

Fisher Park Lifestyle VillAGE

“Not a Place to Go, A Place to Stay”

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PROBLEM: The care and future needs of the “baby boomer” generation is one of the largest financial and social issues facing the United States. In order to remain in their homes for as long as possible, many middle-income seniors are planning on using social security and retirement savings to pay for in-home services and medical care. While many governmental services are available for qualifying low-income seniors, very few services are available for the economically vulnerable middle-income older adults. “Village models” are community-based non-profit organizations that empower older adults to remain in their own homes and neighborhoods by offering programs and services that support not only medical and housing needs, but also social, physical, emotional, and intellectual needs either through membership fees and/or volunteers. There are currently 66 village models in existence consisting of 133,000 members, demonstrating the model’s effectiveness and its necessity in all communities. The typical “Village” is often funded by equal parts member fees and private donations from individuals, foundations and charities. ***Dependency on private donations puts these innovative “Village” models at risk of losing financial sustainability because of the increasing number of members and services and the decreasing amount of available funds.***

SOLUTION: The goal is to create a financially self-sustaining, intergenerational “VillAGE” that provides lifestyle supportive services not only to older adults, but also to other individuals and families that could benefit from community programs and services. We believe that by including all generations, we can expand membership and eradicate the perceived stigmatism that these services are only for the old aged and helpless. With a single phone call, members receive services such as transportation, a list of vetted contractors, social activities, coordination of resources, limited in-home care (for both children and adults), check-ins; these services will be offered by Fisher Park as part of the membership fees. Our solution will be one part typical “Village” neighborhood with membership fees to the targeted neighborhood and one part revenue-generating healthy meal program offered to customers throughout North Carolina’s Piedmont Triad area.

MARKET ANALYSIS: Initially, our “VillAGE” model will be targeted to the Fisher Park Neighborhood in Greensboro, NC, although other neighborhoods in Greensboro could be candidate neighborhoods. The Fisher Park Neighborhood is located conveniently near downtown Greensboro, close to an abundance of medical facilities, churches, grocery stores, and other necessities. Fisher Park residents have a diverse range of ages, economic situations, and lifestyles that are typical of middle-income Americans; there is a median household income of \$54,000 and a median family income of \$76,000. Fisher Park has already built a real sense of community as illustrated by approximately 800 homes and businesses in the Neighborhood Association. Fisher Park Neighborhood Association has active community engagement, such as monthly meetings, activities for children, historical preservation, and cleanup days.

The Fisher Park Neighborhood consists of approximately 1,000 households, with roughly 300 of those comprising of households with occupants 55 years old and above. In addition, nearly 200 of the households have children under the age of 19. It is unclear from available data what percentage of households become members in a typical “Village” model, but our strategy is to assume a low market acceptance early, with increasing acceptance over time. Part of the marketing strategy is to reduce the “old age” stigmatism of these services by providing lifestyle services to all Fisher Park households.

We also seek to create a sustainable revenue stream by selling fresh, healthy, affordable premade meals for busy lifestyle customers in Fisher Park and the surrounding Triad Area (est. pop. 1.6 million). Several other companies, such as Custom Fit Meals, have begun to establish a market for these meals in the Triangle area of North Carolina. With only a few companies in this market, we feel that there are still growth opportunities for this untapped market’s customers. In addition, our use of a socially responsible business could provide us with a competitive advantage within the healthy and socially conscious market.

LAUNCH STRATEGY: Fisher Park Lifestyle “VillAGE” (FPLV) will organize as L3C (Low-profit Limited Liability Company) to clearly state our goal of combining a for-profit entity to achieve a social mission. The L3C structure will allow FPLV to obtain both for-profit investing and non-profit investments, such as “Program Related Investments” made by foundations, for our launch, growth, and marketing. The FPLV will purchase the “Village Model” Instruction Manual from the Beacon Hill Village and utilize best practices and fee structure to implement the offered services. Annual memberships will be offered to individuals (\$500),

couples (\$700), and families (\$950). Discounts will be offered to low-income members living in Fisher Park. Services provided by these fees will be coordinated and delivered by the FPLV. FPLV will hire 1 full-time director to coordinate (50K + benefits). The services provided aim to fulfill the well-documented preference for older adults to remain in their own homes as long as possible, and also to help younger busy families.

The Healthy Meals Program (HPM) will offer three meal sizes: medium (\$8), large (\$10), and family (\$20). HPM will offer a rotating menu of 8-10 different meals to choose each week. Meal plans will consist of 5, 10, 15 or 20 meals a week. Orders will be placed via a website the week before for pick-up on Sunday and Wednesday. Customers will pick-up at various places in the Triad such as gyms, spas, and nutrition stores. Each pick-up place will have a locked refrigerator provided by FPLV and FPLV will lease kitchen space from one or more churches in the Fisher Park Neighborhood for food preparation. FPLV members will receive a discount on meals and delivery by volunteers. Marketing will focus on local gyms, spas, nutrition stores, community websites, and publications. FPLV will hire 1 Head Chef (50K + benefits) and 2 part-time (25k) staff and use volunteers from community and surrounding universities. Profits will be used to expand capacity and improve services of FPLV.

FINANCIALS



Meal Purchases	average meals/week	YEAR 1		YEAR 2		YEAR 3	
		Plans	Revenue	Plans	Revenue	Plans	Revenue
Medium	10	25	\$100,000	50	\$200,000	100	\$400,000
Large	10	25	\$125,000	50	\$250,000	100	\$500,000
Family Size	5	15	\$75,000	25	\$125,000	50	\$250,000
Total		65	\$300,000	125	\$575,000	250	\$1,150,000

Year 1 start up costs		TOTALS	Pro forma Income Statement			
			Revenues	Year 1	Year 2	Year 3
Website Development	\$1,000.00		Membership fees	\$34,750	\$64,750	\$112,500
Travel Expenses	\$3,600.00		Sales	\$300,000	\$575,000	\$1,150,000
Phone / Internet	\$4,800.00		in kind services	\$62,500	\$75,000	\$75,000
Domain Hosting	\$50.00		TOTAL REVENUE	\$397,250	\$714,750	\$1,337,500
Cost of Incorporation	\$250.00		Expenses			
Auto Purchase/Repairs/Gas	\$28,300.00		Programs	\$44,580	\$89,040	\$133,560
Auto Insurance	\$1,800.00		Salaries	\$202,500	\$202,500	\$270,000
Office Supplies	\$4,200.00		SG&A	\$9,310	\$17,689	\$29,792
Marketing	\$10,000.00		Marketing	\$10,000	\$10,000	\$10,000
Kitchen Supplies	\$10,000.00		Direct food costs	\$120,000	\$230,000	\$460,000
Refrigerators For Storing	\$5,000.00		Lease (2000/month)	\$24,000	\$24,000	\$24,000
UNFORESEEABLE	\$8,000.00		Interest payment (3%)	\$3,000	\$3,000	\$3,000
Computer Purchases (3)	\$5,000.00		Principal repay (100K)			\$20,000
Total Expenses	\$82,000.00		TOTAL EXPENSES	\$410,390	\$576,229	\$950,352
			Net Income	-\$13,140	\$138,521	\$387,148

Seek 100k intial investment. Principal repayment beginning year 3.

IMPACT: Building a holistic “Village” that allows older adults to remain in their homes longer is essential to the Greensboro community and many communities around the country. According to Kaiser Health News, “aging-in-place systems are cost-effective...the median monthly cost for nursing home care in 2009 was \$5,243 — more than five times that for seniors living at home.” By continuing to live at home, older adults can not only save themselves and their families thousands of dollars, they will also be able to contribute to the community in a healthy and essential way. Kaiser Health News also says, “with the need for long-term care expected to double between 2000 and 2040, these models can postpone the need for institutional care and cut significant costs for individuals as well as government programs like Medicare and Medicaid.” Being provided with social, financial, and medical assistance in a village model would allow older adults to remain active both in their own lives and in the community. Intergenerational families living within the Fisher Park Neighborhood will provide a naturally positive effect on the aging process and young families will be able to effectively plan their own aging-in-place strategy. In addition, the HPM will provide busy adults and families an alternative to fast food and promote healthy, conscious eating. Finally, the FPLV will seek to find synergistic relationships within the community to promote and grow an integrated “Village” to enhance the lives of all generations. *Fisher Park will be not just a place to go, but a place to stay.*