

Executive Summary

Introduction

In the spring of 2008, Jefferson County Colorado embarked on a large-scale strategic planning process titled "Aging Well." The project intent was to bring many stakeholders together to collaborate on how best the county could prepare for the projected doubling of the senior population over the next two decades. The Jefferson County Aging Well Project continues to this day and participants offer these reports and Strategic Plans as documentation of their agreements, discussions, hopes and wishes for the future. The ultimate vision for all who've participated in this process is to see Jefferson County be a thriving community for aging well!

This Executive Summary provides the information about the project in Year One, Year Two and Year Three and the Future. It will highlight information found in the full report on trends, strengths and assets, gaps and conclusions that each workgroup developed. Report information will be followed by the short-term (2011-2015) and long-term (2016-2030) strategic plans for each main topic area. In addition, some topics crossed some or all of the workgroups and will be presented in the Cross-Cutting Strategic Plans found in section 9 of this Executive Summary. Conclusions and recommendations can be found at the end.

Resources for carrying out the Aging Well Project were primarily provided by Jefferson County Department of Human Services and Rose Community Foundation.

For more information, please visit the Aging Well in Jefferson County Project under Aging & Adult Services on the Jefferson County Human Services web site: http://humanservices.jeffco.us

Year One of the Aging Well Project

During the first year, a Leadership Committee was appointed and met for the first time in August 2008. The Leadership Committee is comprised of professionals from all areas of senior issues including housing, legal issues, nutrition programs, transportation, planning and zoning, law enforcement, citizens, etc. The Leadership Committee formulated the following vision and mission statements:

Vision: Jefferson County: A thriving community for aging well.

Mission: To develop and implement strategies creating inclusive, livable, communities through sustainable partnerships and integrated services.

Six workgroups were formed and began meeting in the fall of 2008 around key topics including: (1) Basic Needs, (2) Caregiving & Supportive Services, (3) Housing, (4) Physical Health, Mental Health, and Wellness & Prevention, (5) Social & Civic Engagement, and (6) Transportation & Mobility. These workgroups formed subcommittees which tackled sub-topics within the main workgroup topic. Monthly meetings of the Leadership Committee were held. Workgroup chairs met monthly following the Leadership Committee meetings and workgroup members and their subcommittees met monthly or more often. The workgroups began by defining and narrowing their topic areas. There was a great deal of information for each topic area and it was important for the workgroups to define their topic and focus on the most important issues. The workgroups found the task at hand to be overwhelming as Jefferson County does have many resources for seniors; however, the gaps quickly became apparent. The primary outcome of the first year was the development by each of the six workgroups of a report which includes an acknowledgement page of who participated on this group, an introduction, the process used, trends, strengths and assets, gaps, report wrap-up, and appendices including terms and definitions used in the report. Workgroups also began researching best practices and models for potential replication or expansion within Jefferson County. Grant funding was received from Rose Community Foundation (RCF) to assist with numerous aspects of the Aging Well Project.

Year Two of the Aging Well Project

The second year of the project, beginning in the fall of 2009, was focused on the development of short-term and long-term strategic plans for each of the six main topic areas as well as several cross-cutting topics identified by some or all of the workgroups. These cross-cutting topics included: 1. Advocacy, 2. Accessing

Information & Resources, and 3. Sustainability of the Aging Well Project. Another set of short-term strategic plans was developed around Special Needs Populations. These plans included: 1. People Aging with Intellectual and Developmental Disabilities, 2. Homeless Elders, and 3. Lesbian, Gay, Bisexual & Transgender (LGBT) Elders. Funding was awarded to the Aging Well Project by Rose Community Foundation (RCF) for the first Jefferson County Summit on Aging held in June of 2010. Some of the additional funding from RCF will be used to hold a second Jefferson County Summit on Aging in June of 2011. Rose Community Foundation also funded a survey called the Community Assessment Survey of Older Adults (CASOA). This survey was randomly mailed to 3750 adults over the age of 60 in Jefferson County in the spring of 2010. There was a 44% return rate. An overall report on Jefferson County and the unincorporated areas as well as individual reports on some of the major municipalities in the county can be found on the Aging Well web site.

Year Three and the Future of the Aging Well Project

Year Three of the Jefferson County Aging Well Project began in the fall of 2010. All of the main workgroups continue meeting and implementing their Plans. Leadership Committee and Workgroup Chair meetings will also continue. Rose Community Foundation awarded the project small seed funds for four projects being carried out during the first half of 2011. Funding was awarded to the Basic Needs Workgroup for a Jefferson County Senior Law Day, to the Caregiving & Supportive Services Workgroup for Caregiver Training sessions, to the Transportation Workgroup for a new senior services site in Southwest Plaza, and to the Social & Civic Engagement Workgroup for computer training and job search skills development via the public library's e-train. Grant funding was also received from Colorado Department of Transportation to assist the Transportation & Mobility Workgroup carry out one of its main goals – to increase and formalize local coordination activities. Project staff also applied for and received a technical assistance grant from Easter Seals to learn about coalition-building and a two-day training session was held in August 2010.

Each workgroup will submit a report yearly from Year 3 to the conclusion of the project by July 31 of that year. The template of the report can be found in Section 11, the Attachments Section.

Each workgroup will be presented separately in this report and in alphabetical order.

Basic Needs

Basic needs are those essential life elements that Jefferson County's older residents require for simple survival on a day-to-day basis. The Basic Needs Workgroup defined its sub-topics as: 1. Accessing Information and Services, 2. Food and Nutrition, 3. Legal Services, 4. Safety and Security, and 5. Assistance with Finances or Income.

Trends

Access to Information and Services

- With an almost universal desire to age-in-place within one's community, comes the need to access services.
- Information about, and access to, available senior services are complicated by the fragmented systems that have been developed.
- One-stop single entry point systems are desired by older adults and their families.
- Increased care management/coordination services will be needed to assist older residents and their caregivers with accessing and utilizing services and programs.

Food Assistance

- Everything that impacts serving older adults has increased in price.
- Due to the cost increases, volunteering has become difficult for many who can no longer afford to absorb the associated costs (gasoline, insurance, etc.).
- Remote geographic areas are being especially challenged by increased travel costs as distances are greater than in urban areas.
- While need and demand for all kinds of food assistance by seniors (e.g. food banks, home-delivered meals, etc.) have increased, resources have not increased.
- Nutrition directors will need to find new ideas, including collaborations, for providing nutritious meals in response to unstable and uncertain government funding.

Legal Assistance

- Legal services needed by seniors are becoming more complex, calls for assistance have risen, while commensurate increases in resources have not kept pace.
- The aging of the Baby Boomers is expected to significantly increase the need for legal assistance by older adults and their families.
- Financial exploitation of older adults has increased, including misuse of a Power of Attorney or illegal/improper use of another person's funds or property for one's own advantage.

 The use of end-of-life documents such as Medical Durable Powers of Attorney and Living Wills will grow, and could be enhanced by legal assistance in completing them.

Public Safety

- Working with seniors requires specialized knowledge and training that involves recognizing unique issues such as older adults' unwillingness to report crimes, especially against a family member, and fear that speaking out will result in loss of independence.
- Senior Liaison Officers, when they are available in a community, can be of great value in investigations involving seniors, as well as in providing specialized knowledge of seniors and connecting them to resources.
- The "Elder Abuse" arena is at a point today similar to where Crimes Against Children was twenty years ago.
 The Elder Abuse field will continue to mature and increase in sophistication.
- Crimes against At-Risk Adults will continue to rise in part because the often trusting nature of older adults makes them potentially more vulnerable.

Financial Assistance

- As a society, we place a higher value on working people, thus automatically invalidating older adults who no longer work for pay.
- Costs for nearly everything have risen, but the economy has negatively impacted affordability of basic needs (food, housing, health care, etc.) for seniors.
- Technology (tele-health, on-line financial applications, etc.) will assist many older adults as it becomes more affordable, is integrated into medical care, and is shown to bring cost savings.
- Increased numbers of seniors and their caregivers will need financial assistance, and will need to advocate for more government aid, more partnering among service providers, and more affordable services.

Strengths and Assets

Access to Information and Services

- Service providers throughout the county are committed to partnering and stretching scarce resources to keep older residents independent in their communities for as long as possible.
- Cities such as Lakewood, Wheat Ridge, Arvada, and Golden provide a variety of senior services including information and referral, often through their senior centers.

- Jefferson County Department of Human Services is dedicated to service provision and support for all community partners assisting seniors.
- Jefferson County was instrumental in the development of, and continued financial support of Seniors'
 Resource Center (SRC) which offers a single entry
 phone assistance service.

Food Assistance

- Three non-profit agencies, Volunteers of America (VOA) Meals on Wheels, TLC Meals on Wheels of Littleton, and Project Angel Heart, provide meals to homebound seniors with economic needs.
- There are two large food pantries, one in Lakewood and one in Arvada, and many small food pantries in churches located throughout the county.
- There are many volunteers providing nutrition services to elders throughout the county.
- For those who can afford to pay, a number of private organizations provide home-delivered meals for seniors.

Legal Assistance

- There are two places seniors can contact for legal assistance in the county, Colorado Legal Services and the First Judicial District Bar Association Legal Assistance program.
- These programs actively seek pro bono attorneys when needed.
- These entities provide countless hours of quality legal assistance and representation to the county's seniors.
- The limited legal assistance provided includes free and low-cost legal information, advice and representation.

Public Safety

- The cities of Arvada and Westminster have full-time Senior Liaison Officers who are considered trailblazers in serving as liaisons between older residents and law enforcement.
- The Jefferson County Public Health Department is developing an emergency sheltering operations plan for functionally and medically at-risk community members.
- Many older adults at faith-based, retirement, and veterans groups have learned how not to be financially exploited by participating in the CASE (Communities Against Senior Exploitation) Program offered by the District Attorney's Office.
- The DA's Office provides a Fraud Hotline for seniors answered by a "live" person.

Financial Assistance

- Jefferson County Human Services has a director and staff committed to addressing client needs in a timely and responsive manner evidenced by a designated office for seniors, the Single Entry Point unit, and the financial eligibility unit on the same campus.
- There is a strong network of organizations including non-profits, government, and faith-based groups that work together to assist seniors throughout the county.
- The St. Anthony Health Passport Program offers online benefits screening and identification and links for individuals who need financial resources.

Gaps

Access to Information and Services

- The "assistance" aspect of the information, referral and assistance services matrix for seniors is currently underfunded.
- The county's resources for seniors are not organized and well-known by the public.
- There are too few care managers/coordinators in the county to help seniors and families access, navigate and manage the myriad of services and programs in existence.

Food Assistance

- There are often long waiting lists in Jefferson County of people needing a home-delivered meal, especially in the area north of Hampden Ave.
- Food pantries are somewhat inaccessible by people who do not live near a bus stop or drive.
- Home-delivery of meals to older residents of the foothills west of C470 and in the Coal Creek area is limited.
- There are no congregate meal sites south of Alameda, and only one meal site in Arvada and one meal site in Golden.

Legal Assistance

- Both existing legal assistance providers for needy seniors report ongoing waiting lists, with Colorado Legal Services sometimes having a moratorium on accepting new cases.
- As the primary funding source of Colorado Legal Services, when the federal Older Americans Act funds run out part way through the fiscal year, intake is closed.
- Advocates estimate the Legal Assistance Program is underfunded by at least 10%.

Public Safety

While every large community could benefit from having a full-time Senior Liaison Officer, there are only two in the county.

 Senior Liaison Officer positions are often the first to be cut when budgets are slashed because they are often perceived as "non-essential."

Financial Assistance

- Number of isolated older individuals who are estranged from their families seems to be increasing resulting in increased service needs, but not enough program funding.
- There is an overall lack of public awareness of the needs and concerns of seniors.
- There is a lack of trained Human Services staff members located throughout the community to assist those older clients unable to come to the main office.
- There are many gaps in services and benefits for older veterans including, for example, financial assistance for family members, access to Colorado State and Veteran's nursing homes, burial and memorial benefits, and VA health care.

Conclusions and Wrap Up

The primary areas of emphasis for the Basic Needs Workgroup included accessing information and services, food assistance, legal assistance, public safety and financial assistance. Key conclusions and recommendations are listed below for each of these sub-topics.

Access to Information and Services

- Continuing efforts to improve access to information and assistance will be critical in Jefferson County.
- This will include continuing to partner with DRCOG on its implementation of the regional I & R system, Network of Care.
- It is recommended that an informal network or association be formed that focuses on I & R and Care Navigation serving county residents.
- All partners concur that efforts to promote awareness of services that already exist will be increasingly important as the population ages.

Food Assistance

- Nutrition assistance stakeholders such as meal providers and funders will need to increase collaborating, sharing best practice ideas and developing new and creative solutions to food-related challenges among the elder population.
- While the intent is to provide comprehensive and varied nutritional offerings, the economic situation will create continued challenges for all involved.
- Cost-effective meal provision is the current focus, and will continue to be the focus, of collaborative efforts in the coming years.

Legal Assistance

- Demand for legal services for the elderly has never kept pace with the resources available.
- While existing legal providers do what they can offering free and sliding fee legal assistance, and community education sessions, the increasing demands will continue to strain the legal services system.
- Increased complex legal needs being seen include such things as guardianship and conservatorship, consumer issues, financial exploitation, and end-oflife planning issues.

Public Safety

- Increasing the number of Senior Liaisons throughout the county in municipalities will enhance the entire system of aging services.
- Grass roots interest by citizens will be a key mechanism for communities to decide to add these specialized types of law enforcement employees.

Financial Assistance

- The financial situation of Jefferson County's seniors can be improved with the addition of more public and private Care Navigators and public human services employees to assist seniors.
- More paid and volunteer people to help seniors and their caregivers apply for benefits and complete applications will be necessary in coming years.
- Partnering with the faith-based network and others in promoting increased public awareness around existing services and programs will be an important component.

Short-Term Strategic Plan, 2011-2015

GOAL 1 – Strengthen the disaster response capacity of senior and disabled community members in Jefferson County

Objectives

- 1 Provide disaster preparedness support to long-term care and senior living facilities in Jefferson County
- 2 Provide disaster preparedness support to senior community members living independently in Jefferson County

GOAL 2 - Provide adequate nutrition resources to meet the needs of the growing older adult population in Jefferson County

- 1 Increase the number of drop off sites for commodity and food pantry boxes in southern part of county
- 2 Increase the participation of targeted individuals throughout the county in the congregate nutrition program

- 3 Increase the public's awareness of food assistance resources and unmet nutritional needs among the older adults in the county
- 4 Expand Volunteers of America's (VOA) Market Basket Program in Jefferson County
- 5 Organize and coordinate distribution of fresh produce from community garden sites throughout the county
- 6 Maintain advocacy efforts focused on increasing financial resources to accommodate the growing need for nutritional services

GOAL 3 – Assure older adults will receive adequate financial resources to meet their basic needs

Objectives

- 1 Increase knowledge among organizations and targeted populations in the community about programs that are already available
- 2 Increase access to application sites for financial assistance
- 3 Form new partnerships in the community related to accessing financial assistance
- 4 Identify additional funding sources for providing financial assistance to county residents

GOAL 4 - Provide adequate legal resources to meet the basic needs of older adults in Jefferson County for civil legal services and for senior-specific services from the criminal justice system

Objectives

- 1 Secure increased funding for elder rights and elder justice programs for older adults in Jefferson County from national and local sources
- 2 Increase awareness of issues that have a legal component that affect older adults in Jefferson County
- 3 Provide adequate legal resources to meet the basic needs of older adults in Jefferson County for senior-specific services from the criminal justice system

Long-Term Strategic Plan, 2016-2030

GOAL 1 - The Basic Needs Strategic Plan for Aging Well is implemented and reflects changing older adult and community needs over time

Objective

1 Develop an ongoing Basic Needs group to evaluate the status of, and update, the Strategic Plan for Aging Well for Basic Needs

GOAL 2 – Jefferson County's older residents can find and easily access multi-purpose centers that meet a variety of needs based out of the same location

Objective

1 Develop a county, non-profit "Life" Center providing recreation, a Café/dining, and class room space for older residents and their families

Caregiving & Supportive Services

The availability of affordable supportive services for both seniors and their caregivers is critical to the creation and maintenance of age-friendly communities. The Caregiving & Supportive Services workgroup defined its topic as: 1. Home Maintenance and Repair, 2. Care Management, 3. Adult Day Centers, 4. Respite Facility Care in Assisted Living Facility or Nursing Home, 5. Non-Medical In-Home Care, including in-Home Respite Care, 6. Support Groups and Counseling for Caregivers, 7. Working Caregiver Issues, and 8. Electronic Monitoring and Personal Emergency Response Systems.

Trends

Home Maintenance and Repair

- With more seniors aging in place throughout the county, but especially in the suburbs, home maintenance and repair will be increasingly needed given the age of the typical housing stock.
- While requests for assistance by seniors unable to afford home maintenance and repair costs have increased, there has not been a comparable increase in funding or other resources to help these older residents
- Seniors increasingly ask for and need help with snow removal during the winter with organizations like VOA and faith communities only able to meet a small portion of the known needs.

Care Management

- There needs to be an increased awareness by the general public that care management helps older adults stay in their homes and communities longer, and gives family caregivers needed education and support.
- More families are providing elder care, with resulting stress and caregiver burnout issues, and increased need for caregiver support and counseling.
- Communities have more "elder orphans", that is, older people who do not have informal support systems such as family and friends, to advocate for them and manage their care.
- Care managers/coordinators will increasingly be needed to help older residents navigate the complicated continuum of home and community based care systems.

Adult Day Centers

 The increased number of working caregivers has necessitated the growth in the use of existing adult day programs and services in the county.

- There has not been an increase in the number of adult day programs, despite the exponential growth in the number of frail older residents in the county.
- Given no recent increases in adult day programs, it is assumed that people are moving to assisted living residences.
- It is likely the demand for adult day programs will increase in Jefferson County, but consistent funding for economic sustainability, especially when serving the low-income population, will be a challenge.

Respite Facility Care

- There has been, and will continue to be, the need for increased respite care facilities, due largely to population aging, as well as more children with disabilities being cared for as adults by their parents.
- The number of middle aged residents caring for both their elderly parents as well as their own families will continue to increase, resulting in more need for respite care.

Non-Medical, In-Home Care

- While the demand increases for more professional caregivers, pay remains low, caregivers typically have no health insurance coverage, and often are unable to make ends meet financially.
- Cancelled visits or scheduling problems often result in lost pay for the caregivers.
- Some states are requiring professional caregivers to meet more stringent selection criteria including criminal background checks, for example.

Support Groups and Counseling for Caregivers

- Many more caregiver support groups, even free ones, are now offered by a variety of organizations.
- The economic downturn has likely increased the ranks of people who are caregiving, and need support, including elderly parents caring for their adult children with developmental and intellectual disabilities.

Working Caregiver Issues

 Awareness of the needs of working caregivers has grown among employers.

Electronic Monitoring and Personal Emergency Response Systems

Many types of systems, including personal emergency response, medication monitors, and wander protection systems, are increasingly available and will positively influence aging-in-place.

Strengths and Assets

Home Maintenance and Repair

The county currently has an adequate level of available home modification services including accessibility modifications, minor home repair, weatherization and major repairs.

Care Management

 There are available care managers throughout the county.

Adult Day Centers

- The county has nine adult day care programs registered with the Colorado Department of Health, seven of which serve older adults.
- Existing adult day care centers are located throughout the county.

Respite Facility Care

• Many facilities offer county residents respite care.

Non-Medical, In-Home Care

 There is a wide array of available private and public organizations that provide skilled and unskilled inhome care in Jefferson County.

Support Groups and Counseling for Caregivers

 There are some diagnosis-specific support groups available for county residents, with many more located in nearby Denver.

Gaps

Home Maintenance and Repair

- More chore services are needed such as snow removal, yard work, and tree limb removal.
- There is a need for a regularly updated and easily accessed listing of reputable, private pay home maintenance and repair providers.
- Wait lists for yard work or Older Americans Actfunded in-home services can sometimes be weeks or months.
- There are wait lists at the main providers of home maintenance and repair in Jefferson County including Seniors' Resource Center's RSVP Program, Rebuilding Together, and Sunpower.

Care Management

- There is a shortage of affordable care management services that would help seniors with tasks such as building an informal support network, making telephone calls, and filling out applications.
- The need exists for more education and awareness of what care management is and how people can benefit by its use.

Adult Day Centers

- Adult day programs funded by the DDRC (Developmental Disabilities Resource Center) are limited only to certain days of the week.
- The southern end and foothills areas of the county do not have adequate availability of adult day care centers.

Respite Facility Care

- There are not enough designated affordable private pay respite care beds in facilities.
- Education is lacking around the benefits of respite care services for family caregivers.

Non-Medical, In-Home Care

 There is inadequate in-home care for people who do not meet both the functional and financial eligibility requirements for Home and Community Based Services (HCBS).

Support Groups and Counseling for Caregivers

- There is a lack of caregiver support groups and counseling for the general population (non-disease-specific).
- There is no listing for the county of professional caregivers, their skills, what they charge, and other background information.

Conclusions and Wrap Up

Rather than identify unique concluding statements for each sub-topic this group addressed, the following general conclusions and recommendations pertaining to all aspects of caregiving and/or supportive services.

- There is a definite need for a designated entity within or outside of Jefferson County government to provide resource coordinators for organizing and managing information and services for the county's elder caregivers.
- Many more free or low cost group educational opportunities should be offered for those caregivers who are employed or retired and should be focused on topics of major importance to caregivers such as advance directives and mental health.
- A collaborative campaign to increase awareness of information and services available for caregivers will be a great addition to the current system.
- Modifying the existing Jefferson County website by adding easy-to-access information for caregivers is a need.
- Low cost (and no cost) yard services must be increasingly made available to assist older county residents to maintain their properties and therefore their independence for as long as possible.

 Expanding in-home care including respite care (via seeking grants and forming partnerships) will need to be done and provided at increasingly affordable rates.

Short-Term Strategic Plan, 2011-2015

GOAL 1 - Provide tools for caregivers to be effective in their roles

Objectives

- 1 Educate caregivers about aging and caregiving issues
- 2 Increase awareness of community resources available to caregivers
- 3 Increase level of caregiver skill

GOAL 2 – Develop options for respite services that support caregivers and promote aging in place

Objectives

- 1 Increase number of qualified persons in the field of caregiving
- 2 Increase available respite options to support caregivers
- 3 Increase household supportive services

Long-Term Strategic Plan, 2016-2030

GOAL 1 – Ensure businesses, community groups, and the public are educated about caregiver issues and supports

Objectives

- 1 Establish and implement a countywide community outreach campaign to inform residents about caregiver issues and supports
- 2 Establish and implement a countywide employer outreach campaign to inform employers about caregiver issues, needs, and supports

GOAL 2 – Ensure caregivers in Jefferson County have access to services and resources that provide support for caregiver needs

- 1 Establish a physical location for a Caregiver Resource Center
- 2 Demonstrate best practices in caregiving for the caregivers of Jefferson County

Health, Mental Health, Wellness & Prevention

A significant increase in both the percent and actual numbers of elderly has substantial implications for the provision of health care, mental health, and wellness and prevention services and goods. The general trend is that people are living longer, and thus will require more services for a longer period of time. This workgroup defined its topic as: 1. Health Care Workers, 2. Health Facilities, 3. Mental Health Services, and 4. Wellness and Health Promotion.

Trends

Health Care Workers

- The increased health care usage patterns of older adults will generate a shortage of health care workers with the specialized skills necessary to care for the elderly.
- While Jefferson County contains many medically underserved areas/populations, the number of physicians, nurses, pharmacists, mental health providers, social workers, dentists and other health care providers specializing in geriatrics has been falling and will continue to be limited.

Health Facilities

- Even though hospital stays tend to be longer and more frequent among older residents, hospital days of care will continue declining, while outpatient and other alternative services will increase.
- Use of hospice and palliative care will continue to grow as the public learns about and has positive experiences using these services.
- The number of urgent care clinics will continue to increase as an alternative to emergency room care.
- Home health care, including medical treatment at home, physical therapy, and homemaker services, will continue to be increasingly used as an alternative to institutional care for older adults.
- Jefferson County has enjoyed adequate availability of nursing home beds but as the elderly population rises, those seniors who cannot stay in their homes due to medical conditions will find bed space limited and wait times for admittance longer.

Mental Health Services

- The number of Americans experiencing mental disorders late in life will continue to grow as life expectancies increase
- Stigma felt by older people regarding use of mental health care continues to be a barrier for their accessing these services.

• The number of practicing psychiatrists has dwindled and is projected to fall even farther.

Wellness and Health Promotion

- Scientific data has shown unequivocally that many chronic diseases such as arthritis, heart disease, some cancers, stroke, and diabetes can be prevented, delayed or managed through lifestyle changes.
- Seniors who are involved in wellness activities experience better health status and also a perceived better quality of life.
- Creating and implementing effective health promotion and wellness initiatives will become increasingly important as the population ages and the need to control health care costs becomes increasingly imperative.

Strengths and Assets

Health Care Workers

- Jefferson County has a number of group practice organizations that specialize in physical care for seniors including Senior Care of Colorado, Wheat Ridge Internal Medicine, Total Longterm Care (PACE Program), and Kaiser Permanente.
- Metro Community Provider Network (MCPN) offers services to seniors as well as the entire low-income population on a sliding fee scale.
- Colorado has 31 nursing programs and six graduate degree programs.
- The county now has two pharmacy schools and there has been an increased use of pharmacy assistants.

Health Facilities

- Jefferson County has Exempla Lutheran Medical Center in Wheat Ridge and St. Anthony Hospital in Lakewood. Both are financially healthy, and offer inpatient, outpatient and community services (e.g. St. Anthony's Health Passport Program).
- County residents have access to thirteen (13) hospices in the metro area, including the Exempla Collier Hospice in Wheat Ridge.
- Jefferson County has five urgent care facilities, substance abuse detoxification, emergency rooms in both hospitals, home health, and more nursing home beds than most counties.
- A wide array of services is accessible to families caring for an elderly and/or relative with a disability, seniors needing assistance at home, persons living with a chronic illness or debilitation, adults recovering from surgery or hospitalization, and individuals with a dementia such as Alzheimer's disease.

 Home care and physical therapy is also available through numerous private companies and the hospitals.

Mental Health Services

- The Jefferson Center for Mental Health (aka 'Jefferson Center') provides treatment and support services to more than 6,000 people in 40 locations throughout Jefferson, Gilpin and Clear Creek Counties, in addition to extensive education and prevention services.
- The Senior Reach community program identifies older adults who may be in need of support and creates a way to connect them to therapeutic mental health services.

Wellness and Health Promotion

- Throughout the county many wellness programs are offered through parks and recreation centers, senior centers, the mental health center, public health, hospitals and others.
- Services for very low vision or blind individuals appear to be adequate.

Gaps

Health Care Workers

- There are not enough health care workers/providers in Jefferson County relative to the expanding senior population for most disciplines.
- There is a need for additional in-home nursing, vision, dental and hearing exam services.
- Even when the variety of needed health services is available, accessibility and cost of transportation may be a barrier.
- Exams and medical goods (eye glasses, dentures, hearing aids, etc.,) will continue to be a financial burden to that subset of seniors who do not qualify for low-income programs.

Health Facilities

- There is a lack of consolidated information and referral sources in the community for discharge planning.
- Urgent care centers are not available for adequate treatment of mental illness.
- Community understanding about when to visit an emergency room rather than other less intensive and less costly services is lacking.
- Because of the sheer numbers of seniors in the future, gaps in facilities/services will most likely include home-based and facility-based care for chronic medical conditions, restorative therapies, dementia, hospice, and palliative care.

Mental Health Services

Professional and patient education is needed to address the underutilization of mental health services.

- Primary Care Physicians, who prescribe most of the psychotropic medications for seniors and are a primary referral source, need more education about existing diagnostic tools and local referral sources, such as Senior Reach, to identify mental health problems in their elderly patients in a timely manner.
- There is a general lack of public knowledge about signs/symptoms of mental distress or illness, available mental health resources, and the potential for recovery.
- There is a severe shortage of inpatient psychiatric beds for seniors and geriatric psychiatrists that accept Medicare.
- Funding for programs like Senior Reach or others providing non-traditional programming is limited.

Wellness and Health Promotion

- There is a need to have the Fall Prevention Network Referral System, a coordinated community referral system focused on decreasing preventable falls among seniors, in the county.
- Culturally-tailored and accessible health promotion interventions are needed.
- There is a need for medical student curricula that includes a total health component, rather than just focused on the physical realm.

Conclusions and Wrap Up

There are many possible opportunities for improving the health care and wellness and prevention programming for Jefferson County's aging residents. The Health, Mental Health, and Wellness & Prevention Workgroup offered the below suggestions for how this can be done over the coming years.

- New and existing programs that integrate care must be supported and encouraged whenever possible.
- Programs that offer information around the special health and wellness-related needs of seniors must be supported with tangible resources.
- A care navigation/coordination system that includes information and services must be elder-friendly and well-publicized throughout the county.
- Support and financing will increasingly be needed for health and wellness-related programs serving lowincome seniors.
- Various studies are needed including one to determine how best to attract a healthcare workforce to the county, and a gap analysis laying out how best to fill disparities in health care such as palliative care and dental care.
- Advocacy efforts to move forward innovative and tested initiatives and to create more affordablypriced health care will be a key aspect of Aging Well in Jefferson County.

- Expand collaborations, information sharing, and resources around wellness and prevention programs available to community members.
- Technology (e.g., tele-medicine, on-line video therapy regimes) that improves health and wellness will be in demand and will potentially offer cost-savings by reducing patient travel costs, and increasing efficient use of the time of healthcare professionals.

Short-Term Strategic Plan, 2011-2015

GOAL 1 - Increase appropriate, reasonably-priced, and timely care to seniors by establishing one or more sliding fee senior medical/mental health clinics

Objectives

- 1 Increase knowledge of and acquire applicable information to determine the feasibility of establishing a sliding fee senior medical/mental health clinic
- 2 Develop a strategy for implementation of the clinic

GOAL 2 - Increase healthy behaviors among older residents in Jefferson County

Objectives

- 1 Increase seniors' knowledge and utilization of physical health, mental health, and wellness & prevention activities
- 2 Increase physical activity for seniors living in Jefferson County by promoting and establishing prevention and wellness health activities
- 3 Increase opportunities for mental illness prevention and early intervention activities
- 4 Increase health care professionals' knowledge about best practices in health care, mental health, wellness and prevention programs that can effect and help chronic and acute conditions

GOAL 3 - Increase access and utilization of mental health services for seniors

Objective

1 Increase seniors' and community's knowledge about the signs and symptoms of mental health distress and how to refer to a professional

GOAL 4 – Support the addition of a Geropsychiatric inpatient services unit within Jefferson County

Objective

1 Support Exempla Lutheran Medical Center (ELMC) in expanding psychiatric inpatient services for the older adult community in a medical hospital-based setting

GOAL 5 - Jefferson County will have adequate medical personnel to meet the needs of seniors

Objectives

- 1 Research and compare results of number of medical personnel needed in this community with other similar communities and needs assessment studies
- 2 Increase knowledge about student loan repayment programs and other funding opportunities for medical personnel

Long-Term Strategic Plan, 2016-2030

GOAL 1 - Increase knowledge of access and availability of low cost, elder-friendly, culturally-appropriate dental, vision, palliative, hospice, care management, urgent care, emergency care, inpatient care, physical health, mental health, and nursing home beds by conducting a needs assessment for 2016 through 2030

Objectives

- 1 Develop and conduct a survey to accurately describe the access and availability of the described services
- 2 Evaluate and communicate survey results that accurately describe the access and availability of the described services

GOAL 2 - Increase knowledge and advocacy of federal and state legislation related to physical health, mental health, wellness and prevention services for seniors

Objectives

- 1 Monitor federal and state legislation that will affect the benefits related to physical health, mental health, wellness and prevention services for seniors
- 2 Report on impact of federal and state legislation that will affect the benefits related to physical health, mental health, and wellness and prevention services so area service providers can take advantage of legislative benefit changes
- GOAL 3 Increase acceptance, community support, and long-term sustainability and business planning of the Jefferson County Strategic Plan for Aging Well for physical health, mental health, wellness and prevention services

Objective

1 Develop grassroots stakeholder and professional workgroup for advocacy, evaluation, reporting, and communication

Housing

There will be increased needs for varied housing options, especially for low to moderate income seniors in the county. Having suitable and affordable housing can be the difference between maintaining independence and needing higher-cost institutionalization or homelessness can result. The Housing Workgroup defined its sub-topics as: 1. Affordable, Independent, Senior Rental Housing, 2. Market Rate Independent Senior Housing, 3. Assisted Living Residences, 4. Nursing Homes, 5. Homeless Elders, 6. LGBT Elders, and 7. Housing for People with Intellectual and Developmental Disabilities (I/DD).

Trends

- The availability of assisted living residences has expanded throughout the country in the past 15 years and professionals in the field say that the Denver Metro area, including Jefferson County, is overbuilt at this point with a fairly high vacancy rate.
- The grassroots movement, Culture Change, has shifted some nursing homes away from the traditional medical model toward a social model giving residents control and decision making capability thereby assuring dignity and quality of life.
- Service needs will grow exponentially, for people in all types of senior housing, along with the increase in the aging population. There will be a need for more in-home and community-based services to help people remain independent in their homes.
- There is greater use of technology in caring for older persons, e.g., in nursing homes with communication systems, record keeping, etc., as well as in private homes, often called 'smart homes'.
- Consumer demand will drive an increase in the variety of housing options available to older persons, including, but not limited to, Accessory Dwelling Units (ADUs), Cooperative Housing, Co-Housing, and use of technology.
- More contractors and developers will be needed to build homes, both residential and multi-family, that meet the needs of people of all ages by utilizing universal design principles and understanding the varied needs of older people as they age.

Strengths and Assets

Affordable, Independent, Senior Rental Housing

- Jefferson County was found to have approximately 17 affordable independent rental properties, designated specifically for seniors scattered throughout the county.
- Several of the existing independent living buildings are very nice and competently managed; some have been built in the past five years, are well programmed, planned and designed, have many amenities and in many ways are equal to market-rate independent senior housing.
- Residents of the older buildings owned by the Jefferson County Housing Authority report, in particular, that they are very happy and the buildings are well-maintained, pleasant and regularly renovated.
- There is ongoing support by county and municipal governments for active development and acquisition of senior housing by local housing authorities.
- Metro West Housing Solutions is currently in the development phase to build an additional affordable senior housing project that will consist of 83 units, housing approximately 100 residents, scheduled for completion in late 2010. Jefferson County Housing Authority is reportedly attempting to build a second independent low-income senior housing project in Golden.

Market Rate Independent Senior Housing

 Jefferson County was found to have approximately 23 market rate independent properties, designated specifically for seniors.

Assisted Living Residences

- Assisted living provides a less restrictive environment than a nursing home and is less expensive, therefore, provides a more preferable choice for many.
- Jefferson County had 76 ALRs, when this report was compiled, in all areas of the county, ranging from 7 residents to 274.
- Experts report that placing Medicaid recipients in assisted living is not currently a problem in Jefferson County.

Nursing Homes

- There are 25 nursing homes in Jefferson County with a total of 2,403 beds.
- Jefferson County has an adequate number of nonspecial care Medicaid-certified and Medicare units in both assisted living residences and nursing homes.

Homeless Elders

Jefferson County had a total of 69 shelter beds available: 22 beds designated for working families/adults, 30 beds for victims of domestic violence, 15 beds for up to five families through the Interfaith Hospitality Network and 2 beds for runaway and homeless youth.

Gaps

Affordable, Independent, Senior Rental Housing

- Wait lists are considerable throughout the county for affordable, independent, senior rental housing especially for those living at 30% of the Area Median Income (AMI) or less.
- There was no affordable, independent, rental senior housing found in the southern part of Jefferson County.

Assisted Living Residences

- Wait lists, however, can be found at ALRs that accept residents on Medicaid, particularly for special care units, since placement is more difficult. Because ALR use is primarily on an as-needed basis, wait lists are difficult to obtain and not current.
- Experts in this arena reported that it is more difficult to find an ALR or nursing home that accepts younger residents with disabilities and also people with Alzheimer's who are on Medicaid.

Nursing Homes

While it appears there is currently an adequate number of nursing home beds, the need for a nursing home in the southern part of Jefferson County should be further reviewed, given the growing older population in the next twenty years.

Homeless Elders

- Denver Metropolitan Area 2009 Homeless Point-In-Time Study conducted on January 27, 2009 reported 1,242 homeless individuals in Jefferson County.
- 3.5% of homeless individuals in Jefferson County were age 55 and over.
- The need for more beds for homeless older adults, especially men, was reported by local experts.

Lesbian, Gay, Bisexual and Transgender (LGBT) Elders

- While estimates suggest that 7 to 10% of the total senior population is LGBT, there is a lack of senior friendly housing in Jefferson County.
- Many LGBT elders here do not know where to access services, including housing, and are not confident they will be treated with dignity and respect while seeking them.

Housing for Older Persons with Intellectual and Developmental Disabilities

 With the number of county residents aging with intellectual and developmental disabilities increasing, there is not a commensurate growth in housing and services for them.

Conclusions and Wrap Up

The Housing Workgroup focused its efforts on the main types of senior-oriented housing but also offered some concluding ideas in new and upcoming innovative housing areas.

- As the Baby Boomers (the group born between 1946 and 1964) enter later life and begin to look for seniororiented housing, they will demand increased choices, options, price ranges, and customization.
- Jefferson County can continue its efforts to provide a variety of types and price ranges of housing for older adults, thus being poised to be a great place for residents to age.
- Another significant aspect will revolve around maintaining and/or modifying existing housing to assist seniors to age in place or at least within their current communities.
- Stakeholder collaboration will increasingly be needed to bring the best models and innovative housing practices from elsewhere to fruition within Jefferson County.
- While many gaps have been identified such as the lack of affordable, independent, senior rental housing in the southern sections of the county, the great impetus and established partnering will keep the momentum going toward increased availability of more senior housing options.
- Both publicly-financed and privately built senior housing will be needed and desired, but will likely require focused advocacy efforts to ensure adequate funding is made available in the years to come.

Short-Term Strategic Plan, 2011-2015

GOAL 1 Models of affordable senior housing are implemented in communities throughout Jefferson County

- 1 Increase utilization of models and strategies for aging in community in individual single-family residences
- 2 Implement models and strategies to increase independence in affordable, independent, congregate, senior housing
- 3 Encourage development of elderly co-housing including affordable models

4 Increase number of communities in the county with Accessory Dwelling Unit (ADU) ordinances

GOAL 2 - Explore monetary issues/possibilities for affordable senior housing

Objectives

- 1 Create incentives for affordable senior housing development
- 2 Target funding opportunities for potential affordable senior housing projects
- 3 Identify exemplary models of affordable senior housing development

GOAL 3 - Promote senior-friendly residential housing development

Objectives

- 1 Increase number of areas within Jefferson County that are redeveloped into senior housing
- 2 Develop partnerships among agencies
- 3 Promote awareness among public, stakeholders, etc., about senior housing strategies

GOAL 4 - More LGBT-friendly housing options for lesbian, gay, bisexual and transgender (LGBT) elders

Objectives

- 1 Identify both real and perceived barriers to LGBT-friendly housing among providers and LGBT elder consumers
- 2 Promote LGBT- friendly policies and practices among providers of housing and services for older adults

Long-Term Strategic Plan, 2016-2030

GOAL 1 - Implement and utilize housing options identified in Aging Well Short Term Housing Plan to alleviate current and future unmet housing needs for low to moderate income older adults throughout Jefferson County

Objectives

1 Bring housing stakeholders in county together to provide cohesive effort for implementing a variety of housing options for low to moderate income older adults throughout Jefferson County

- 2 Create Jefferson County Housing Consortium to monitor and support implementation of cohesive effort to provide county-wide housing options
- 3 Identify best location and appropriateness for each specific housing option based on demographics and encourage implementation

GOAL 2 - Create more units of affordable senior housing in Jefferson County

Objectives

- 1 Utilize exemplary models for affordable senior housing development and/or rehabilitation
- 2 Identify most appropriate funding streams to utilize for affordable senior housing
- 3 Develop or rehabilitate 200 units for affordable senior housing

GOAL 3 – Jefferson County will have senior housing options such as aging in place, housing for an active senior life style and accessory dwelling units (ADUs) through continued planning and evaluation

Objectives

- 1 Continue to target areas within the county for both affordable and market rate senior housing development projects
- 2 Continue to develop partnerships with realtors, home builders, developers, and other government agencies
- 3 Continue to provide an environment that encourages seniors to live in Jefferson County

GOAL 4 - Develop some housing options specializing in lesbian, gay, bisexual and transgender (LGBT) elders

- 1 Encourage formation of LGBT NORCs (Naturally Occurring Retirement Communities)
- 2 Encourage formation of LGBT cooperative style housing models

Social & Civic Engagement

Participation in social and community activities that involves other people is a vital aspect of life for many as they get older. Communities that provide diverse and abundant opportunities for such involvement often thrive. The Social & Civic Engagement Workgroup defined its sub-topics as 1. Volunteerism, 2. Employment, 3. Education, 4. Recreation and Cultural Programs, and 5. Personal Connectedness through Faith-Based Organizations.

Trends

Volunteerism

- Older volunteers want a variety of service options which utilize their particular skills and experience to meet real needs in the community.
- Volunteers will increasingly want to use their professional background and skills to assume leadership and consultant roles in their community service efforts.
- Volunteer Managers will increasingly need to think creatively in developing all types of positions to enhance and enrich programs and services.
- Training venues will need to be developed to bring older adults up-to-date in the use of technology in order to strengthen their ability to access civic engagement options via the Internet.
- Volunteers will seek job retraining and educational opportunities through their volunteer work.
- There will be an increased need for establishing mentoring programs for volunteers with particular professional skills and experience who will mentor other new volunteers.
- Engaging volunteers with disabilities will be an increasingly important part of volunteer management training.

Employment

- More seniors will need to work longer or not retire so early.
- Employers will need to openly welcome and better understand older workers.
- More seniors will need to re-enter the workforce.
- Older adults will need more intensive job search assistance in finding their next job.

Education

More opportunities for career transition training, especially for low-income Baby Boomers, will continue to be needed.

 Since sixty-five percent (65%) of all Boomers report wanting to participate in lifelong learning, the need for enrichment learning opportunities will increase.

Recreation and Cultural Programs

- There is a demand for social opportunities that offer a sense of community and keep people connected.
- People will often continue to recreate in activities they began in their earlier years.
- The trend toward multi-generational, multi-ability recreational centers also provides a mix which is welcoming to people with developmental and intellectual disabilities.
- The current trend is to build multi-generation recreational centers (either kids to seniors, or adults and seniors) instead of centers only for seniors.

Personal Connectedness through Faith-Based Organizations

- Adults age 60+ get the most social support from family, then in descending order friends, neighbors, church or spiritual group, and lastly non-profit or community agencies.
- More than one in four seniors in Jefferson County seeks social support from their church or spiritual group, thus personal connectedness through faithbased organizations is an important trend.

Strengths and Assets

Volunteerism

- Several Internet databases exist to help connect people with volunteer opportunities.
- There is an active Volunteer Manager's network through the Retired Seniors Volunteer Program (RSVP) and Volunteer Connection in Jefferson County.
- The Governor's Commission on Community Service (http://www.colorado.gov/gccs/) has acknowledged the importance of volunteerism and has launched a statewide promotional campaign for volunteers.

Employment

- Currently available employment resources include Jefferson County Workforce Center's (JCWC) job listings, JCWC's job search for Boomers and networking, and weekly meetings of the Professional Connections Group and the Boomer Job Club.
- The Seniors' Resource Center has an older worker employment program.
- The Jefferson County Workforce Center and Jefferson County Belmar Library have classes for mature workers on using various computer programs and how to use the Internet for job searching.

 Red Rocks Community College (RRCC) is launching an Encore Careers course that will provide Boomers with information tailored to their needs; information on current courses leading to high demand jobs in the health care and renewable energy sectors, in addition to courses on business creation that will be packaged for Boomers.

Education

- Educational resources available to Jefferson County residents include a wide range of interesting courses at affordable prices at Red Rocks Community College and Arapahoe Community College.
- Local recreation centers and other community-based organizations offer a variety of enrichment courses ranging from health to art.

Recreation and Cultural Programs

- Several multi-generational centers have been built across the county in recent years such as the Apex Center in Arvada, the Wheat Ridge Recreation Center, the Golden Recreation Center, and Foothill's Peak and Ridge Centers in the south Lakewood/Littleton area. Centers have been upgraded in Lakewood and Evergreen.
- Jefferson County is home to several prominent cultural art facilities such as the Arvada Center for the
 Arts and Humanities, Lakewood Cultural Center and
 Center Stage in Evergreen, all of which offer a variety
 of classes in the arts and humanities.

Personal Connectedness through Faith-Based Organizations

- Many faith communities through the county provide transportation, pastoral care, partnerships with community senior support agencies to connect seniors to services, health services, and nurses to help seniors with health issues, etc.
- Communities against Senior Exploitation (CASE) sponsored by the Jefferson/Gilpin Counties District Attorney's Office offers presentations to seniors, including faith based organizations, on protecting themselves from identify theft and fraud.

Gaps

Volunteerism

- There is a lack of available transportation for seniors to get to volunteer opportunities.
- There is a reported lack in the level of flexibility in volunteer position tasks and hours that is truly needed by seniors.
- There is also a need for: 1) more thorough evaluation tools to assess skills, interests and experience of potential volunteers, and 2) retention of volunteers in short-term projects.

- There is a lack of professional-level (i.e., consulting, leadership, etc.) volunteer positions.
- There is a need to work with agencies and programs in the southern and mountain areas of Jefferson County to develop and promote volunteer engagement opportunities for seniors in these areas.
- There is a need for professional positions in agencies that have a single focus on professional management of volunteer programs.

Employment

- The number of mid-life and older people who need job search help in Jefferson County is on the rise.
- There are myths some employers hold about older workers including poor health, lack of skills, concern that the older person is not committed to the job, the possibility that someone may use the job as a stepping stone, or fear that the person may overshadow the supervisor.
- There is a need for additional job search classes for mature workers and a comprehensive website to link older workers to employment resources.

Education

- There are not enough pathways into meaningful employment opportunities for older workers.
- Too few affordable education or training opportunities exist.
- There is a lack of short courses/programs that will result in industry-recognized skills development (degree or certificate from known institution) leading to employment.
- There is scarce information about available job openings to assist a person in deciding what type of training the person may want.
- There is an inadequate availability of assessments to help people identify areas of interest and aptitude.
- There is a lack of affordable, non-credit courses, and information resources.

Recreation and Cultural Programs

- Facilities need to better accommodate a full range of ages, and be ready to offer activities for a full range of ability levels.
- Some Boomers may not have the financial means to retire by age 65 and those who do retire may not have enough discretionary income to afford class fees.
- There are not enough programs for seniors in the evenings and weekends, so that seniors who must or choose to work can participate in activities.
- Needs for increased and enhanced programming are hampered by lower tax funding, inability of more people to pay fees, and fewer outside funding opportunities.

Personal Connectedness through Faith-Based Organizations

- Many faith-based organizations in Jefferson County lack knowledge about how to reach out to, and assist, the seniors in their communities.
- There are untapped resources among the faith communities for helping seniors with locating senior services, accessing Internet/technology, transportation, spiritual support, socialization, education, meals (especially for shut-ins), health services, exercise classes, and utilities support.

Conclusions and Wrap Up

The Social and Civic Engagement Workgroup concluded that Jefferson County is already strong in the areas of volunteerism, employment, education, recreation and cultural programs, and the personal connectedness offered by faith-based organizations. However, making future enhancements in these areas will also be critical to meeting the needs of the Baby Boomer generation for continued participation in their communities. Conclusions and recommendations related to social and civic engagement are offered below.

- All volunteer programs that utilize or serve older adults can benefit from increased training/certification for professionals who manage and staff volunteer programs. Better assignment and management of volunteers to desirable and varied placement opportunities is needed.
- More programs and services will be needed that help older workers find paid and meaningful volunteer positions in their communities.
- Additional information for employers is needed to increase their understanding of the importance of continued work and volunteering for many seniors.
- Communities must acknowledge the vital role that their recreation and cultural facilities play for many aging residents by continuing to support them financially, modernizing them to meet the populations' changing needs and desires, and expanding these types of facilities into geographic areas where they currently don't exist.
- Increased partnering between employers in the county and institutions of higher education (e.g., community colleges) will be needed to identify and meet changing job demands within communities.
- The faith-based organizations throughout Jefferson County will be important and necessary partners in keeping individuals active and involved as they age, while benefiting communities at the same time.

• There are three areas of concern that this workgroup shares in common with the others including (1) the identified lack of transportation to get to social and civic engagement events and opportunities, (2) the need for a computerized database and more Care Navigators to help people connect with opportunities and services, and (3) affordability must always be a key consideration in all programs offered.

Short-Term Strategic Plan, 2011-2015

GOAL 1 - Mature workers will have viable employment opportunities in Jefferson County

Objectives

- 1 Increase viable retraining options
- 2 Tailor job search services for mature job seekers
- 3 Increase employer awareness and education to provide more opportunities for mature job seekers

GOAL 2 - Strengthen collaboration among faithbased organizations, communities, services and resources for seniors

Objective

1 Produce an information directory with specific information on faith-based services for seniors in Jefferson County

GOAL 3 - Lifelong learning opportunities will meet the needs of adults age 60+

Objectives

- 1 Increase connections between programs and people by creating a database of providers
- 2 Increase participation in lifelong learning by creating a marketing campaign which promotes the benefits of keeping the mind active

GOAL 4 - Mature adults in Jefferson County will have a variety of meaningful volunteer opportunities which utilize their skills and experience, enhance their health and wellbeing, and meet real needs in the community

- 1 Increase the number of computer classes that train Jefferson County seniors how to access volunteer opportunities and use social networking tools
- 2 Increase the number of professional Volunteer Manager positions assigned solely to volunteer engagement/management with appropriate training provided
- 3 Community agencies will develop creative, flexibly scheduled volunteer positions and projects that truly engage and challenge skilled, experienced older volunteers, meet real program needs, and allow capacity building within these agencies

Long-Term Strategic Plan, 2016-2030

GOAL 1 - Mature workers will have viable employment opportunities in Jefferson County

Objective

1 Increase viable retraining options

GOAL 2 – Strengthen collaboration among faithbased organizations/communities, services and resources for seniors

Objectives

- 1 Encourage faith-based communities to continue collaborations with seniors, agencies, and each other
- 2 Update proposed on-line informational magazine to reflect latest technology available
- 3 Promote and develop intergenerational collaborations through the faith community

GOAL 3 - Lifelong learning opportunities will meet the needs of adults age 60+

Objectives

- 1 Increase amount available for scholarship opportunities for lifelong learning
- 2 Increase lifelong learning delivery systems for homebound or seniors with disabilities
- 3 Increase connections between programs and adults age 60+ by enhancing the proposed database of lifelong learning providers

GOAL 4 - Mature adults in Jefferson County will have a variety of meaningful volunteer opportunities which utilize their skills and experience, enhance their health and wellbeing and meet real needs in the community

- 1 Continue increasing the number of computer classes so that seniors are trained on how to access volunteer opportunities and use social networking tools
- 2 Agencies will continue to increase the number of professional Volunteer Manager positions assigned solely to volunteer engagement and management with appropriate training provided
- 3 Community agencies will continue to develop creative and flexible volunteer positions and projects that truly engage and challenge skilled, experienced, older volunteers, meet real program needs and allow capacity building within these agencies

Transportation & Mobility

Ensuring safe, easily-accessible, affordable, reliable, and convenient transportation options for all seniors is critical to independence and quality of life. Some seniors are more independent in mobility than others and some rely on a public system to convey them from one place to another. The Transportation & Mobility workgroup defined its topics as Self Mobility and Public Transportation.

Trends

Self Mobility

- Seniors overwhelmingly use private vehicles for getting around their communities so they can maintain their independent mobility, a primary factor that contributes to their positive quality of life.
- Awareness of safety concerns for cyclists and pedestrians has increased.
- In the next two decades, this major demographic transformation will result in increased numbers of older drivers, walkers, and bicyclists, in our communities.
- Communities will need to periodically review design and construction standards to assure senior-friendly priorities are being addressed.
- Meaningful, supportive, and sensitive driver assessment tools and processes will increasingly be needed at affordable costs.
- The physical environment of parking facilities including destination parking facilities and parking lots in business areas needs improvement.

Public Transportation

- Despite the preference of seniors for private vehicles, it is inevitable that large, aging populations will result in an increase in the number of seniors, age 75 and above, who will no longer be able to safely drive their own vehicles.
- There will be a heavier demand and need for all modes of public transportation including transit, para-transit, minibuses, and shuttles.
- Door-to-door, curb-to-curb, and other driver-assisted transportation services will need increased resources to accommodate the projected growth in the population of seniors in Jefferson County requiring public transportation.
- Support has continued for service providers of assisted transportation for seniors, in particular Lakewood Rides and Seniors' Resource Center, but funding has not kept pace with needs.

- Medicaid has continued to assure emergency and non-emergency medical transportation for eligible seniors in Jefferson County via LogistiCare.
- People who live in the rural and mountain areas will continue to age there and will continue to see their transportation services limited.
- The county, in collaboration with other interested parties, will need to continually evaluate the assisted transportation needs of seniors.

Self Mobility and Public Transportation

- Increasing numbers of residents will want to live in senior housing which has quality public transportation linkage, which will promote independence and quality of life.
- Over the past 20 years, inadequate funding has impeded the ability of Jefferson County and the state to address both the deteriorating infrastructure and the demand for new infrastructure to meet its citizens' ever-increasing transportation needs.
- A large majority of newly built or redeveloped residential areas will trend towards livable communities following public demand.
- Local planners and policy makers will need to minimize or remove environmental barriers (e.g., inaccessible bus stops, rules preventing certain redevelopment) as well as promote alternative mobility modes to transportation routes.
- Coordination of resources between the various transportation modes will result in cost efficiencies and customer satisfaction.
- Educating and informing the senior population on various transportation and mobility modes will prolong seniors' independence.

Strengths and Assets

Self Mobility

- An overwhelming majority of Jefferson County seniors has the capacity and resources to provide for their own transportation and mobility needs.
- Multiple programs, some of which are very affordable, for assessing and/or improving the driving skills of seniors, are already available in Jefferson County.
- Some Jefferson County communities already have expertise in improving self-mobility that can be shared with other communities, for example, the City of Arvada was recently designated as a "Bicycle Friendly City" by the League of American Bicyclists.

Public Transportation

- The existing fixed route public transportation system via RTD provides transportation for many seniors throughout much of the urbanized areas of Jefferson County.
- An array of assisted transportation services for seniors is available in Jefferson County. Transportation service providers like Seniors' Resource Center (SRC), LogistiCare, and Lakewood Rides all form a significant resource base for senior transportation needs.
- LogistiCare is the state designated entity to broker Medicaid non-emergency medical trips for seniors and persons with disabilities.
- The Jefferson County Department of Human Services manages the Home and Community Based Services Program, which is a Medicaid alternative to nursing home placement.
- RTD's access-a-Ride program offers services across most of the urban environment. access-a-Ride gives Jefferson County seniors the freedom to travel around the Metro area.
- Lakewood Rides provides specialized driver-assisted, door through door services for Lakewood's elderly residents.
- Seniors' Resource Center provides a significant amount of specialized driver-assisted, door-to-door transportation services. SRC, using agency vehicles and brokering trips, offers transportation resources in both urban and rural areas.
- The Red Cross and other small, private organizations serve as supplementary service providers for the SRC in their broker model.
- Many Jefferson County seniors get needed assisted transportation through the help of family, friends and neighbors; an informal service that must be encouraged and supported.

Self Mobility and Public Transportation

- There is some awareness among local transportation planners and traffic engineers throughout the county around the special issues faced by seniors as they navigate around their communities.
- Colorado Silverprint is a statewide planning effort that can provide information, reports, and best practices around transportation for aging county residents.
- Jefferson County joins Denver Regional Mobility and Access Council (DRMAC) and Denver Regional Council of Governments (DRCOG) in increased coordination around human services transportation.

Gaps

Self Mobility

- Awareness of the exponential growth of the older population in the coming decades among local transportation planners and traffic engineers must further rise.
- There is inadequate publicity about the availability of driving improvement programs specifically customized to older adults' needs.
- Pedestrian, wheelchair and bicycle approaches to all destinations including rail stations and bus stops need significant improvements.
- Many seniors who can still get themselves around independently cannot afford the costs of maintaining and operating their own vehicle.
- There are areas in the county where sidewalks and bicycle paths are non-existent or substandard, and there is a lack of funding to correct the situation.
- In some places within the county there are inadequate numbers of handicapped parking spaces, while in others, there aren't enough (or any) benches or other resting places for people who could possibly walk a short distance.

Public Transportation

- Most publicly funded assisted transportation covers rides to medical and dental appointments, grocery shopping, adult day and congregate meals only.
- Rural residents in the county either receive no services or services at reduced levels.
- Initial light rail station development plans do not appear to adequately consider the 'assistance' needs of many older adults.
- Urban areas experience certain days and times when public transportation has limited service availability.
- Monies and programs are not coordinated in the best manner to achieve the most efficient results.
- Some aspects of RTD's infrastructure are not as senior friendly as is possible.
- Informal providers family, friends, and neighbors who now provide essential assisted transportation support could receive more support from their communities.

Self Mobility and Public Transportation

 There is a lack of connectivity and linkage between modes of transportation (absence of infrastructure that connects one mode of transportation to the next, e.g., bicycling to a bus station) that causes problems with accessibility and convenience for seniors who rely on various modes of travel. For seniors who have lived most of their lives using their own private vehicles, there is a need for more information, publicity, and training regarding using public transportation and assisted transportation services now available.

Conclusions and Wrap Up

There was agreement among the members of the Transportation & Mobility Workgroup that Jefferson County has provided long time support for senior transportation services, so is well-positioned to continue offering many residents transportation services. However, certain aspects of this, such as assuring adequate funding, and increasing access in the more remote geographic areas, could even be further improved in the county. Some of the key conclusions reached by the Transportation & Mobility Workgroup are described below.

- Being able to get around the community throughout later life is one key component of successful aging because it reduces isolation and encourages participation in the community.
- It is common knowledge that available public funding has never kept pace with seniors' transportation needs, and that this funding gap will likely only grow larger as the Boomers age and need help getting around.
- Many younger seniors (ages 60 to 79) will continue to drive and will benefit by good signage, lighting on roads, and other infrastructure-related improvements.
- Those who can and will continue to drive independently can take advantage of free or low cost skills training and driver refresher courses offered by several organizations.
- Many older seniors (age 80+) will need a ride to critical life activities such as medical appointments and congregate meal sites.
- The very old and frail seniors will need a variety of affordable ways to get around the community.
- Increased coordination among service providers, local governments, consumers, advocates and other stakeholders will be needed to further enhance service systems and increase cost-effectiveness and accessibility for riders.
- Continuing to improve the available transportation and mobility options for aging residents will enhance the fiscal vitality of Jefferson County as people will want to, and be able to, stay economically active in their communities for as long as possible.

- Specific recommendations offered include: (1) developing a transportation local coordinating council, (2) collecting and analyzing data regularly to examine the transportation and mobility system, (3) making driver safety classes more available, (4) increasing regular communications between many stakeholders around senior-friendly design features and processes, (5) assessing and publicizing livable community features throughout the county, and (6) improving the user-friendliness of information, resources, education and training for various modes of transportation available throughout the county.
- Embracing the United We Ride motto of "One Vision. One Call" will serve as a guidepost for the large goal of each person actually being able to arrange a ride with just one phone call.

Short-Term Strategic Plan, 2011-2015

GOAL 1 – Ensure mobility and increase mobility options for residents as they age

Objectives

- 1 Implement 2009 Manual on Uniform Traffic Control Devices (MUTCD) standards that focus on the safety of older drivers
- 2 Increase availability of training courses and self-assessment tools for older drivers
- 3 Provide additional bike lanes, sidewalks and other infrastructures to assure neighborhood mobility for pedestrians, bicycle and low-speed electric vehicles (LEVs)

GOAL 2 - Ensure adequate assisted transportation services and resources for all aging Jefferson County residents

Objectives

- 1 Increase resources and funding to address the growth of the aging population
- 2 Support area coordination efforts by encouraging collaboration between provider systems
- 3 Expand services available and support equitable geographic distribution

GOAL 3 – Ensure convenient accessibility for older residents and persons with disabilities on Regional Transportation District (RTD) systems

- 1 Identify and increase accessibility features of RTD stops and transit sites to make public transportation more senior friendly
- 2 Increase knowledge of the RTD public transit system among seniors
- 3 Increase coordination between light rail, buses and local special transit providers

Long-Term Strategic Plan, 2016-2030

GOAL 1 - Ensure mobility and increase mobility options for citizens as they age

Objectives

- 1 Continued implementation of 2009 Manual on Uniform Traffic Control Devices (MUTCD) standards that focus on aging driver safety
- 2 Continued availability of senior driver training courses
- 3 Provide bike lanes, sidewalks and other infrastructures to assure neighborhood mobility for pedestrians, bicycles, and low-speed electric vehicles (LEVs)

GOAL 2 - Ensure adequate assisted transportation services and resources for all aging Jefferson County residents

Objectives

- 1 Increase resources and funding to address increases in the aging population
- 2 Support area coordination efforts by encouraging collaboration between provider systems
- 3 Expand services available and support equitable geographic distribution

GOAL 3 - Ensure convenient accessibility for the disabled and elderly on RTD systems

- 1 Ensure municipalities and private property owners allow accessibility features of RTD stops and transit sites to make public transportation more senior friendly
- 2 Increase senior knowledge of the RTD public transit system
- 3 Increase coordination between light rail, buses and local special transit providers

Cross-Cutting Strategic Plans

A number of topics were identified during the course of the planning process that related to several or all of the workgroups. These cross-cutting topics included:

1. Advocacy, 2. Accessing Information & Resources, 3. Special Populations: People with Intellectual and Developmental Disabilities (I/DD), Homeless Elders, and Lesbian, Gay, Bisexual & Transgender (LGBT) Elders, and 4. Sustainability. Separate Short-Term Strategic Plans were developed and included in this overall Strategic Plan for each of these cross-cutting topics. At the end is an overall "conclusions and wrap up" piece for all of the cross-cutting topics. The implementation of most of these cross-cutting plans will fall under the purview of the Aging Well Leadership Committee, but it is possible that several cross-cutting plans will move forward as special ad hoc workgroups. This is yet to be determined as of the writing of this Strategic Plan document.

Accessing Information & Resources, Short-Term Strategic Plan, 2011-2015

GOAL 1 – Jefferson County has a coordinated system for accessing information and resources, and for providing care navigation, for older adults and their caregivers

Objectives

- 1 Maximize awareness of and use by county residents of existing, available Information, Referral and Assistance (I,R&A) resources
- 2 Increase formal collaboration mechanisms among providers of all levels of Information, Referral and Assistance (I,R&A), and Care Navigation services for Jefferson County seniors and their caregivers
- 3 Establish/designate a Jefferson County Virtual Resource/Call Center with a single entry phone number and website address
- 4 Increase participation by businesses in Jefferson County in a coordinated system of accessing needed information and resources for seniors and their caregivers

Advocacy, Short-Term Strategic Plan, 2011-2015

GOAL 1 – Key stakeholders in Jefferson County will collaboratively advocate on behalf of seniors

Objectives

- 1 Increase advocacy by and for seniors on senior issues
- 2 Develop strategies for ongoing communication related to advocacy for key stakeholders

GOAL 2 - Community members (general public) will embrace advocating on behalf of seniors

Objective

1 Increase the number of people interested in advocating on behalf of senior issues

GOAL 3 - Advocacy efforts will be built on the strengths and assets of Jefferson County's seniors and caregivers

Objective

1 Improve the way seniors are viewed by the general population

Special Populations

1) People with Intellectual and Developmental Disabilities (I/DD), Short-Term Strategic Plan, 2011-2015

GOAL 1 – Individuals with intellectual and developmental disabilities (I/DD) will have viable opportunities to engage in their community through employment and volunteer activities that will enrich their lives [Social & Civic Engagement]

Objectives

- 1 Promote employment of adults with intellectual and developmental disabilities through educating and encouraging potential employers
- 2 Increase access to volunteer opportunities for adults with intellectual and developmental disabilities

GOAL 2 - Ensure integration of the needs of people with intellectual and developmental disabilities (I/DD) and their caregivers into caregiving plans and activities [Caregiving and Supportive Services]

- 1 Provide tools for caregivers of persons with I/DD to be effective in their roles
- 2 Integrate into existing and new eldercare training, information on the unique issues related to caregiving for persons with intellectual and developmental disabilities
- 3 Increase awareness of community resources available to caregivers of persons with intellectual and developmental disabilities
- 4 Utilize skills and abilities of people with intellectual and developmental disabilities to increase and strengthen the caregiving workforce

GOAL 3 - Work with the community to promote models that offer housing choices for aging adults with intellectual and developmental disabilities (I/DD) [Housing]

Objectives

- 1 Advocate for the development and/or modification of welcoming, affordable, available and accessible housing for aging adults with intellectual and developmental disabilities
- 2 Assist aging adults with intellectual and developmental disabilities to modify their existing homes so that they can age in place
- 3 Work with local community organizations to develop new housing models that work for aging adults with intellectual and developmental disabilities

GOAL 4 - Increase adequate and safe transportation options for aging adults with intellectual and developmental disabilities (I/DD) while improving existing options [Transportation and Mobility]

Objectives

- 1 Increase and improve training of transportation providers and users
- 2 Support adequate assisted transportation services and resources for all aging Jefferson County residents with disabilities

GOAL 5 - Provide supports to aging adults with intellectual and developmental disabilities (I/DD) who are facing emergency situations [Basic Needs: Emergency Preparedness]

Objective

1 Help aging adults with intellectual and developmental disabilities create plans to implement in case of emergencies

GOAL 6 - Provide adequate financial assistance for people with intellectual and developmental disabilities (I/DD) through governmental sources, opportunities to earn income, and other sources [Basic Needs: Income/Financial Support]

Objective

1 Explore all funding sources to increase and expand options to meet basic needs

GOAL 7 - Ensure that people aging with intellectual and developmental disabilities (I/DD) have legal representation when it is needed [Basic Needs: Legal Assistance]

Objective

1 Make information about available legal services accessible for people with intellectual and developmental disabilities and their caregivers

GOAL 8 - Ensure adults aging with intellectual and developmental disabilities (I/DD) are receiving fair and appropriate medical care [Physical/Mental Health]

Objective

1 Educate aging adults with intellectual and developmental disabilities and their caregivers on what medical care they should expect as they age

GOAL 9 - Ensure that all aging adults with intellectual and developmental disabilities (I/DD) have a person acting as an advocate for them for medical issues [Physical/Mental Health]

Objective

1 Increase available education and materials on durable medical power of attorney, living wills and medical proxy for persons aging with intellectual and developmental disabilities and their caregivers

2) Lesbian, Gay, Bisexual & Transgender (LGBT), Short-Term Strategic Plan, 2011-2015

GOAL 1 – Promote equal access to services and programs along the Continuum of Care (i.e., community to in-home to institutional) for LGBT elders

Objective

1 Increase awareness among service providers of the strengths and special needs of LGBT elders in the county

GOAL 2 - Maximize aging well-related information resources for LGBT elders

Objective

1 Increase availability and awareness of LGBT Support Groups/Networks in Jefferson County

GOAL 3 - Create widespread understanding and acceptance of all elders, in particular older adults who identify as LGBT

- 1 Increase knowledge of various sectors (e.g., business, non-profit, general public, etc.) about realities of LGBT aging for county residents
- 2 Public policy related to seniors will take into account special issues/needs/circumstances of LGBT elders

3) Homeless Elders, Short-Term Strategic Plan, 2011-2015

GOAL 1 – Individuals 60 years of age and older will have affordable, stable and permanent housing with services that meet their basic needs

Objectives

- 1 Jefferson County will increase housing options from emergency to transitional to permanent for its seniors
- 2 Increase awareness of the homeless/affordability issue in the county
- 3 Increase case management to assess and meet the basic needs of homeless persons

Sustainability, Short-Term Strategic Plan, 2011-2015

GOAL 1 – The Aging Well in Jefferson County Project will continue

Objectives

- 1 Increase participation in Aging Well effort to promote its continuation
- 2 Increase the community's knowledge about the project
- 3 Increase the number of collaborations amongst the various providers in Jefferson County

GOAL 2 - Existing workgroups will continue meeting, sharing information and creating collaborations and "wins"

Objective

1 Increase knowledge, information and referral and services provided to Jefferson County residents

Conclusions and Wrap Up

The cross-cutting topics can be sorted into three subcategories for concluding discussions:

- 1 Accessing Information & Resources
- 2 Special Populations (people aging with I/DD, LGBT elders and homeless elders)
- 3 Promoting Aging Well in Jefferson County (sustainability of the project and advocacy)

Accessing Information & Resources

Virtually all of the Aging Well workgroups, as well as the Leadership Committee, discussed at one time or another the importance of creating a well-coordinated county-wide, multi-layered, effective and accessible information and resources system. Conclusions in this topic area focus on the need for continued collaboration via a more formal network of people and organizations interested in a county-wide I & R system connected

to the DRCOG Network of Care. The envisioned Virtual Resource/Call Center system of the future will provide each person with a need the ability to make one contact (call, internet, walk-in, etc.) to access whatever services and programs are required and that are a best fit with that individual's needs and resources. Possible participation in the federally-funded Aging & Disability Resource Center (ADRC) models will likely be a critical feature of such a system. Another collaboration that is proposed would be for those who provide care coordination and care navigation services to share knowledge, resources, and make appropriate referrals. Creating a more coordinated access system, with new networking groups, will result in better services and information for Jefferson County's seniors and their caregivers. It is hoped that businesses, local government agencies, non-profits, consumers, and others will participate in increasing the access to information and services systems in the coming years.

Special Populations

This section covers three groups: people aging with intellectual and developmental disabilities (I/DD), LGBT elders and homeless elders.

People Aging with Intellectual and Developmental Disabilities - An ad hoc workgroup comprised of experts developed the Short-Term Plan for People with Intellectual and Developmental Disabilities. The overall conclusion which is documented in this short-term plan is that every aspect of life, whether it be housing, transportation, or health care, affects people with I/DD. Therefore, this I/DD Plan offers goals and objectives for each of the six existing main workgroups to address I/DD in some manner. Integrating the special needs of people aging with I/DD into the more general thinking about "aging well" will be critical as more people with I/DD live longer and want to be active and contributing members of their communities.

LGBT Elders - The Plan for LGBT aging focuses on creating more equitable access to services and programs for people who identify as LGBT. LGBT elders seek the same dignity and respect afforded to those who identify as "straight" in our society. Many service providers will need special training to understand how being LGBTfriendly and sensitive can be beneficial to their businesses as well as to the citizens they serve. Increased awareness of the special challenges faced by LGBT elders in congregate living such as assisted living settings will be critical in years to come as the number of LGBT community members increases. Compiled resource directories and specialized information for LGBT community members will be welcome and much-needed for Jefferson County's residents. And finally, all sectors, including business, non-profit, government, etc. can improve their programs, services and products by increasing awareness of the LGBT community's needs for safety and empowerment.

Homeless Elders - With a significant percentage of homeless in Jefferson County falling into the age 60+ category, increasing the availability of more housing options will be critical. Homeless elders can benefit from more stable and permanent housing that also offers services that meet basic needs. Additional funding will definitely be needed to add housing options that include services homeless elders need. Another goal revolves around increasing the public's awareness of the homeless issue, with some special emphasis on homeless elders. One potential solution is the revision of local ordinances preventing the homeless from staying in those areas. Offering more case management services to the homeless could result in more basic needs (financial help, mental health and medical care, etc.) being met among the county's homeless elders.

Promoting Aging Well in Jefferson County

Advocacy - The many stakeholders who developed this Strategic Plan for Aging Well in Jefferson County want, above all, to see the contents of the Plan used and implemented over the coming five-year period. Collaborative advocacy is being called for in which senior issues at stake in the legislature are widely publicized in the county and collective voices speak to them in a timely manner. Champions who are interested in advocating on behalf of Jefferson County's seniors in addition to understanding the contents of the Aging Well Plan will be particularly valuable. The contents of the Aging Well Plan can serve as a guide to making sure the interests of the most socially and economically needy seniors are made known at the State Capitol and in local government forums. While maintaining and even expanding resources for senior services and programs will be critical in coming years, acknowledgement of the contributions made by seniors and the monetary value of those contributions must also be part of the overall picture presented in advocacy efforts.

Sustainability - Another conclusion reached by stakeholders is that the Jefferson County Aging Well process must somehow continue in order for the Strategic Plan to be well-implemented. Ideas for sustaining the AW Project with minimal resources include involving more businesses in partnership with the existing participants. It is hoped that by increasing the public's knowledge of the Aging Well Project, via media, annual summits, and through other mechanisms, that senior issues will increasingly be at the forefront of community concerns and efforts. Continuing the Aging Well effort will also create new, or enhance existing, valuable cross-provider and cross-system collaborations and has the potential

to increase efficiency and effectiveness as resources are maximized and shared. Another significant outcome of continuing the Aging Well Project is the sharing of mutual successes that can lead to a vibrant and livable Jefferson County that embraces people of all ages and abilities.

General Conclusions

- The existence and implementation of the Jefferson County Strategic Plan for Aging Well will have positive effects on the quality of life for generations of families for years to come.
- The timing of conducting this multi-year planning process and developing a wide-ranging Strategic Plan for Aging Well was very fortuitous. The county and its human services stakeholders are now in a better position to be proactive having the Plan in place as a guidepost to the future.
- Partnering, collaborating, and being willing to bring resources together will be key to creating communities where aging well is the norm. Jefferson County now has a stronger network of partners who've developed a joint plan together and who have committed to implementing it together.
- Those working to create livable and vibrant communities throughout Jefferson County can return to the vision and mission of the Aging Well Project when needed. Reflection can confirm whether the direction headed makes sense or whether realignment of priorities or resources is needed. As the economy ebbs and flows in the coming years, the vision and mission statements for this project can serve as a focus point for stakeholders and other interested parties.
- Many items were deemed priority, reflected in the numerous goals, objectives, and action steps outlined in the short- and long-term strategic plans contained in this report. Though this is a somewhat daunting challenge, there are now visible and vocal organizational and individual advocates who have stepped forward in developing the Plan who have also committed to carrying the Plan out together.
- In essence, this Plan reflects the articulation of an explicit agreement that the well-being of residents in their later years will affect all communities and multiple generations of county residents. The strength of late life resources and quality of life for seniors also enhances life for their children, grandchildren and for others who care about them.
- Stakeholders who put this Plan together and those who have heard about it to date believe that having this Plan in place strengthens the entire system of human services for Jefferson County.

- As a result of working through this planning process together, agencies will increasingly partner on joint program development using the strengths of each organization. They will likely be more apt to do joint resource development activities such as grant writing and designing innovative initiatives in the coming years.
- Finally, the Jefferson County Department of Human Services has willingly and explicitly taken the leadership role around creating a county that has declared it has a sophisticated understanding of the implications of population aging. Many partners have stepped forward to work with the county in this endeavor.
- The existence of this Jefferson County Strategic Plan for Aging Well, has already, and will continue to, increase awareness among many of what needs to be done to proactively embrace the aging of the population.

Overall Project Recommendations

- 1. Keep the Jefferson County Aging Well Process going.
- Follow short-term Sustainability Plan that was developed.
- Have staff at the County Human Services assigned to this Project on an ongoing basis so Lead Agency role will be maintained.
- Allow staff from the various county divisions to continue to participate as workgroup chairs and in various other capacities.
- Continue Leadership Committee and Workgroup Chairpersons meetings.
- Recruit new people to join project as new energy is needed to supplement those who have been at this project for a long time.
- Periodically reconvene stakeholder group comprised of CEOs, Agency/Program Directors, Elected Officials, and Business Leaders to report on accomplishments and discuss partnerships.
- 2. Make review and updating of the Strategic Plan explicit and do this annually.
- It may not be possible for all of the priorities and recommendations laid out by all of the workgroups as reflected in the Plan document to be fulfilled. However it is necessary to keep reviewing them, discussing them together, and selecting do-able strategies on an ongoing basis.
- Decide upon future date for review and revisions to long-term strategic plans. Consider developing longterm plans for those topics that were not developed this go around.

- 3. Regularly review the overall progress of the Jefferson County Aging Well Project.
- Receive and review annual reports from workgroups using prescribed reporting format.
- Review and report to Rose Community Foundation the status of the seed money projects.
- Regularly assess overall project direction is it going where key stakeholders want it to go?
- 4. Dedicate efforts to publicize this process and the Plan throughout Jefferson County as widely as possible.
- Follow "Presentation/Publicity" Plan.
- Hold annual Summits on Aging where status of Aging Well Plan can be kept before the stakeholders.
- Publicize annually Aging Well Project accomplishments/successes.
- 5. Seek additional funding for carrying out aspects of the Aging Well Project and Plan.
- Get Aging Well participants to share grant-writing resources and submit grant proposals together, to work on projects outlined in the Plan together, whenever possible.
- Seek additional funding for future Summits on Aging and for future joint planning.
- 6. Strengthen key partnerships between Aging Well and other groups.
- Work with Jefferson County Council on Aging (JCCOA) liaisons to Aging Well. Assure ongoing dialogue especially around areas where JCCOA was listed as Potential Lead Agency or Potential Partner Agency.
- Consider appointing Aging Well liaisons to any regular ongoing Human Services advisory groups that meet, e.g., Children/Youth Leadership Committee, JEFFTAAG (Jefferson County Transportation Action & Advocacy Group), the county-wide Health Access group, and others.
- Building upon previous Jefferson County-based efforts, place increased emphasis on Minority Aging issues and concerns by, for example, forming a Minority Aging Task Force or holding a Minority Aging Forum with key partner agencies.