staff, the Division of Aging Director, and a Commission on Aging representative. If the area plan meets all requirements, the Commission on Aging representative approves the area plan.

REVIEWER(S)

Your signature affirms this document accurately captures the area agency on aging regulatory, operational, and service specifications.

Name	TITLE	Date DD-MMM-YYYY

APPROVER(S)

Your signature affirms that the appropriate persons have reviewed this area plan, and that the document accurately represents the area agency on aging regulatory, operational, and service specifications.

Name	Signature	Date DD-MMM-YYYY
Doug Beebe Chair, CICOA Operating Board		07/26/2011
Orion H. Bell, IV President & CEO		07/26/2011
John Holmes President, Advisory Council		07/26/2011

1. Purpose

In alignment with the Older Americans Act, and complement to the State of Indiana Family Social Services Administration Division of Aging Operations Manual, all existing or proposed Indiana area agencies on aging (AAA) will develop and submit an **Area Plan** to the Division of Aging for a respective two-, three-, or four-year period, as defined by the Division of Aging.

This Area Plan is a requirement for the agency to receive or maintain its AAA designation.

This template was designed to guide AAA personnel and the Division of Aging in two fundamental ways:

- As an accountability checklist to ensure that the specific requirements, expectations, and general format of the area plan are understood by area agency personnel.
- Assure consistency in area agency Area Plan reporting and submission.

2. Template Instructions

Please read the following instructions and guidance thoroughly before using this template.

Green Text Color	Text fields and tables highlighted GREEN signify required information, with fields that are to be completed to the best of one's knowledge by the AAA.
N/A	Not Applicable. Accompanied by a green checkbox N/A <input type="checkbox"/> , check this box if the information or topic is not applicable to your AAA. Selection of this box is done by double-clicking the box, and changing the default value to "checked".
Attachments	For statements specifying "attach the information with the Area Plan Submission", feel free to attach the files containing this information to the e-mail containing your Area Plan. It is not necessary to embed the information into the Area Plan's electronic document.
Creating additional table rows	When more rows are needed for any table with the area plan, simply place the cursor just to the right of the row where you wish more rows to be made (the cursor will appear to be in the right hand margin), and press the ENTER key. You may cut (CTRL+c) and paste (CTRL+v) any text from one table cell to another, if necessary.

3. Area Plan Contributors/ Resources

3.1 Area Plan Development Participation

Provide, by business name and address, resources that contributed to the development of this plan.

SERVICE PROVIDERS		N/A <input type="checkbox"/>
Business Name	Address	
Alliance Home Health Care	9615 N. College Avenue, Indianapolis, IN 46280	
Caregivers, Inc	3536 Washington Boulevard, Indianapolis, IN 46205	
Senior Helpers	494 S. Emerson Avenue, Suite 1-2, Greenwood, IN 46143	
Right at Home	5602 Madison Avenue, Indianapolis, IN 46227	
ADVOCACY GROUPS		N/A <input type="checkbox"/>
Business Name	Address	
AARP of Indiana	One N. Capital Avenue, Indianapolis, IN 46204	
Indiana Home Care Task Force	One N. Capital Avenue, Suite 1025, Indianapolis, IN 46204	
Senior 1000 Coalition	7030 Appollo Way, Indianapolis, IN 46278	
INDEPENDENT LIVING CENTERS		N/A <input type="checkbox"/>
Business Name	Address	
accessABILITY	5302 E. Washington Street, Indianapolis, IN 46218	
HOSPITALS		N/A <input type="checkbox"/>
Business Name	Address	
IU Health	340 W. 10 th Street, Indianapolis, IN 46206	
Community Health Network	1500 N. Ritter Avenue, Indianapolis, IN 46219	
Morgan Hospital & Medical Center	P.O. Box 1717, Martinsville, IN 46151	
Veterans Administration	1481 W. 10 th Street, Indianapolis, IN 46202	
NURSING HOMES		N/A <input type="checkbox"/>
Business Name	Address	
Waldron Healthcare	506 N. Main Street, Waldron, IN 46182	
Regency Place of Greenfield	200 W. Green Meadows Drive, Greenfield, IN 46140	
Heritage House of Shelbyville	2309 S. Miller Street, Shelbyville, IN 47176	
OTHER		N/A <input type="checkbox"/>
Business Name	Address	
IndyGo	1501 West Washington Street, Indianapolis, IN 46222	
Volunteers of America	927 N. Pennsylvania Street, Indianapolis, IN 46204	
Indiana Minority Health Coalition	3737 N. Meridian Street, 3 rd Floor, Indianapolis, IN 46208	
Blue & Company, Inc	12800 N. Meridian Street, Suite 400, Carmel, IN 46032	

4. WAIVERS

4.1 OAA Service Exemption Waiver

(N/A) If OAA Waiver Exempt Services Forms have been processed, attach with your Area Plan submission, or "Cut and Paste" to your completed Area Plan document.

4.2 Direct Provision of Service Waiver

(N/A) Refer to Appendix A for the Direct Provision of Service Waiver form template. Provide grant funding details in the fields provided.

5. STAFF and SERVICES

5.1 Organizational Chart

Provide an organizational chart showing schematically all staff members, including titles and positions. Attach as a separate document with your Area Plan submission.

- See Attachment A



5.2 Service(s) Overview

Provide the service name, its description, and estimated annual number of service requests or inquiries.

NOTE: For "Estimated Number of Requests/Inquiries", simply insert **UNKNOWN** if the value is not available.

SERVICE	Description / Overview	Estimated Number of Requests/Inquiries
Aging & Disability Resource Center	A one-stop resource center for information on programs and services for older adults and people with disabilities in Central Indiana	74,190 incoming and outgoing calls in FY2011
In-Home Services	CICDA Care Managers assess personal care needs and coordinate needed services into a care plan. Care plan services may include: <ul style="list-style-type: none"> • Adult Day Care • Homemaker • Respite care • Attendant care • Home health aide • Home delivered meals • Home modifications 	3,200 unduplicated clients served annually
Pre-Admission Screening	Assistance in the completion of Pre-Admission Screening (PAS) evaluation. The purpose of the evaluation is to determine the appropriateness of nursing facility placement, or whether the individual can remain at home with support from in-home and community services.	13,402 applications received in FY2011
Nutrition Services	Meals & more delivers appetizing, nutritionally balanced meals daily to seniors and people with disabilities in their homes and neighborhood meal sites. The program also provides group and individual nutrition assessments, counseling and education.	493,647 congregate and home delivered meals served in FY2011

Lifelong Living Communities	An initiative that engages civic leaders, philanthropic organizations, neighborhood associations and home owners to make communities more elder friendly. In addition, charitable support provides funding for home modifications, such as ramps, bathroom renovations and other safety measures that allow people to continue living safely and comfortably in their homes.	1 community (Franklin) has adopted the Elder Friendly concept and 3 have conducted meetings to consider 35 home modifications completed in FY2011
Caregiver Support	CICOA provides information, referral and support services that can help to equip caregivers for providing care and making informed decisions that are appropriate. CICOA also provides support to employers through the CareAware program. CareAware is tailored to empower employees with practical tips, encouragement, and essential resource information to better manage the demands of work and caregiving.	Over 600 staff consultations provided in FY2011

5.3 "OTHER" Services or Providers

If applicable, provide documentation for the following services. Attach as a separate document with your Area Plan submission.

- Protective Services
- Access Services
- In-Home Services
- Advocacy
- Legal Assistance
- Disease Prevention/Health Promotion
- Senior Community Service Employment Program
- Congregate meal site listings

- See Attachment B

5.4 Home and Community Based Resources Inventory

Specify the total number of home and community-based resources into the following table.

N/A	RESOURCES	NUMBER
<input type="checkbox"/>	Total number of nursing facilities	98
<input type="checkbox"/>	Total number of assisted living facilities	68
<input type="checkbox"/>	Total number of adult foster care facilities	17
<input type="checkbox"/>	Total number of adult day care facilities	16
<input type="checkbox"/>	Total number of RBA/ARCH facilities	7
<input type="checkbox"/>	Total number of meal sites	32
<input type="checkbox"/>	Total number of senior centers	45
<input type="checkbox"/>	Total number of case managers (Area Agency and Independent)	80
<input type="checkbox"/>	Total number of transportation providers	57
<input type="checkbox"/>	Total number of mental health clinics	27
<input type="checkbox"/>	Total number of Veteran Administration (VA) Hospitals	1
<input type="checkbox"/>	Total number of Veteran Administration (VA) health clinics	2

5.5 Target Population Specifications

Provide detail that a deliberate effort is directed toward the following AAA target populations.

N/A	TARGET POPULATION	EFFORT DESCRIPTION
<input type="checkbox"/>	Adults 60 years old or older with the greatest economic and social need	<ul style="list-style-type: none"> CICOA is able to identify low-income older adults through collaborative efforts in the community. Over one half of all Neighborhood Meal Sites are located in Marion County Neighborhoods where seniors with the greatest social and economic needs reside. CICOA participates in health fairs across the city as well as providing speakers at engagements conducted at churches, hospitals, neighborhood association meetings, support group meetings and a variety of other settings. Outreach efforts in groups such as these expose low-income adults and community members to the services available. CICOA's case central office is located in a site accessible to older adults and people with a disability.
<input type="checkbox"/>	Older minority and low income minority individuals	<ul style="list-style-type: none"> CICOA locates nutrition sites in the neighborhoods where low-income and low-income minority seniors reside. CICOA contracts with minority-owned providers. Expanded public awareness by advertising senior programs and services through minority publications in the community. CICOA collaborates with the Minority Health Coalition on programs and services available to older adult and low-income individuals.
<input type="checkbox"/>	Older Individuals living in rural areas	<ul style="list-style-type: none"> Area 8 is a Metropolitan Statistical Area. There are no counties within the CICOA service area that, as defined by the MSA, are rural areas. Furthermore the FSSA Division of Aging does not include for CICOA any funds from its intra-state funding formula. CICOA also has neighborhood nutrition sites in each county, and CICOA makes grants for Access—I&A and Transportation for each county in the area

<input type="checkbox"/>	Older individuals who are Native Americans	2010 Census Data indicates that only 0.26% of older adults living in the CICOA area identify themselves as Native American. This number amounts to only 4,378 individuals. CICOA will continue to strive to reach this population through collaborative efforts with partnering organizations and through outreach events held in the community.
--------------------------	--	--

5.6 Focal Point Specifications

(N/A) Provide assurance that your services and information are available within each county. Attach as a separate document with your Area Plan submission.

- See Attachment C

6. SUPPORTERS

6.1 Board of Directors

Provide a listing of the AAA Board of Directors members, as well as annual board meeting schedule information.

NAME	TITLE	ADDRESS (if applicable)	COUNTY	TERM DATES <i>MM/YYYY - MM/YYYY</i>
Doug Beebe	Chair	1500 N. Ritter Avenue, Indianapolis, IN 46219	Marion	7/2010 - 6/2012
James Bixler	Past Chair	120 Monument Circle, Indianapolis, IN 46204	Marion	7/2010 - 6/2012
Mary Beth Touhy	Co-Vice Chair	7437 Holliday Dr. West, Indianapolis, IN 46260	Marion	7/2010 - 6/2012
James W. Rosenstele	Co-Vice Chair	3032 Rollshore Court, Carmel, IN 46033	Hamilton	7/2010 - 6/2012
Anita Hardin	Secretary	540 N. Rangeline Road, Carmel, IN 46032	Hamilton	7/2010 - 6/2012
Brenda L. Smith	At Large Exec. Committee	3845 N. Pennsylvania St., Indianapolis, IN 46205	Marion	7/2010 - 6/2012
Carolyn Brown	Executive Consultant		Marion	7/2010 - 6/2013
Terry DeBoo	Principal, Applied Engineering Services		Marion	7/2008 - 6/2011
Anne DePrez	Atty at Law		Shelby	10/2009 - 6/2012
Morella Dominguez	Director, MultiCultural Affairs		Marion	7/2008 - 6/2011
Nancy Griffin	Independent Consultant		Marion	7/2009 - 6/2012
Charlene Hall	VP, HR		Morgan	7/2009 - 6/2012
Clyde Hall	AARP State Pres.		Hancock	7/2008 - 6/2011

John Kinman	Pres. CICOA Foundation Board		Johnson	By virtue of position
Donna Konradi	Associate Professor		Boone	7/2008 – 6/2011
Rex Miller	CPA		Boone	7/2010 – 6/2013
Darnae' Scales	Jewel Human Services of Eastern Star		Boone	7/2010 – 6/2013
Tom Surgener	Banker, Retired		Hamilton	7/2008 – 6/2011
Carol Applegate	Atty at Law		Marion	7/2008 – 6/2011
Peter Bisbecos	Principal, Ambis LLC		Marion	7/2011 – 6/2013

ANNUAL BOARD MEETING SCHEDULE		
DATE	LOCATION /ADDRESS	ATTENDEES
August 23, 2011	CICOA/4755 Kingsway Drive	
October 25, 2011	CICOA/4755 Kingsway Drive	
December 13, 2011	CICOA/4755 Kingsway Drive	
February 28, 2012	CICOA/4755 Kingsway Drive	
April 24, 2012	CICOA/4755 Kingsway Drive	
June 26, 2012	CICOA/4755 Kingsway Drive	

6.2 Advisory Council

Provide the following details regarding AAA Advisory Council members.

N/A	INFORMATION	TOTAL NUMBER (or) PERCENTAGE
<input type="checkbox"/>	Total number of members over 60	15
<input type="checkbox"/>	Total number of Title III recipients	1
<input type="checkbox"/>	Total number of elected public officials (or their designee)	1
<input type="checkbox"/>	Total number of health care provider representatives	8
<input type="checkbox"/>	Total number of Veteran health care providers (separate from above)	1
<input type="checkbox"/>	Total number of nutrition project representatives	2
<input type="checkbox"/>	Total number of supportive service representatives	2
<input type="checkbox"/>	Total number of persons with leadership experience in private or volunteer sector	15
<input type="checkbox"/>	Total number of persons who are members of a minority race; include percentage of minority older adults in the PSA	6 – 13.1%
<input type="checkbox"/>	Total percentage of all older adults in the PSA	14%
<input type="checkbox"/>	Percentage of minority older adults on advisory council (vs. total advisory council members)	21%
X	Total number of older adults that reside in rural areas	0
<input type="checkbox"/>	Frequency of Advisory Council meetings	6x's a Year

7. POLICIES and PROCEDURES

7.1 Quality Assurance Procedures

Provide quality assurance procedures and tools (i.e., provider survey, client survey) that address the following:

- Service management (including in-home service care plans per CHOICE Guidelines)
- Provider management

Attach as separate document(s) with your Area Plan submission

- See Attachment D

7.2 Emergency Procedures

Provide emergency-related procedures, along with any supporting documentation. Attach as a separate document with your Area Plan submission.

NOTE: The emergency plan is to include detail on client service continuation and interagency coordination.

- See Attachment E

8. Financial Information

8.1 AAA Cost Allocation

Provide financial details for the following bulleted items. Attach as separate document(s) or spreadsheet(s) with your Area Plan submission.

- Staff salaries and wages
- Employee Benefits
- Facility (rent, electricity, gas, water and sewerage, and cleaning services)
- Telephone and postage service
- Insurance
- Travel and transportation
- Capital expenditures (\$5000.00 or more)

8.2 Funding Allocation – by Percentage

Provide the percentage of total AAA program funding by (1) Personnel, (2) Operational, and (3) Direct Service categories. Programs include, but are not limited to, the following:

- Older Americans Act, Title III, V, VII
- CHOICE
- Social Services Block Grant (SSBG)
- Preadmission Screening and Resident Review (PASRR)
- Medicaid Waiver
- Grants

This funding allocation may be developed as a spreadsheet or document, and attached with your Area Plan submission.

See the following page for an example of a funding allocation table.

8.2.1 Financial Allocation Example

		PROGRAMS					
		OAA	CHOICE	SSBG	PASRR	Medicaid Waiver	Grants
Personnel	<ul style="list-style-type: none"> • Salary/wage • Fringe benefits 	24%	7%	5%	10%	0%	20%
Operational	<ul style="list-style-type: none"> • Rent • Utilities • Telephone • Administrative supplies • Travel • Printing 	2%	5%	5%	8%	5%	4%
Direct Services	<ul style="list-style-type: none"> • ADMINISTRATION • ADULT DAY CARE • ADULT GUARDIANSHIPS • ASSISTED TRANSPORTATION • ATTENDANT CARE • CAREGIVER TRAINING • CASE MANAGEMENT • COMMUNITY SERVICES • CONGREGATE MEALS • COUNSELING • DEPRESSION SCREENING • HEALTH EDUCATION • HEALTH SCREENING • HOME DELIVERED MEALS • HOME HEALTH SERVICES • HOMEMAKER • INFORMATION AND ASSISTANCE • LEGAL SERVICES • MEDICATION MANAGEMENT • NUTRITION COUNSELING • OUTREACH • PERSONAL CARE • PHYSICAL FITNESS • RESPITE CARE • SUPPLEMENTAL SERVICES • SUPPORT GROUPS 	74%	88%*	90%*	82%*	95%*	76%*
TOTALS:		100%	100%	100%	100%	100%	100%

*Care Management personnel costs included in Direct Services Costs at the following percentages by funding category:

CHOICE 23%; SSBG 76%; PASRR 82%; Med Waiver 95%

9. APPENDIX A

9.1 Application for Waiver for Direct Provision of Service

APPLICATION FOR WAIVER FOR DIRECT PROVISION OF SERVICE (TITLE III B, C, D, AND E; OMBUDSMAN; SSBG; CHOICE)			
<p>The Area Agency on Aging requests approval of the Bureau of Aging and In-Home Services for direct provision of <u>Nutrition Services</u> by setting forth its justification for use of the funds and staff below and by describing the activities through which it has tried to recruit and develop other providers of this service.</p> <p>A separate application for waiver is included for each service that the AAA or other agency with the same board of directors as the AAA wishes to provide. This form must be filled out in full.</p>			
Authorized Signature _____		Date _____	
1.	GRANT FUNDS TO BE USED		
	Title III	\$2,440,065.00	
	SSBG	\$22,800.00	
	CHOICE	\$43,2000.00	
	Ombudsman Supplement.		
2.	AAA STAFF TO BE INVOLVED:		
	Position / Title	Full-Time	Part-Time
	Director, Meals & More	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Coordinator	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.	<p>List the names and addresses of providers who could provide this service to persons in the PSA. Do not limit your list to present providers or to those providers physically located in the PSA. (If more space is needed, attach additional page(s).)</p> <p>CICOA believes that for general business reasons of cost effectiveness, continuity of service, program management, quality of service, service coordination and responsiveness that it is the best single provider of these services. Both the management of the program and contracts for caterers have been advertised as available to bidders. CICOA contracts with multiple private and not-for-profit caterers for the provision of meals and partners with other entities for nutrition education, most recently Purdue University. CICOA continues to raise additional funds for these services that result in maximizing the federal dollars that are provided.</p>		
4.	<p>Describe past activities aimed at recruiting or encouraging the development of other provider(s) of this service. (If more space is needed, attach additional pages.)</p>		

5.	Describe proposed activities for the period covered by this plan aimed at recruiting or encouraging the development of other provider(s) of this service. (If more space is needed, attach additional pages.) (1) Advertise availability of funds. (2) Talk with potential providers to determine interest.
6.	Attach proof of advertising aimed at recruiting alternative providers of this service.

9.2 Application for Waiver for Direct Provision of Service

APPLICATION FOR WAIVER FOR DIRECT PROVISION OF SERVICE (TITLE III B, C, D, AND E; OMBUDSMAN; SSBG; CHOICE)		
<p>The Area Agency on Aging requests approval of the Bureau of Aging and In-Home Services for direct provision of <u>Preventive Health</u> by setting forth its justification for use of the funds and staff below and by describing the activities through which it has tried to recruit and develop other providers of this service.</p> <p>A separate application for waiver is included for each service that the AAA or other agency with the same board of directors as the AAA wishes to provide. This form must be filled out in full.</p>		
Authorized Signature _____	Date _____	
1.	GRANT FUNDS TO BE USED	
	Title III	_____
	SSBG	_____
	CHOICE	_____
	Ombudsman Supplement.	_____
2.	AAA STAFF TO BE INVOLVED:	
	Position / Title	Full-Time
	Senior Coordinator	<input type="checkbox"/>
	Health Coordinator	<input checked="" type="checkbox"/>
3.	List the names and addresses of providers who could provide this service to persons in the PSA. Do not limit your list to present providers or to those providers physically located in the PSA. (If more space is needed, attach additional page(s).) <ul style="list-style-type: none"> • Provider One • Provider Two • Provider Three 	
4.	Describe past activities aimed at recruiting or encouraging the development of other provider(s) of this service. (If more space is needed, attach additional pages.) Health Event One, January 2010	

5.	Describe proposed activities for the period covered by this plan aimed at recruiting or encouraging the development of other provider(s) of this service. (If more space is needed, attach additional pages.) (1) Advertise availability of funds. (2) Talk with potential providers to determine interest. (3) Educate potential providers about the Family Caregiver Program.
6.	Attach proof of advertising aimed at recruiting alternative providers of this service.

Appendix II

CICOA Aging & In-Home Solutions Strategic Plan



Strategic Plan 2009 - 2012

*CICCOA helps build communities that enable
older persons and those of any age with a disability
to live with the greatest possible
independence, dignity and quality of life.*

Table of Contents

Introduction..... 3

Mission, Vision and Values of CICOA Aging & In-Home Solutions..... 4

Our Mission..... 4

Our Vision..... 4

Our Values..... 4

CICOA and the "Hedehog Concept"..... 5

Strategic Priorities..... 6

Goals and Strategies..... 8

Increase public awareness of CICOA, its mission, its brand and its services..... 9

Goals..... 9

Strategies..... 9

Budget Impact..... 9

Increase charitable and community support for CICOA..... 10

Goals..... 10

Strategies..... 10

Budget Impact..... 10

Board Action Required..... 10

Strengthen the financial and operational capacities of CICOA, to better meet existing needs and prepare for the growth in our client populations..... 10

Goals..... 11

Strategies..... 11

Budget Impact..... 11

Board Action Required..... 12

Strengthen the capacity of CICOA's volunteer leadership in its advocacy, governance and development roles..... 12

Goals..... 13

Strategies..... 13

Board Action Required..... 13

Keeping Score..... 14

Introduction

CICOA Aging and In-Home Solutions embraced a comprehensive process to develop a 3-year strategic plan. Various community stakeholders, staff members and volunteers have been asked to provide their feedback and insight regarding the direction of the programs, services and core initiatives of the organization. The successful completion of the previous 2005 – 2008 Strategic Plan, combined with the hiring of new CEO/President Orion Bell, has created a powerful opportunity to connect with clients, providers and partners throughout the state. Facilitated focus groups were hosted in all eight counties in CICOA's service area; including Hamilton, Shelby, Hendricks, Boone, Morgan, Johnson, Hancock and Marion County. We invested in this process to ensure personalized and direct feedback regarding the current community based needs, perceptions of CICOA services and the condition of services for older adults and individuals with disabilities in Central Indiana.

CICOA has engaged an independent consultant, Aimee Laramore/Allyd Image Solutions, to work alongside staff members in the facilitation of community based focus groups and as a contributor to the overall planning process. The management and executive staff members have engaged CICOA staff members in a series of dialogues regarding the successes and challenges of their work, organizational systems and the guidelines that shape our working environment. Simultaneously, community partners have hosted focus groups of approximately 15 – 20 community representatives, providing an opportunity to meet key CICOA staff members while sharing their unguarded opinions and feedback to the overall planning process.

A joint retreat involving members of the CICOA Board of Directors, the CICOA Foundation and the Advisory Council, along with members of the CICOA management staff was held in April 2009. During this meeting, initial findings from the community focus groups, and various performance metrics were reviewed, and a set of strategic priorities were adopted. Based upon these priorities, goals, objectives and strategies were established to guide board and management decision-making over the next three years.

The strategic plan is intended to be a fluid documentation of the central themes identified throughout the planning process. In June 2009, CICOA's Board of Directors, the CICOA Foundation Board of Trustees and the Advisory Council received the completed strategic plan, with the work plans, operational guides and sub-committee directives required for implementation. The CICOA Operating, Foundation and Advisory boards played vital role to play in distilling, prioritizing and shaping the response to the data sets that have been compiled to date. Your leadership is required to ensure that we have captured the most salient themes that will empower our volunteer leadership to establish the course for serving the community with excellence, and added impact, together.

Adopted by the Board of Directors and Foundation Board of Trustees on June 23, 2009

Mission, Vision and Values of CICOA Aging & In-Home Solutions

Our Mission

CICOA helps older persons and those of any age with a disability to live with the greatest possible independence, dignity and quality of life.

Our Vision

CICOA will be the premier source of information and access to resources for seniors and persons with disabilities in Central Indiana.

Our Values

Dignity

CICOA respects the rights of others, is sensitive to differences, and affirms the dignity of all people.

Independence

CICOA supports the exercise of individual initiative to make choices and to enjoy life without unnecessary restrictions.

Fairness

CICOA will provide equality of opportunity and treat all individuals in an impartial manner, without prejudice and free from special interests.

Well Being

CICOA strives to enhance people's lives through the promotion of good physical, social, emotional and mental health and participation in the whole community.

Satisfaction

CICOA strives to help individuals to fulfill their expectations, meet their needs and be pleased and comfortable with the results.

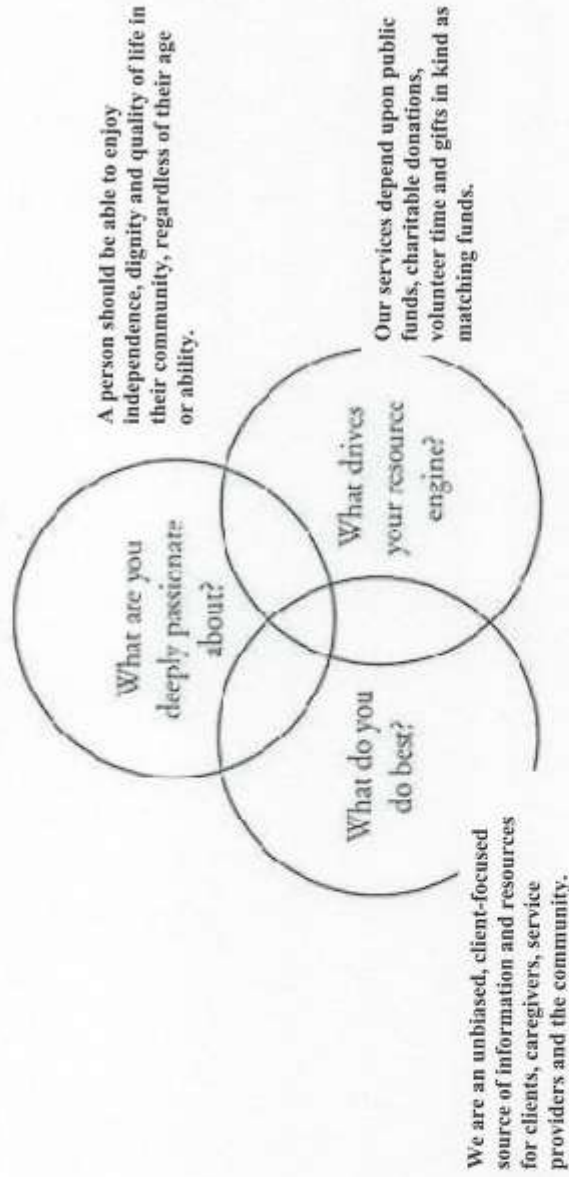
Collaboration

CICOA believes that partnering with other organizations creates greater opportunity for accomplishment of its mission than by working alone.

CICOA and the "Hedgehog Concept"

In his book *Good To Great*, Jim Collins discusses the "hedgehog concept" - the ability of a successful organization to focus on three areas - three interlocking circles - that help the organization achieve greatness.

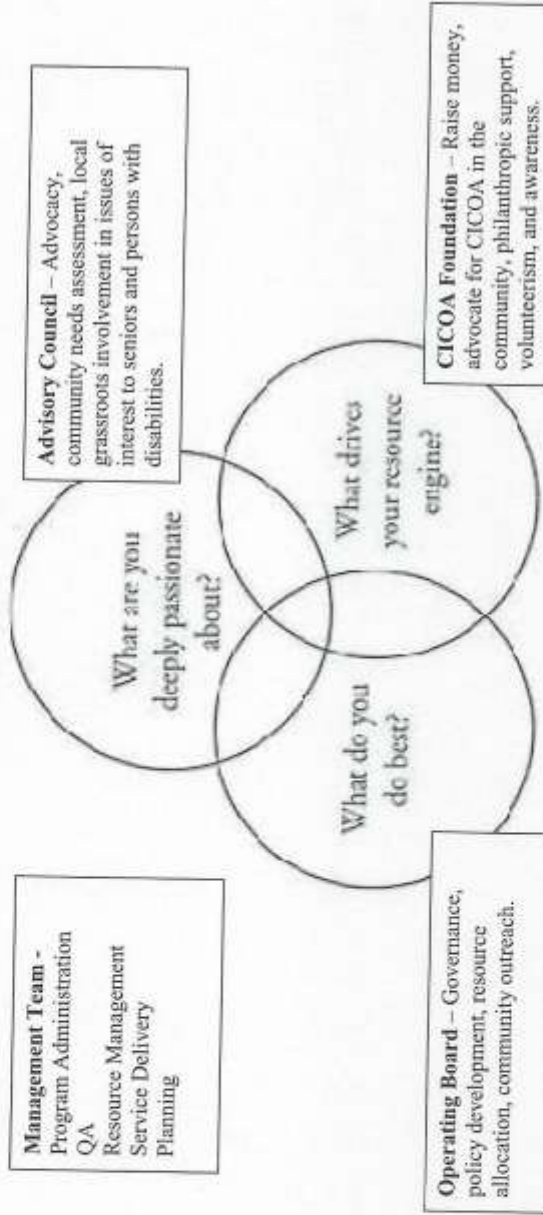
Hedgehog Concept



CICOA Strategic Plan

The Hedgehog Concept also provides an illustration for CICOA on the contributions of management and volunteer leadership to becoming great. Just as the circles overlap, there are intersecting areas of involvement for each group

Hedgehog Concept



Strategic Priorities

CICOA participated in numerous focus groups and interviews with internal and external stakeholders of the organization. These groups included staff members, volunteers, board and advisory council volunteers, community leaders, clients of the agency's programs and services, partner organizations, donors and supporters. Many of these conversations were led by an independent facilitator, Aimee Laramore, principal with Allhyd Image Solutions. Feedback from these conversations was provided to CICOA management and staff, the Strategic Planning Committee, CICOA's volunteer leadership and the participants in the focus groups.

On April 3, 2009 a Leadership Retreat was held that included members of CICOA's Board of Directors, the CICOA Foundation, the Advisory Council and members of the management team. Based upon the input of this group, the following Strategic Priorities were identified for CICOA - to be addressed in this strategic plan.

- Increase public awareness of CICOA, its mission, its brand and its services.
- Increase charitable and community support for CICOA.
- Strengthen the financial and operational capacities of CICOA, to better meet existing needs and prepare for the growth in our client populations.
- Strengthen the capacity of CICOA's volunteer leadership in its advocacy, governance and development roles.

Goals and Strategies

Goals and strategies were established for CICOA based upon the strategic priorities noted above. Goals provide a measure of success in meeting our strategic priorities. Strategies are actions taken to meet goals. In the following section, goals and strategies are identified, along with budget impacts and/or board actions that may be required to implement them.

Increase public awareness of CICOA, its mission, its brand and its services

Goals

1. Develop and implement a marketing program to build public awareness of CICOA, its mission and services.
2. Establish CICOA as the “go to” organization for independent living for seniors and people of any age with a disability.
3. Establish a volunteer program to support CICOA’s mission.
4. Strengthen Caregiver Support programs (Elder Solutions).
5. Enhance the CICOA website to include more timely updates of information and offer new features that will help communicate the mission and services of CICOA.
6. Establish CICOA’s meals program as a recognized, valued and trusted name for meal services in central Indiana.

Strategies

1. Hire a Marketing Director and establish a budget for marketing of CICOA’s programs, services and opportunities to support CICOA’s mission in the community.
2. Develop a marketing calendar that ties together the mission of CICOA, program operations, community events and financial development opportunities, i.e. “May is Older Americans’ Month”.
3. Promote CICOA services to physicians and other healthcare providers.
4. Improve the CICOA website to provide timely, relevant information for seniors, caregivers, providers and the community.
5. Utilize existing connections with national and state organizations to promote CICOA’s role as the Area Agency on Aging, Council on Aging, etc.
6. Increase the number of collaborative relationships with local, regional and national organizations with an interest in aging and persons with disabilities.
7. Establish volunteer programs that connect CICOA > clients > public > donors.
8. Pursue merger of Indy Creative Aging into CICOA’s Aging and Disability Resource Center (ADRC) program.
9. Engage a brand consultant to help develop stronger brand identity for CICOA and its programs and services.
10. Identify a staff contact person for each county to serve as CICOA’s liaison within the community.
11. Establish/re-establish active county level Councils on Aging in all eight counties.

12. Join and participate in the largest Chamber of Commerce in each CICOA county.

Budget Impact

1. New position for Director of Marketing
2. Budget for marketing and communications
3. Contract with brand consultant
4. Increase financial support for county Councils on Aging

Increase charitable and community support for CICOA

Goals

1. Increase the number of individual donors, the size of the average gift and the total contributions to CICOA.
2. Increase meal contributions (program revenue) from participants.
3. Establish a volunteer program to support CICOA's mission.

Strategies

1. Implement Development plan for CICOA that includes:
 - a. Board campaign
 - b. Major Gifts campaign
 - c. Signature annual event that serves as fundraiser, "friend raiser" and opportunity to promote the mission of CICOA.
 - d. Role for all board members in charitable support efforts.
2. Provide opportunities for staff participation in development efforts.
3. Provide sponsorship opportunities for CICOA programming. i.e. "Adopt a Client", newsletter/website, training and community events, etc.

Budget Impact

1. Line item increase in fundraising revenues in budget

Board Action Required

1. Adoption of Financial Development Plan

Strengthen the financial and operational capacities of CICOA, to better meet existing needs and prepare for the growth in our client populations.

Goals

Programming

1. Reduce the length of time from the date of referral (client request for assistance) until the client is approved for services and services begin.
2. Establish a volunteer program to support CICOA's mission and address unmet needs of older adults and persons with disabilities.
3. Increase the percentage of older adults served.
4. Increase the percentage of persons with disabilities served.
5. Maximize utilization of federal and state funds for client services.
6. Develop resources and community partnerships to address priority needs:
 - a. Transportation
 - b. Housing (Affordable housing and home modifications)
 - c. Medication management
 - d. Health and wellness programs
7. Increase the level of care plan utilization. The percentage of services authorized that are actually delivered.
8. Caregiver services will be available in all eight counties of CICOA's service area.

Human Resources

1. CICOA will develop a performance-based compensation program.

Fiscal

1. CICOA's core financial statements will meet industry standards for cash reserve, net assets and liquidity.

Strategies

Programming

1. Explore methods of engaging service providers in service delivery enhancement and efficiency.
2. Explore opportunities of fee for service programs utilizing CICOA's expertise in aging and disability services.
3. Extend operating hours for ADRC.
4. Provide "on-call" support for care management services for hospital discharge/pre-admission screening process.
5. Leverage additional public and private resources to address priority needs:
 - a. Transportation

- b. Housing (affordable housing and home modifications)
 - c. Medication management
 - d. Health and wellness programs
 - e. Caregiver support
6. Hire provider coordinator to improve communications and coordination with external service providers.
 7. Expand services that meet the growing ethnic and cultural diversity of central Indiana.

Human Resources

1. Revise current compensation policies to meet current market standards within our social services industry.
2. Review and revise as needed current HR policies related to employment status, performance-based compensation and scheduling.
3. Increase career development and training opportunities for staff.
4. Establish volunteer opportunities to engage the community in CICOA's mission.

Fiscal

1. Build the cash reserves of CICOA through policies that promote reserve funds and include "board designated reserves" in budget development processes.
2. Exploit opportunities for efficiencies in transaction processing and other opportunities to reduce unit costs.
3. Establish a board reserve policy for "windfall" gifts.
4. Monitor spending patterns and cost allocation methods to fully draw-down contracted funds.
5. Obtain additional work space to accommodate expanded staff.

Budget Impact

1. New positions for Provider Coordinator, Registered Dietitian and Administrative Assistant.
2. Increase the number of Care Managers
3. Increase in occupancy costs

Board Action Required

1. Revised Human Resources policies
2. Adopt policies on "windfall" gifts, establishing operating reserves

Strengthen the capacity of CICOA's volunteer leadership in its advocacy, governance and development roles.

Goals

1. County elected leadership demonstrate a commitment to elder-friendly communities through documented action and funding priorities.
2. Engage and cultivate Advisory Council members to assess and address community needs of older adults and persons with disabilities.
3. Establish operating standards for County Councils on Aging that result in active councils in all eight counties.
4. Increase the level of volunteer leadership involvement in the cultivation, solicitation and acknowledgement of contributions to CICOA.

Strategies

1. Identify role for all board members and leadership volunteers in the Development Plan.
2. Revitalize county Councils on Aging as means of developing potential Advisory Council and Board leaders.
3. Update orientation materials for new board members and establish ongoing training opportunities for board leaders.
4. Promote the advocacy role of board members in support of CICOA's mission in the community.
5. Establish a board "commitment form" that identifies expectations of all board members and council members and their participation with CICOA.

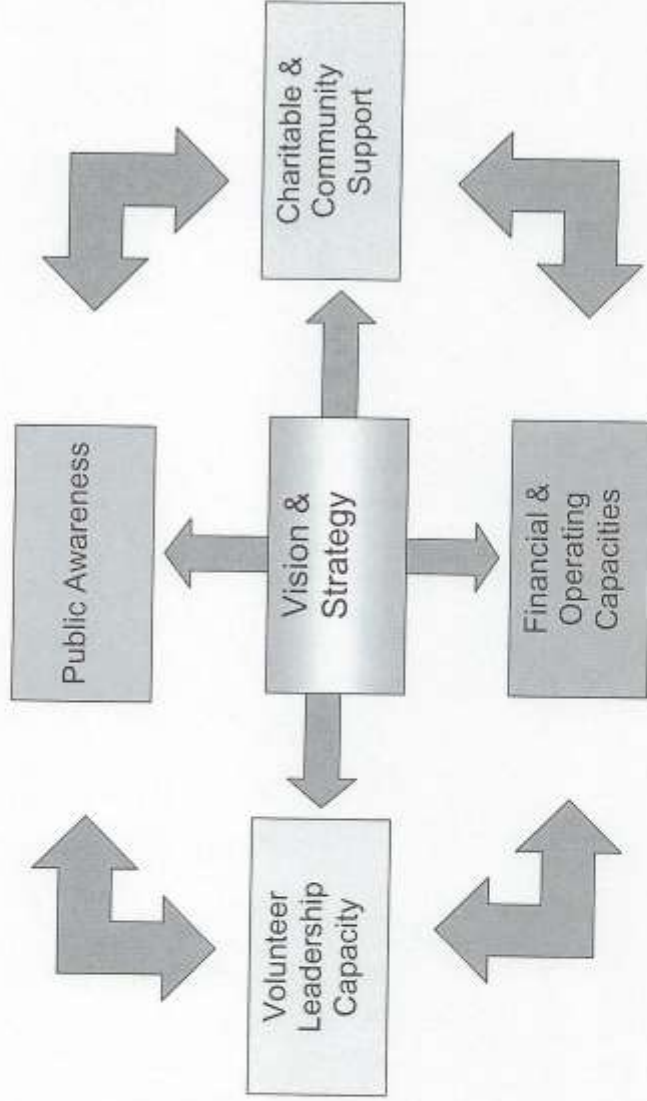
Board Action Required

1. Adopt Financial Development Plan
2. Adopt Board Commitment Form

Keeping Score

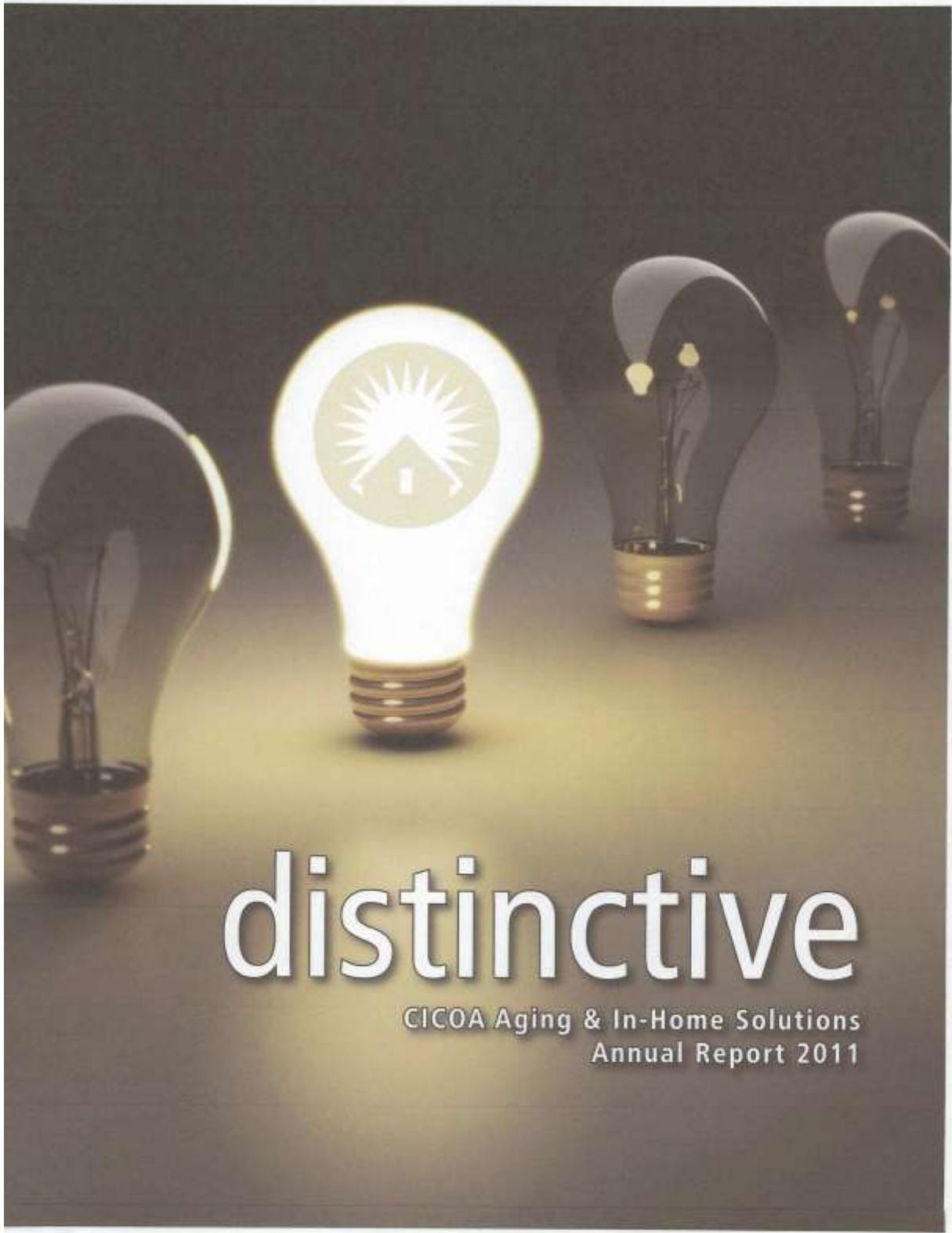
Monitoring and follow up of the strategic plan. How will CICOA stay on track? A scorecard has been developed to monitor progress within the strategic priorities identified in the plan.

Strategic Planning Scorecard



Appendix III

CICOA Aging and In-Home Solutions Annual Report 2011



distinctive

CICOA Aging & In-Home Solutions
Annual Report 2011

contents

Leadership2
 President's Notes3
 Key Accomplishments.....4
 Audited Financial Statements5
 CICOA Donors6
 Tribute and Memorial Gifts8

leadership

BOARD OF DIRECTORS

Doug Beebe, Chair
 James Bixler, Past Chair
 Jim Rosensteele, Co-Vice Chair
 Mary Beth Tuohy, Co-Vice Chair
 Anita Harden, Secretary
 Karla Schlichte, Treasurer
 Brenda Smith, Executive Committee At-Large
 Carol Applegate
 Carolyn Brown
 Terry DeBoo
 Anne DePrez
 Morella Dominguez
 Nancy Griffin
 Charlene Hall
 Clyde Hall
 John Kinman
 Donna Beth Konradi
 Rex Miller
 Darnae' Scales
 Tom Surgener

FOUNDATION BOARD

John Kinman, Chair
 M. Jean Richcreek, Past Chair
 Sue Weaver, Secretary
 Timothy Bender, Treasurer
 Jean Bandos
 Orion Bell
 Doug Beebe
 Kim Borges
 Dr. Malaz Boustani
 Mark Flesner
 Rev. David Greene
 Dick Ingebrand
 Virginia Merkel
 Aleta Mungal
 Michael O'Brien
 Peter Ritz
 Janice Roberts
 Frank Runion
 William Salin
 Edwin J. Simcox, Jr.

ADVISORY COUNCIL

Barbara Medicott, President
 David Wright, Vice President
 Buffy Powers, Secretary
 Debbie Ayers
 Katie Bailey
 Miki Bean
 Joannie Bowen
 Phyllis Carr
 Jess Carrasquillo
 Tara Carter
 William Caywood
 Wendell Chinn
 David Fredricks
 Jo Ann Groves
 Sandee Haskett
 John R. Holmes
 Katie Jones
 Dean Jones
 John Kindred
 Judy Levine
 Weilin Long
 Christina McCann
 Jake Maymon
 Roger Miller
 Rev. William T. Murphy
 Evelyn Phillips
 Steve Runyon
 Margaret Smith
 Rene' Stanley
 Barbara Witzke

Honorary Members:
 Robert Eagleston
 Ralph Hannah

CICOA ADMINISTRATIVE STAFF

Orion H. Bell IV, President & CEO
 Laura Boyle, Senior Vice President, Client Services
 Susan Cornacchione, Vice President, Development
 Phyllis Mills, Director, Human Resources
 Kelli Tungate, Chief Operating Officer
 Robert Woods, Chief Financial Officer

president's notes



To be "distinctive" is to be different, unique. It is the quality that makes one stand out. And with distinction, comes the responsibility to do something with it—that "thing" that no one else will do, or can do.

CICOA's unique roles as an Area Agency on Aging and the Aging & Disability Resource Center provide the opportunity—the responsibility—to help older

adults and people of any age with a disability. CICOA is uniquely positioned as a client-focused source of information and community resources. We are not the government. We do not represent one company or product. We are a voice for the senior, the person with a disability, and the people that care for them.

CICOA had many opportunities to impact the lives of others in a unique and distinctive way in Fiscal Year 2011 (July 1, 2010-June 30, 2011):

- ◆ In July 2010, CICOA celebrated serving its **16 millionth meal**! On hand at the Indianapolis Senior Center for the community celebration was WNBA All-Star and Olympic Gold Medalist Tamika Catchings, former Purdue Boilermaker Katie Douglas, and Coach Lin Dunn, all of the Indiana Fever.
- ◆ In August CICOA launched its inaugural **Safe at Home event in Marion County** as a high-impact, half-day of service to homeowners over the age of 60 to help make their homes safe and accessible for daily living. CICOA, along with the help of more than 100 volunteers including some Indianapolis Indians players, provided home modifications in the Hawthorne, Haughville and Stringtown neighborhoods.
- ◆ In October CICOA hosted an inaugural **Holiday Art Contest** for participants of the Meals & More program. Marty Anderson of Avon submitted the winning artwork, which was featured on CICOA's holiday card.
- ◆ In December CICOA **relaunched two websites**: cicoa.org and indycreativeaging.org, an online community that promotes active, creative living among Hoosier seniors, and began several blogs on the sites.
- ◆ In March 2011, we launched the **New Freedom** transportation voucher program to provide rides to individuals with a disability for medical and non-medical needs.
- ◆ In April we presented our first annual **Caregiver of the Year** award to Carissa Denny of Greenfield at the Signature Breakfast.

“Every man and woman is born into the world to do something unique and something distinctive, and if he or she does not do it, it will never be done.”

– Benjamin E. Mays,
Aug. 1, 1895 - April 9, 1984

CICOA created the award to honor one family caregiver in Central Indiana who models courage, sacrifice, strength and creativity while caring for another.

- ◆ In April CICOA branded **CareAware**, its caregiver support service, and initiated new educational programs for the community.
- ◆ In May CICOA expanded its **meal voucher program** from Hancock Regional Hospital to include Community Hospital East and Morgan Hospital & Medical Center.
- ◆ In May veteran news anchor **Barbara Boyd** became the first "Creative Ambassador" for IndyCreativeAging.org.
- ◆ In June CICOA partnered with Shelby Senior Services, Shelby County Council on Aging, and Community Aspiration to host a **Safe at Home event in Shelby County**. More than 80 volunteers worked to make 12 homes safe and more accessible for homeowners.
- ◆ In June CICOA presented **four new awards** at our annual meeting: the Impact Award for support of CICOA's program delivery to the James Proctor Fund; the Spirit Award (individual) to the Rev. Dr. William "Ted" Murphy for his dedication to the service of older adults; the Spirit Award (group) to Servants at Work; and the Partnership Award to Wishard Memorial Hospital's House Calls for Seniors.

This annual report summarizes CICOA's mission in the community this past year—a year in which we sought to serve the community with distinction.

Orion H. Bell IV
President and CEO
CICOA Aging & In-Home Solutions

key accomplishments

CICOA Aging & In-Home Solutions is Indiana's largest Area Agency on Aging and serves Boone, Hamilton, Hancock, Hendricks, Johnson, Marion, Morgan, and Shelby Counties, where more than 26 percent of Indiana's population lives. In FY 2011, CICOA and its network of for-profit and not-for-profit providers delivered the following services for older adults and persons with disabilities:

Aging & Disability Resource Center

- ◆ Handled more than 74,000 incoming and outgoing calls providing information and assistance, an increase of 30,000 compared to the prior year!
- ◆ Conducted 2,300 telephone assessments.
- ◆ Referred more than 2,500 callers to other community resources.
- ◆ Participated in 122 health fairs and speaking engagements.
- ◆ Logged almost 15,000 hours of community service by 899 volunteers.
- ◆ Recorded more than 128,000 website visits.

In-Home Services

- ◆ Brokered \$5.2 million of in-home care management services, such as homemaker, home health aide and attendant care to 3,190 clients.
- ◆ Conducted 8,300 nursing facility preadmission screenings.

Meals & More

- ◆ Delivered 493,647 meals in our eight-county area using CICOA drivers and volunteers of other contracted caterers.
- ◆ Served 385,533 home-delivered meals.
- ◆ Served 108,114 meals at neighborhood meal sites.

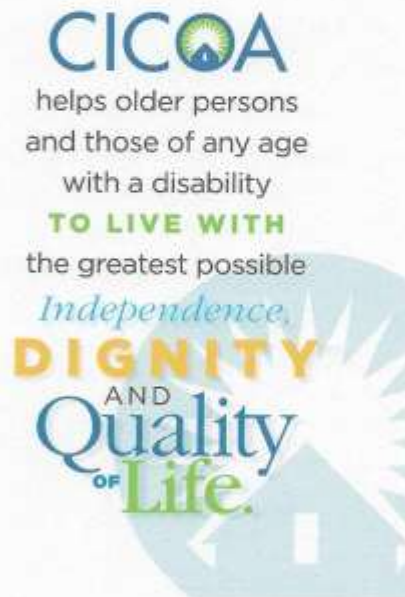
- ◆ Established a voucher program with Community Health Network's Touchpoint program for seniors at Community Hospital East, and Morgan Hospital & Medical Center.

Caregiver Support

- ◆ Established the CareAware Family Caregiver support program.
- ◆ Provided information and support for 792 caregivers.
- ◆ Contracted to provide respite support and supplemental services to an additional 2,922 caregivers.

Lifelong Living Communities

- ◆ Completed 35 home modifications to enhance accessibility and home safety.
- ◆ Advocated for elder friendly communities with local area officials.

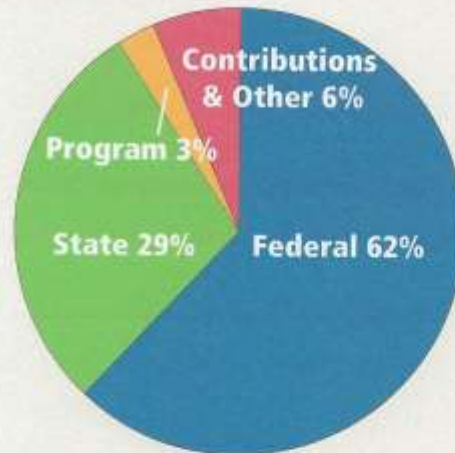


audited financial statements

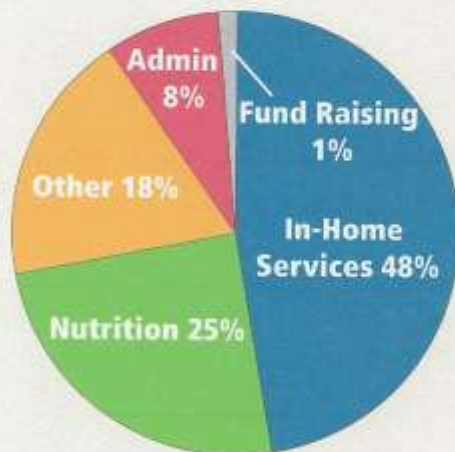
YEAR ENDED JUNE 30, 2011
 CICOA Aging & In-Home Solutions, Inc.
 and CICOA Foundation, Inc.
 Combined Statements of Financial Position

REVENUE	
Federal and state grants	\$12,072,898
Medicaid service fees	3,078,300
Project income	453,136
Contributions and grants	320,506
Fund raising events	88,404
Interest income	838
Gain on beneficial interest	88,176
Other income	64,483
In-kind contributions	492,552
Net assets released from restrictions	16,659,492
Total Revenue	<u>\$16,659,492</u>
EXPENSES	
Program services	
In-home services	\$7,958,390
Nutrition	4,123,709
Other	3,070,116
Total program services	<u>15,152,215</u>
Administration	1,404,608
Fund raising	216,557
Total expenses	<u>\$16,773,580</u>
Change in net assets	(\$114,088)
Net assets at beginning of year	<u>\$2,891,075</u>
NET ASSETS AT END OF YEAR	<u>\$2,776,987</u>
ASSETS	
Cash and cash equivalents	\$1,550,589
Grant reimbursements receivable	2,961,841
Contributions receivable	16,696
Prepaid expenses	4,349
Beneficial interest in assets held by Central Indiana Community Foundation, Inc.	589,036
Property and equipment	361,320
	<u>\$5,483,833</u>
LIABILITIES AND NET ASSETS	
Liabilities	
Accounts payable	\$1,818,126
Accrued payroll and expenses	111,068
Accrued leave	325,481
Due to funding source	452,171
Other liabilities	-
Total liabilities	<u>\$2,706,846</u>
Net Assets	
Unrestricted	\$2,353,866
Temporarily restricted	190,116
Permanently restricted	233,005
Total net assets	<u>2,776,987</u>
	<u>\$5,483,833</u>

SOURCES OF REVENUE



EXPENSES



A complete financial audit by independent auditors
 Crowe Horwath LLP may be obtained on request.

annual campaign

businesses & foundations

Champion — \$10,000+

Anonymous (1)
Blair River Community Foundation
Duke Energy Indiana
Hoover Family Foundation
Central Indiana Senior Fund, a CICF Fund
Legacy Fund, a CICF Affiliate
Hina Mason Pulliam Charitable Trust
The James Proctor Fund for Aged Men and Women, a Fund of The Indianapolis Foundation
Universal American

Leader — \$5,000+

Anthem Blue Cross Blue Shield
CareGivers 2, Inc.
Citizens Energy Group
Avelena Fund, a Component Fund of The Community Foundation of Boone County
Home Health Depot, Inc.
Indiana University Health
United Home Healthcare, Inc.

Benefactor — \$2,500+

B AND C Personal Services, Inc.
Crown Horwath LLP
Guardian Medical Monitoring, Inc.

Advocate — \$1,000+

AARP Indiana State Office
Alliance Home Health Care, LLC
American Senior Communities
Anonymous (1)
Aggregate and Harder
BestCare Home Medical Equipment, Inc.
Bingham McHale LLP
Brauman Moore Law Offices
C & J Promotions
CMC Media Group
CNO Financial Group, Inc.
Eastern Star - JEWEL Human Services
Flaherty & Collins, Inc.
God's Helping Hands Personal Services, Inc.
Hack Rehabilitation Center
Huser HomeCare
Indiana Energy Association
Indianapolis Power & Light Company
Indianapolis Indiana
Law Office of Claire E. Lewis
MET Foundation, Inc.
OnTray Meal Systems
Printing Partners
Phillips Lifeline Systems, Inc.
Regions Financial Corporation
Salem Bank & Trust Company
Second Presbyterian Church
Senior Care at Wishard
United Way of Central Indiana

Wharton Insurance and Financial Services

Supporter — \$500+

Acme Health Services, Inc.
CGS Services
Dove Printing Services, Inc.
Eolcare Home Services Unlimited, Inc.
Franciscan St. Francis Health
Health and Hospital Corporation of Marion County
Home Safe Homes
IKON Office Solutions, Inc.
Indiana Downs
Indiana Minority Health Coalition
Keep Indianapolis Beautiful
Kindred Healthcare
Major Health Partners
Maxim Healthcare Services
Miller's Health Systems
Renovations for Life, LLC
Right At Home
Seasons Hospice and Palliative Care of Indiana
Senior Helpers, Heart in Home, Inc.
Slatyer Law Office LLC
Solutions4ellie
Unit Strap

\$100+

Association Business Services
Clarian Health Plans
Coles Marketing Communications
Comforcare Senior Services
The Duke Energy Foundation Matching Gifts Program
Easy Street Insurance, Inc.
The Gathering
Geist Christian Church
Grace Communications, Inc.
Higgins Financial, LLC
Indianapolis Senior Center, Inc.
Lincoln Financial Group
Maurer Family Foundation, Inc.
Michaels Corporation
RN Specialties
Sevens & Stinson, P.C.
SIA Foundation, Inc.
Southeastern Church of Christ
Power of Touch

Up to \$99

Anonymous (1)
BrightStar Healthcare
Community Homes
Costco Wholesale
DTM Capital, Ltd.
Eagle Group I, LLC
Friends of the Family
Jazzy Doris' Homemade Pies
Jesus Fellowship
Kindred Healthcare-Widwood
The Milano Inn

Mt. Vernon Community School Corporation
State Health Insurance Assistance Program
Sisters of Providence Holy Spirit Convent

individual gifts

Benefactor — \$2,500+

Dick Ingebrand
Jean and Lamar Richcreek

Advocate — \$1,000+

Doug Beebe
Dixon and Rachel Bell
Rafik and Patricia Bishara
Patrick and Laura Boyle
Susan and Matt Comacchione
Terry DeBou and Edie Olson
Anne DePrez
Clyde Hall
Terry and Kathy Huser
Tony and Ange Lloyd
Res E. Miller
Phyllis and Gary Mills
Dana and Dale Robieson
James W. and Rita L. Rosensteele
Kelli Tungate
Sue Weaver
Bob and Judy Woods

Supporter — \$500+

Thomas E. and Mary Ellen Barnes
Timothy and Melissa Rander
James and Teresa Bialer
Malaz Boustani, M.D., M.P.H.
Pamela Edmonds
Robert and Joy Elzer
Duane and Jewell Eberne
Nathan Feitman
Nancy Griffin and John Cardwell
David Hartley
Betty Hayes
William J. Holwager
John and Rhonda Kinman
Kare Kunk
Doug May
Anthony and Sara Milano
Michael O'Brien and Jacqueline Nytes
Michelle A. Prandergast
Ed and Carol Richard
Janice K. Roberts
Wade and Margaret Rubick
Michael Russell
Bill Sahn, Jr.
Ed Simcox
Mary Ann and Gene Zink

\$100+

Anonymous (4)
Fadi Abdallah
Anne and Mark Alderfer

Ellen Antoniadis
Emily Arent
Lydia Armstrong
Chad Bales
Jean Bantas
Dennis Batalis
Miki Bean
Katherine Beckmann
Cornie Betoume
David and Mary Bodle
Keith and Lori Boland
John Boosay
Kim Borges
Dick and Joanne Bowen
Carolyn Brown
Patricia B. Brown
Lawrence Buell
Brenda L. Burk
Brenda Burns
Eugene and Barbara Busche
Virginia A. Caine, M.D.
Jim Carlberg
Carlos Carpio
Jess Carragullo
William Caywood
Patrick and Claudia Chavis
Sarah Christofferson
Ruth Clay
Dana E. Cochran-Wiley
Dr. Franklin H. Cooper
Dr. Gayle J. Cox
Tiffany Cox
B. L. and Joyce J. Craigie
Geraldine Daniel
Kathleen A. Delaney and James P. Strenski
Franklin N. Dewester
Rusty Diemer
Michele Dole
Sylvia Dorsey
Kathleen L. Downey
Merrill and Joyce Eggleston
Brent Essex
Willetta J. Evans
Melissa Farmer
Mark Fiesner
Mr. and Mrs. Edward Flick
Rev. and Mrs. David Greene
Charlene Hall
Kelly Hartman
S. L. Herold
Heather Hershberger
Cassie Hixon
Dan Hollis
John R. Holmes
June and Bob Holt
Judith A. Houser
Dick Hovemake
David M. Jackson
Walter and Mary Johantgen
Rick Johnson
Bonnie S. Jones
Dean Jones

Fiscal Year 2011 Donors — July 1, 2010 to June 30, 2011

Sophia Kaneko
 Carolyn Kaptain
 James E. Kenney
 John Kriedel
 Shirley A. Klingler
 Donna Beth Konrad
 Olivia Kormeier
 Judith L. and Mark Laible
 Jill Larson
 Sondra Latham
 Melody Layton
 Frank M. Lee and Susan G. Spilly-Lee
 Cindy Leffler
 Arthur and Judy Levine
 Humbert Lopez
 Dick and Margie Luchman
 John Lucas
 Carey and Kathy Lykins
 N. Jean Macdonald
 Dave McCarroll
 Donald R. McPherson
 Karen Meadows
 Barbara L. Medcott
 Dale and Judith Miller
 Roger and Linda Miller
 Thomas R. and M. Katherine Miller
 Robert H. Mitchell
 Eric J. Morse
 Neta Mungal
 Ted and Joan Murphy
 Charles E. Newport
 Juliana M. Nioe
 Jane Langdon Hall
 Edie Olson
 Margaret Osborn
 Tara Parchman
 Mr. and Mrs. James E. Pauloski
 Yvonne Perkins
 Teresa Ann Perry
 James M. Pettee
 Evelyn T. Phillips
 Pat Pickett
 Barbara Potts
 Willa Raspberry
 Hattie Raspberry-Hall
 Jill Roberts
 Sondra M. Rogers
 John and Linda Rowings
 Frank Runion
 Steven Runyon
 David and Marsha Sender
 Lisa Santangelo
 Damae and Stacy Scales
 Patrick D. and Virlee E. Schneider
 Thomas J. and Joan F. Scimeca
 Erica Seabaugh
 Todd and Linda Sears
 Maxine F. Shaw
 Patty Shelby
 Sheldon and Naizile Siegel
 Sandra Simms-Bartley
 Brenda and Joseph Smith

Tom and Beth Ann Smith
 Boris and Svetlana Sonkin
 Kenneth L. and Mary E. Sonner
 Rene Stanley
 Mary and Bill Stewart
 Tonye Stewart
 Charlotte L. Stidom
 Priscilla K. Stitt
 Tom and Peggy Surgence
 Janae Swan
 Linda Swirigan
 Elizabeth C. Tate
 Stephen and Barbara Tegarden
 Scott Thiems
 Wes Thornhill
 Eric and Carolyn Tinsley
 Dr. James and Mrs. Linda C. Trippi
 Andrew J. Lamberson and Mary Beth Tuohy
 Roberta and Dr. Bob Walton
 William E. and Dolores Watts
 Maureen Weber
 Harold Weidman
 Jessie Westland
 Scott M. Wharton
 Matthew Will
 Darla Wilson
 Kerrie L. Winick
 David L. and June L. Wright
 Linda A. Young
 Sharrn Lynne Zee
 Terrell W. Zollinger
 Mary and Michael Zunk

Up to \$99

Anonymous (6)
 Arvine Earl Adams
 Dan and Jennie Ambler
 Carol Steiner Applegate
 Scott Armstrong
 Diane Arnold
 James G. and Criteen M. Arnold
 Nina Astachinsky
 Rakhi Averbuth
 Katherine Bailey
 Ron Baker
 Rosalie Baker
 Gary and Sally Baxter
 Yvonne Beasley
 Robin A. Beck, M.D.
 D. Eugene Bennett
 Delores P. Bentley
 Dale Bernard
 David Berry
 Denise Bernhill
 John Blanchard Jr.
 Evelyn R. Blankenship
 Sarah Blankenship
 Charles and Marilyn Barham
 Cathy Boyer
 Juanita Ebert Brand
 Kimberly Bremer

Brenda M. Brooks
 Beth Brown
 Camilla Hull Brown
 Roscoe S. Brown, Jr.
 Hilda M. Browning
 Michael L. and Sylvia J. Brunette
 Sonja Buckner Marion
 Dorothy A. Bunkett
 Monica Bunkhan
 Katherine Burns
 Linda Butrum
 Rosemary Canfield
 Joseph N. Carey
 Lon Carey
 Phyllis Carr
 Tara Carter
 Yolanda Carter
 Zachary L. Castell
 Fred L. and Doris B. Chandler
 Corie Chaplin
 Molly and Adam Chaves
 Lorene Clawson
 Becky Clifton
 Katherine L. Coleman
 John M. Compton
 Bessie G. Cooksey
 Jeff Cooper
 Paul J. Corsaro
 Jenni Cloud
 Jamell Burks Craig
 Elizabeth A. Cramer
 Donna Crockett
 Mary A. Croskey
 Ta-Tanisha Crumble
 Jay and Cindy Curran
 Charlotte Deiter
 Jeff Deeter
 Mary A. Whitley Dixon
 Morella Dominguez
 Mary Dorney
 Tanja Downing
 Sean Duffley
 Mary L. Dukate
 Frank Eagan
 Alkie Joann Eck
 Elizabeth Edington and Bryant Esmeier
 Phil Edwards
 Susan Ellis
 Jane Elrod
 Tony and Mary Etienne
 Estelita Etter
 Judy Feinberg
 Russell Field
 Izya Filler
 Deborah Firestone
 Ron Flickinger
 Katherine Folkand
 Jeff Ford
 Rick and Pat France
 David Fredricks
 Traci M. Freeze-Baker
 Dennis K. Frick and Crystal L. Francis

Edna R. Fulk
 Phyllis and Ed Gabowitz
 Anna and Troy Garrett
 Christie Glinple
 Yakov B. Gitman and Lyudmila Y. Muchnick
 Virgil A. and Judith Goal, Jr.
 Amy Gonzalez
 Karen Grable
 Suzanne Graham
 Nicole Greenwalt
 Mary Gregoline
 Gregory S. Griffin
 Gilda Grin
 Jo Ann Groves
 Kenneth and Linda Grube
 Sara Haber
 Frances M. Hagen
 Mr. and Mrs. Geoffrey Hall
 Stephan Hall
 Cheryl Hall-Russell
 Nancy J. Hann
 Sandra Lee Dietz-Hussett
 Mary E. Haak
 Margaret Haverstick
 Alice Heeden
 Kay A. Herold
 Francis E. Higgins
 David A. Hillman, G.D.
 Steve and Sandy Hippensteele
 Susan Hodge
 Lisa Hoffman
 Lisa Hogan
 Debra Holfield
 Diana Holty
 Trudy Holtyolaw
 Teresa Holzer
 Betty J. Howard
 Kendra Howard
 Dorothy Y. Hubbard
 Anne M. Hunt
 Nathan and Michelle Hart
 Dennis Jackson
 Price A. Jackson, Jr.
 Patsy A. Jett
 Judy Johnson
 Tanyeka Johnson
 Katherine D. Jones
 Phil and Carolyn Jones
 Shirley C. Kahn
 Kelly Kane
 Sheila J. Koarney
 Frances Lister Kendall
 Melina Kennedy
 David A. and Jeannine S. Kenney
 Simon and Betty Kleyman
 Esti Koen
 David Yelinn Kolesnikov
 Rena Kucenko
 Gary Lahn
 Kristen Lausch
 Robert and Sarah Lawell

Jonathan N.A. and Jane Z. Lengar
 Marli Lindell
 Jessica Lindsay
 Crystal Livens
 Ernest Lorch
 Senator Richard G. Lugar
 Vinnie M. Luper
 Duane Lynn
 Charles Lytle
 Duane A. Lytle
 Debra K. Manning
 Linda Kay Masten
 Irvin L. Maymon
 Tina McIntosh
 Dave and Susan McKenna
 Debra A. McKenzie
 JoAnn McPherson
 Cynthia McQuigg
 Bruce B. Melcher
 Jose E. Melendez
 Norman Merler
 Davina Merrill
 David Metzger
 Joyce Mikessell
 Israf M. and Sofia Minovich
 Anise A. Mitchell
 Dianne Madison Montgomery
 Valerie Moore
 Doris and Pat Moran
 Louis B. Morse
 Carrie L. Mueller
 Naomi Mueller
 Carey Nail
 Margaret J. Norton
 Jessica Nozomey
 Marge Olsen
 Joseph K. Ostrowski
 Anna M. Pastina
 Kelly Panzer
 Bill and Bernie Paradise
 Linda Patterson
 Ruth Perry
 Stuart P. Peterson
 Rosie T. Perygnue
 Elyse Phillips
 Margarita Pinskaya
 Buffy Powers
 Kevin W. Reid
 Amy Reily
 Melissa Renbarger
 Natasha Reynolds
 Chuck Roemer
 Clara Rotenberg
 Gail Rothrock
 Kristene Ruddle
 Amy Russell
 Solomon and Taisya Ryzhynsky
 Jeanie Sanders
 Laura Sandorsky

Genola Sarvis
 Michael O. Schiele
 Ruth Ann Schroeder
 Anita Scott
 Steven and Leah Shattuck
 Patsy Shaw
 Mike Sheward
 Peter Shofits
 Lori Shinkle
 Sofia Shulkin
 George and Margaret Smith
 Patricia S. Smith
 Richard Dwight Smith
 Laurie Smith-Kinney
 Beverly Soorden
 Barbara A. Snow
 Larry C. Spears and Beth A. Lafferty
 Jane and David Springer
 Karm Stock
 Susan Stocking
 H. Francis Storms
 Wanda L. Stranger
 Jennifer Stringer
 Jim Stuber
 Michelle Study-Campbell
 George R. Sultz
 Stacey Stutzeville
 Nina Sudakovich
 Carole Sutton
 Arden Sneed Sweeney
 Phyllis Taylor
 Stephen and Barbara Tegarden
 Dorothy Thacker
 Thurman D. Thatch
 Valencia Townsend
 Joan M. Trendell
 Arthur P. Tschoeper
 Bill and Claudia Turner
 Sandra Turner
 Cindi Uebele
 Darrell Unsworth
 Laura T. Vernon
 Stephan A. and Jetadon Bledsoe Vierweg
 Abigail Vivo
 Solomon Voskoboynikov
 Robert Washburn
 Roy Wells
 G. Rosemary Wesselman
 Judy Whorton
 Julie White
 Emma Williams
 Lorand H. and Phyllis C. Williams
 Shirley Williams
 Tracey Williams
 Allen Wilson
 Kathy and Randy Wilson
 Susan Wittwein
 Patricia L. Wislet, M.D.
 Barbara Witke

Mildred J. Yarell
 Charles E. Yeager
 Catherine L. Young
 Wesley A. Young
 Nina Zakharchenko
 Sofya Zlatina

tribute and memorial gifts

IN HONOR OF
 Bob Elzer
DONOR
 Anonymous

IN HONOR OF
 Duane Etienne
DONOR
 S. L. Herald

IN HONOR OF
 Friends and Family
DONORS
 Anthony and Sara Milano

IN HONOR OF
 Kathlene E. Mitchell
DONOR
 Robert H. Mitchell

IN HONOR OF
 Kathy Rush
DONOR
 Community Homes

IN HONOR OF
 Dolores D. R. Watts
DONORS
 William E. Watts

IN HONOR OF
 Dora Williams
DONOR
 Emma Williams

IN MEMORY OF
 Richard P. Fisher
DONOR
 Patty Shelby

IN MEMORY OF
 Willie Johnson
DONORS
 James M. Pettee
 Jane and David Springer

IN MEMORY OF
 Sister Rita Lechner
DONOR
 Sisters of Providence Holy Spirit Convent.

IN MEMORY OF
 Hana Nir
DONORS
 Amy Gonzalez
 Olivia Kormeier
 Bill and Claudia Turner

IN MEMORY OF
 Patricia Pryor
DONOR
 S. L. Herald

IN MEMORY OF
 Donald Paul Ribarchek
DONORS
 Jean and Lamar Richcreek

IN MEMORY OF
 Bertha Spears
DONORS
 Larry C. Spears and Beth A. Lafferty

IN MEMORY OF
 Gladys Storms
DONOR
 H. Francis Storms

IN MEMORY OF
 Jacqueline "Jackie" Stultz
DONORS
 Charles and Marilyn Binham
 Jay and Cindy Curran
 Kenneth and Linda Grube
 Higgins Financial, LLC
 Mt. Vernon Community School Corp.
 George R. Stultz
 Kathy and Randy Wilson
 Linda A. Young

IN MEMORY OF
 Nefie E. Worthington
DONORS
 Dion and Rachel Bell
 Steve and Sandy Hippenstele
 Indianapolis Senior Center, Inc.
 Frank M. Lee and Susan G. Spilly-Lee
 Amy Reily
 Barbara A. Snow

legacy donors

Timothy J. & Melissa A. Bender
 Duane J. & Jewell D. Eberme
 E. Wayne & N. Ruth Overmyer
 L. Eugene & Nancy A. Summers
 Barbara J. Wilder



Appendix IV

CICOA Aging & In-Home Solutions Budget

CICOA Aging & In-Home Solutions

fy2012 Budget Comparison

Source		Feb 2012	Jul 2011	Funding Increase		
		edition	edition	(Decrease)		
Federal	Older Americans Act	III-A	440,427	445,431	(5,004)	-1%
		III-B	1,424,396	1,358,398	66,000	5%
		III-C	2,372,065	2,440,065	(68,000)	-3%
		III-D	80,703	80,703	-	0%
		III-E	527,106	577,145	(50,039)	-9%
		VII-Ombudsman	40,705	40,705	-	0%
		sub total	4,885,402	4,940,445	(55,043)	-1%
	Social Services Block Grant		1,281,768	1,281,768	-	0%
	Medicaid Pre-Admission Screening		1,311,003	1,142,679	168,324	15%
	NSIP Nutritional Services Incentive Program		302,276	302,276	-	0%
	New Freedom		144,160	183,500	(39,340)	
	Chronic Disease Management		22,500	16,000	6,500	
Total Federal		7,947,109	7,866,668	80,441	1%	
State	CHOICE		5,320,264	5,320,264	-	0%
	Assisted Living Ombudsman		72,810	72,810	-	0%
	Older Hoosiers Act		314,934	314,934	-	0%
	SHIP State Health Insurance Program		137,160	126,630	10,530	
	Aging & Disability Resource Center		79,025	79,025	-	
	Care Transition		423,915	261,220	162,695	62%
	Total State		6,348,108	6,174,883	173,225	3%
Other	Misc	Project Income and Fees	320,590	404,740	(84,150)	-21%
		Miscellaneous	341,275	223,100	118,175	53%
		CICOA Foundation	373,660	201,060	171,800	85%
		Medicaid EDS	2,193,360	2,145,100	48,250	2%
		sub total	3,228,875	2,974,800	254,075	9%
	In-Kind		2,449,899	2,410,349	39,550	2%
	Total Other		5,678,774	5,385,149	293,625	5%
Total Budget		19,973,991	19,426,700	547,291	3%	

Appendix V

CICOA Aging & In-Home Solutions By-Laws

Revised and Updated 10/27/81

Amended 8/23/83 (Address)

Amended 4/24/84 – 4.01, 4.02,
4.03, 4.05, 5.01; added 5.011

Amended 5/24/88 – 4.01, 4.02,
4.021, 4.03, 4.11, 4.12, 5.05,
5.06, 5.07, 5.08, 5.09, 8.01

Revised and Updated 2/27/90

Amended 4/18/92 – 4.02, 4.12,
5.01 to be effective 6/1/92

Amended 1/24/95; 7/25/95

Amended 5/23/00 – 4.021

Amended 9/25/01 – 4.02

Amended 5/27/03 – 6.01

Amended 10/28/03 – 1.01

Amended 6/26/07 – 4.01, 4.02

Amended 6/24/08 – 4.04

Amended 10/28/08 – 1.02

Amended 10/27/09 – 4.02, 4.021, 4.08

CODE OF BY-LAWS

OF

CICOA AGING & IN-HOME SOLUTIONS

ARTICLE I

Identification

Section 1.01. Name. The name of the Corporation is CICOA AGING & IN-HOME SOLUTIONS (hereinafter referred to as the “Corporation”).

Section 1.02. Principal Office and Resident Agent.

The post office address of the principal office of the Corporation is 4755 Kingsway Drive, Suite 200, Indianapolis, Indiana 46205; and the name and post office address of its Resident Agent in charge of such office is Orion H. Bell IV, President and CEO, 4755 Kingsway Drive, Suite 200, Indianapolis, Indiana 46205. The location of the principal

office of the Corporation or the designation of its Resident Agent, or both, may be changed at any time, or from time to time, when authorized by the Board of Directors.

Section 1.03. Fiscal Year. The fiscal year of the Corporation shall begin on the 1st day of July of each year and end on the 30th day of June next succeeding.

ARTICLE II

Purposes and Powers

Section 2.01. Purposes. The purposes for which the Corporation is formed are the same as set forth in the Articles of Incorporation, and said purposes are hereby incorporated by reference in these By-Laws as if they were fully set forth herein.

Section 2.02. Powers. The Corporation shall have such powers as are now or hereafter may be granted by the not-for-profit corporation laws of the State of Indiana.

ARTICLE III

Membership

Section 3.01. Membership. The membership shall be composed of, and be identical to, the Board of Directors.

ARTICLE IV

Board of Directors

Section 4.02. Number. The number of Directors of the Corporation shall be no less than fourteen (14) and no more than nineteen (19) except that the number of Directors may be twenty (20) whenever a Chairman shall serve an extended second term in that office, or during the period of any extended term as Director of a Past chairman as provided in these By-Laws.

Section 4.02. Composition. The Board members shall be elected from the slate nominated by the Board Development Committee, with the exception that the chair of the CICOA Foundation, Inc. shall serve ex-officio as a member of the Board of Directors. In addition, the following requirements shall apply:

1. At least eight (8) members of the Board shall reside outside of Marion County at the time such members are elected.
2. At least six (6) members shall reside in Marion County at the time such members are elected.
3. At least one (1) member shall reside in each county in the eight-county area of service at the time of election.

The Board of Directors shall also include one (1) Director in addition to the above during the period of any extended term as Director of a Chairman serving a second consecutive term in that office, as provided in Sections 4.03 and 5.011 of these By-Laws.

Section 4.021. Board Development Committee. The Board Development Committee shall consist of persons, both incumbent directors and others, appointed by the Chairman with the approval of the Board, all of whom shall be incumbent Directors. One of the Directors shall be designated by the Chairman to serve as Chairman of the committee. The Board as a whole will have an adequate representation of senior citizens subject to Section 4.04 and persons with disabilities or other nominees, of whom both categories have knowledge of or are experienced with the varied problems of the aging and the aged, and persons with disabilities.

The Board Development Committee shall prepare and present to the annual meeting a list of nominees for the Directors who are to be elected to the Board of

Directors. The Board Development Committee shall also prepare and present to the annual meeting a list of nominees for the offices of Chairman, Vice Chairman, Secretary, Treasurer, and such additional offices as may from time to time be required. In addition, the Board Development Committee shall assist committee chairman by providing recommendations for appointment of committee members as needed. Particularly, the Board Development Committee shall ensure continuity of leadership by succession planning for officers and committee chairmen. And, it shall be responsible for board member orientation and development. It shall carry out its responsibilities as described in its "Committee Charge."

Section 4.03. Terms of office. Directors shall be elected, as the case may be, for a term of three (3) years, or until their successors are elected and qualified, in such manner that the terms of approximately one-third (1/3) of the Directors shall expire each year. The terms shall be staggered among the divisions in such a manner that the terms of approximately one-third (1/3) of the elected Directors shall expire in each year. No Director shall be eligible to serve more than two (2) consecutive three-year terms, except that the term of a Director elected to serve as Chairman for a period ending with the expiration of the last term as Director for which he/she is eligible shall be extended for a period not exceed two (2) years to include the period as Past Chairman appointee to the Executive Committee. Any such Chairman shall be deemed to serve as a Director at large during the period of such extended term. Service by a Director during an unexpired portion of a term in excess of eighteen (18) months shall be deemed to constitute service during an entire three-year term. The terms of newly elected or newly appointed directors shall commence with the meeting at which they were so elected or appointed.

Section 4.04. Qualifications of Directors. At least twenty-five percent (25%) of the Directors but no more than seventy-five percent (75%) shall be over the age of sixty (60) years.

Section 4.05. Vacancies. Any vacancy occurring in the Board of Directors caused by death, resignation, or otherwise (other than a vacancy caused by death, resignation or otherwise of a Director serving as Chairman during an extended term as Director as provided in Section 4.03) may be filled until the next annual meeting by a majority vote of the remaining Directors. If such vacancy occurs in a seat on the Board of Directors for which Section 4.02 of this Article requires that an appointing authority be of a particular county or that such seat be filled by an individual residing in a particular county, the Board of Directors shall first consult that county's council on aging and shall elect an individual whose principal place of residence is in that county.

Section 4.06. Annual Meeting. The annual meeting of the Board of Directors of the Corporation shall be held at such place within or without the State of Indiana as may be specified by the Board of Directors in their respective calls and notices of such meeting. The meeting shall be held in the second calendar quarter of each year or at such time as may be designated by the Board. This meeting shall be held for the purpose of organization, election of directors and officers, and consideration of any other business that may be brought before the meeting. If the annual meeting of the Board of Directors is not held at the time designated by these By-Laws, such failure shall not work any forfeiture or dissolution of the Corporation, and the officers in office at the time shall hold over until their successors are chosen and qualified.

Section 4.07. Regular and Special Meetings. Regular meetings of the Board of Directors may be designated by such directors at its annual meeting. Special meetings of the Board of Directors may be held upon the call of the Chairman or upon the written request of one-third (1/3) of the members of the Board of Directors, and upon written notice to each Director specifying the time, place, and general purpose of the meeting. Any Director who shall fail to attend three (3) consecutive meetings without appropriate excuse shall be deemed to have forfeited his directorship, and thereafter the position of such Director shall be declared vacant and filled in accordance with these By-Laws.

Section 4.08. Notice of Meetings. Written notice, by regular mail, fax, or e-mail, shall be given by the Secretary of the Corporation of the time and place of each annual meeting of the Board of Directors not less than ten (10) days in advance of such meeting, and said notice shall be sent to the last and usual place of residence or place of business of each Director. Written notice, by regular mail, fax, or e-mail, of the time, place, and purpose of all regular and special meetings of the Board of Directors shall be given to each Director not less than forty-eight (48) hours in advance of such meeting. A Director may waive notice of any meeting in writing filed with the Secretary, and a Director shall be deemed to have waived notice of any meeting which he attends in person.

Section 4.09. Quorum. One third (1/3) of the entire Board of Directors shall be necessary to constitute a quorum thereof, and the act of the majority of the Directors present at a meeting at which a quorum is present shall be the action of the Board of Directors.

Section 4.10. Action without a Meeting. Any action which may be taken at any meeting of the Board of Directors may be taken without a meeting if, prior to such action,

a consent in writing setting forth the action so taken shall be signed by all members of the Board of Directors, and such written consent is filed with the minutes of the proceeding.

Section 4.11. Executive Committee. The Board of Directors, by a majority vote of all the members of the Board of Directors, shall appoint from the members of the Board of Directors an Executive Committee which shall consist of the elected officers of the Corporation, the immediate Past Chairman, at least one (1) other Director elected by the Board, and the chairmen of the committees of the Board of Directors. The Chairman of the Executive Committee shall be the Chairman of the Corporation. Such Executive Committee shall act in the place and stead of the Board of Directors and shall possess the same authority and powers of the full Board of Directors; provided, however, that such Executive Committee shall not possess the authority and powers of the full Board of Directors with respect to amendment of the Articles of Incorporation or By-Laws, the removal of Directors or officers, the filling of Director vacancies, the employment or removal of the President, the sale or transfer of any substantial part of the assets of the corporation, the liquidation, dissolution, merger or consolidation of the Corporation, or the undertaking or entering into any major corporate transaction. The Executive Committee may review reports of other committees, but shall not have authority to modify committee reports. At any meeting of the Executive Committee, the presence of a majority of the members of the Executive Committee, but in no event fewer than four (4), shall constitute a quorum for the transaction of business.

Section 4.12. Other Committees. The Chairman, with the approval of the Board of Directors, may create or dissolve such committees as he may deem necessary or desirable for the conduct of the Corporation's business. The Chairman, with the approval

of the Board of Directors, may appoint or remove members of such committees. Committee members shall be appointed for two-year terms. Committees shall have a chairman and vice chairman. Either the Chairman or the Vice Chairman shall be a member of the Board of Directors. One-third (1/3) of the members of any committee, but in no event fewer than four (4) persons, shall constitute a quorum thereof, and the act of the majority of the members present at a meeting at which a quorum is present shall be the action of the committee.

ARTICLE V

Officers

Section 5.01. Election. At its annual meeting, in even-numbered years the Board of Directors shall elect a Chairman, one or more Vice Chairmen, a Secretary, and a Treasurer, and such assistants or other officers as it may decide upon, for a term of two (2) years, commencing on July 1 of the election year. The officers shall be Directors of the corporation, with the exception of one paid and non-voting employee who shall be the President. Any two or more offices may be held by the same persons, except that the duties of the Chairman and the Secretary shall not be performed by the same persons. If the annual meeting of the directors is not held at the time designated by these By-Laws, the officers, for the time being, shall hold over until their successors are chosen and qualified. The Board Development Committee shall submit a list of nominees for such offices and other members of the Executive Committee as may be required.

Section 5.011. Eligibility of Chairman. The board of Directors may elect a Director, to serve a second consecutive term as Chairman, whose last term as Director for which he is eligible and appointed or elected would expire as of the date of the

commencement of such second consecutive term as Chairman, the Chairman shall continue to serve as director during the period pursuant to Section 4.03.

Section 5.02. Vacancies. Whenever any vacancy shall occur in any office by death, resignation, increase in the number of offices of the Corporation, or otherwise, the same shall be filled by the Board of Directors, and any officer so elected shall hold office until his successor is chosen and qualified.

Section 5.03. Removal. Any elective officer of the corporation may be removed at any time by majority vote of the entire Board of Directors.

Section 5.04. Board Chairman. The Chairman shall preside at all meetings of the members and Directors, discharge all duties inherent to a presiding officer, and perform such other duties as this Code of By-Laws may require or the Board of Directors may prescribe.

Section 5.05. Vice Chairman. The Vice Chairman shall perform all duties incumbent upon the Chairman during the absence or disability of the Chairman, and perform such other duties as this Code of By-Laws may require or the Board of Directors may prescribe.

Section 5.06. Secretary. The Secretary shall attend all meetings of the Board of Directors, and shall keep, or cause to be kept, in a book provided for the purpose, a true and complete record of the proceedings of such meetings, and shall perform a like duty for all standing committees appointed by the board of Directors, when required. The Secretary shall attend to the giving and serving of all notices of the Corporation. The Secretary shall be the custodian of the records of the Corporation, and, in general, shall perform all duties

incident to the office, and such other duties as may from time to time be assigned by the Chairman or the Board of Directors.

Section 5.07. Treasurer. The Treasurer shall maintain a correct and complete record of account showing at all times the accurate financial condition of the Corporation. The Treasurer shall be the legal custodian of all moneys, notes, securities, and other valuables which may from time to time come into the possession of the Corporation. The Treasurer shall immediately deposit all funds of the Corporation coming into his hands in some reliable bank or other depository to be designated by the Board of directors, and shall keep such bank account in the name of the Corporation. The Treasurer shall also serve as Chairman of the Finance Committee.

Section 5.08. Assistant Officer. Such assistant officers as the Board of Directors shall from time to time designate and elect shall have such powers and duties as the officers whom they are elected to assist shall specify and delegate to the, and such other powers and duties as this Code of By-Laws or the Board of Directors may prescribe. An Assistant Secretary may, in the event of the absence or disability of the Secretary, attest to the execution by the Corporation of all documents and affix the corporate seal thereto.

Section 5.09. President. The President shall be the chief executive officer of the Corporation, and, as such, shall perform and supervise the day-to-day activities of the Corporation. The President shall hold such office in accordance with the terms and conditions of employment set forth in a mutually-agreed-upon signed contract by and between the Board of Directors and the President.

Section 5.10. Acting President. In the event of absence or disability, the President may delegate some or all of the duties of his or her office to any officer or employee of the Corporation for a period of up to thirty (30) consecutive working days. If the President, however, is unable or unwilling to designate an acting President during his/her absence or disability, the Board of Directors or the Executive committee shall designate an acting President.

Section 5.11. Delegation of Authority. In the case of the absence of any officer of the Corporation, or for any other reason that the Board may deem sufficient, the Board may delegate the powers or duties of such officer to any other officer or to any Director, for the time being, provided a majority of the entire Board of Directors concurs therein.

ARTICLE VI

Section 6.01. Contracts, Checks, Notes, Etc. All checks, drafts, bills of exchange, and orders for the payment of money shall, in the conduct of the ordinary course of business of the Corporation, be signed by any two persons designated by the Board of Directors. The Board of Directors may provide, however, that checks in an amount not to exceed One Thousand Dollars (\$1,000.00) may be signed by any one such person. All contracts and agreements entered into by the corporation, and any notes or bonds of the Corporation, shall be signed by the President, Chairman of the Board, or the Executive Vice President.

ARTICLE VII

INSURANCE FOR ACTS OR OMISSIONS OF DIRECTORS, OFFICERS, EMPLOYEES AND AGENTS

Section 7.02. Provision of Insurance. The Board of directors may from time to time purchase and maintain insurance on behalf of any person who is or was a director, officer, employee or agent of the Corporation, or is or was serving at the request of the Corporation as a Director.

ARTICLE VIII

Section 8.01. Amendments. The power to make, alter, amend or repeal this Code of By-Laws is vested in the Board of Directors of the Corporation, but such action shall be taken only at a meeting of such Board of Directors held at least twenty-eight (28) days after a proposed revision is first introduced in writing at a meeting of the Board of Directors. The written notice of other subsequent meetings shall include the proposed amendments. The affirmative vote of a majority of all the Directors shall be necessary to effect any such changes in this Code of By-Laws.