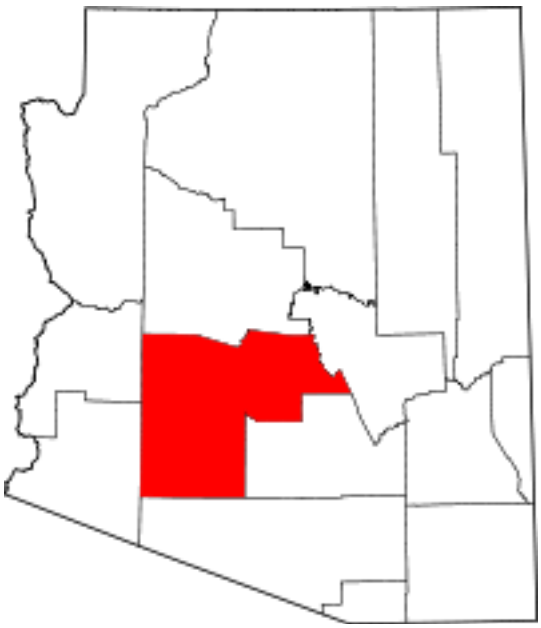
Planning for the Next 100 Years:

How will the needs and talents of people age 65 years and older be addressed by local governments?



The Maricopa Association of Governments
Municipal Aging Service Project Toolkit

Acknowledgements

The Municipal Aging Services Project (MASP) could not have been completed without the help of the many people who have shared their wisdom and insights by participating in focus groups, the community survey, and by attending the community forum. The willingness of community partners to be a part of this process is deeply appreciated. Thanks also goes to the Virginia G. Piper Charitable Trust for its support of the MASP and to all those community partners who have reached out and shared best practices, models, programs, and research.

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Golden Gate Community Center
Marcos de Niza Senior Center
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Native American Community Senior Center
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North Tempe Senior Center
Olive Branch Senior Center
Red Mountain Senior Center
Senior Center Managers
Tempe Escalante Senior Center
The Salvation Army
Wheel Help

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Executive Summary

The Municipal Aging Services Project (MASP)

This project has been designed to create a framework for how local governments respond to the needs and talents of people aged 65 years and older. This project was undertaken in order to better understand how government can effectively build on the resources of older adults and respond to the changing needs of the growing population aged 65 and over in collaboration with a diverse array of partners including non-profits, senior community organizations and faith-based communities.

Throughout MASP, MAG has utilized best practices, research, and community engagement to develop an aging services framework and toolkit for use by local governments.

The Aging Services Framework has been designed around the following principles:

- **Build on the best of what exists—**It is important to understand what is already working that can provide the building blocks for future services, supports, and infrastructure.
- **Engage older adults as a resource—**The aging adult population can be a powerful community asset. Aging Boomers have much to offer and they understand their needs and desires better than anyone.
- **Research and implement best practices—**There's no need to re-invent the wheel. It is important to highlight and draw-upon local and national best practices. As a result, research of best emerging best practices has been an integral part of MASP and the findings are included as part of this report.

Research and engagement for MASP has taken place in three phases:

- **Phase I—Inventory:** Phase One of the project began with an inventory of existing services and exploration of the current role and services supported by local government. In total, 135 stakeholder interviews were completed. The interview results identified two important needs of seniors: transportation and socialization.
- **Phase II—Community Engagement:** Phase Two sought to engage the community by conducting focus groups throughout the region. Nineteen focus groups were held with a total of 206 participants. The findings of the focus groups supported the original findings of the interviews, but offered additional detail to issues affecting seniors. In order to test the results of the interviews and focus groups, MASP conducted a randomly sampled mail and phone survey of 1,000 regional residents aged 55 and over. Finally, community partners from across the region were invited to a community forum on February 15, 2012. The purpose of the event was to begin the process of aligning and organizing the region to proactively support healthy

aging. This event was designed to gather input for the creation of a framework for government interventions and supports, with defined roles for local governments.

- **Phase III—The Model:** This represents a synthesis of the research and community engagement findings. The findings have driven the development of a list of actionable strategies that can be used to guide the governments response to providing services to those age 65 years and older moving forward.

Supported by Virginia G. Piper Charitable Trust funds, this toolkit provides a framework that local governments can use when designing support services for older adults. The result will be that the needs of older adults can be met in the most effective, cost efficient manner.

Recommendations summary

What follows is a summary of recommendations that has been developed through the significant engagement of stakeholders throughout the region. A more detailed description of these, along with action steps and resources, can be found in the full report, along with a list of national and local resources and programs (Appendix II).

Support People Aging in Place

Integrate aging in place into planning processes.

- Add action/elements that support aging in place to general plans and other municipal planning documents.
- Conduct studies utilizing community engagement to ascertain how proposed services will impact people age 65 and older.
- Include specific elements for Request for Proposal (RFP) processes that support people aging in place.

Make it possible for people to age in place through program and service options.

- Provide ways of serving seniors in their homes and close to their homes.
- Ensure safety through fall prevention.
- Promote preventative health services.
- Meet caregiver needs.

Promote Transportation Options

Provide alternatives to the car

- Utilize taxi-cab voucher programs.
- Focus on integrated approaches.

- Increase accessible transportation options.
- Increase visibility and awareness.

Promote safe roads and safe drivers

- Develop complete streets.
- Create walkable communities.
- Support safe driving.
- Conduct Road Safety Assessments (RSA)

Increase Social Participation

Keep older adults active and engaged

- Engage seniors as volunteers and employees.
- Provide intergenerational programming.
- Increase awareness and advocacy by supporting elder economic security and community development.

Re-imagine senior centers and create prototype senior center of the future

- Conduct a regional assessment.
- Replicate local and national best practices.
- Become more market, boomer, and consumer driven.

Increase Organizational Capacity

Explore innovative funding partnerships

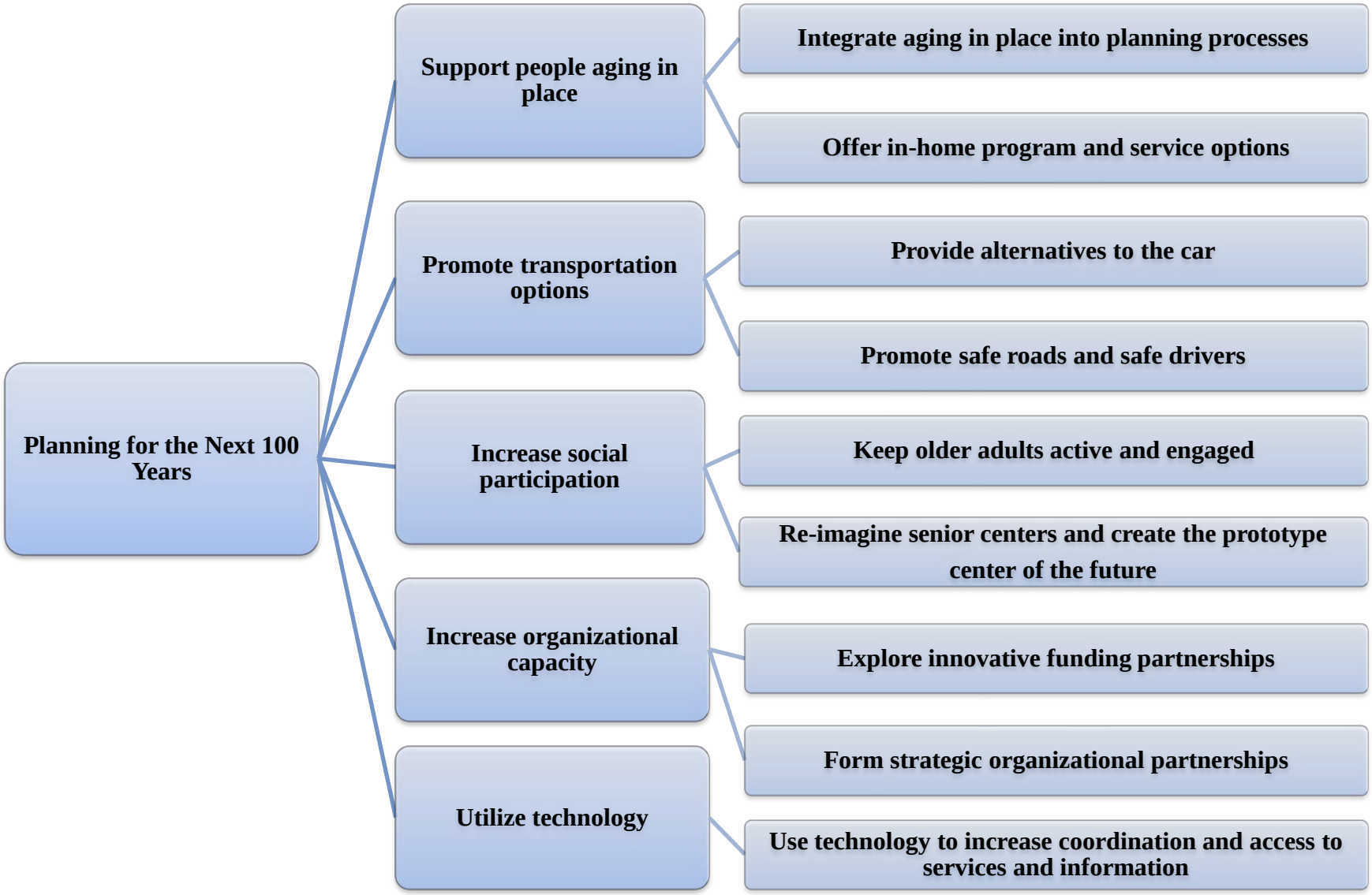
- Support alternative or creative funding options.
- Collaborate with agencies and nonprofits

Form strategic organizational partnerships

- Coordinate education and training opportunities.
- Build a strong coalition of supporters.
- Co-locate services.

Utilize Technology

Use technology to increase coordination and access to services and information.


Planning for the Next 100 Years
Support people aging in place
Integrate aging in place into planning processes
Offer in-home program and service options
Promote transportation options
Provide alternatives to the car
Promote safe roads and safe drivers
Increase social participation
Keep older adults active and engaged
Re-imagine senior centers and create the prototype center of the future
Increase organizational capacity
Explore innovative funding partnerships
Form strategic organizational partnerships
Utilize technology
Use technology to increase coordination and access to services and information

The Future

Although this report represents a culmination of the MASP and provides a road map for moving forward, the work is not yet done. The MAG Human Services Technical Committee (HSTC) and the MAG Human Service Coordinating Committee (HSCC) will build on the recommendations and priorities identified during the Community Engagement phase. If you would like to learn more about this project, please visit the MAG website where all information pertaining to this project is posted, http://www.azmag.gov/Projects/Project.asp?CMSID=3845&MID=Human%20Services.

Introduction

The Municipal Aging Services Project (MASP)

This project has been designed to create a framework for how local governments respond to the needs and talents of people aged 65 years and older. This project was undertaken in order to better understand how government can effectively build on the resources of older adults and respond to the changing needs of our growing population aged 65 years and over.

Throughout MASP, MAG has utilized best practices, research, and community engagement to develop an aging services framework and toolkit for use by local governments.

The Aging Services Framework has been designed around the following principles:

- **Build on the best of what exists—**It is important to understand what is already working that can provide the building blocks for future services, supports, and infrastructure.
- **Engage older adults as a resource—**The aging adult population can be a powerful community asset. Aging Boomers have much to offer and they understand their needs and desires better than anyone.
- **Research and implement best practices—**There's no need to re-invent the wheel. It is important to highlight and draw-upon local and national best practices. As a result, research of best emerging best practices has been an integral part of MASP and the findings are included as part of this report.

The Municipal Aging Service Project Toolkit

Supported by Virginia G. Piper Charitable Trust, this toolkit draws on the significant community engagement that was undertaken as a part of the MASP, and provides a framework that local governments can use when designing support services for older adults. The result will be that the needs of older adults can be met in the most effective, cost efficient manner.

The changing demographics

According to the US Census Bureau, the 2011 population of Maricopa County is 3.8 million, with people age 65 and older accounting for 12 percent, or just under 463,000[1].

From 2000 to 2010 the MAG region saw tremendous growth in the population age 65 and older—an increase of 103,662 individuals, or 28.9 percent. Projections for future growth predict even greater increases; it is expected that by 2020 the 65 years and older population will grow by 237,000, an increase of 51 percent.

The aging of the "Baby Boomers" is a major contributor to this growth. In 1946 the country began to experience the post-World War II "Baby Boom." The last of the Baby Boom generation was born in 1964; the oldest boomers turn 66 in 2012. Over the next few decades the percent of the population ages 65 and older will continue to rise as the Boomers age and as life expectancies increase due to improved healthcare.

A closer look at those age 65 years and older

The aging population does not represent a uniform group of people. There is great diversity. The 2010 Census and the American Community Survey (ACS) provide further insight into the population age 65 years and older in the region.

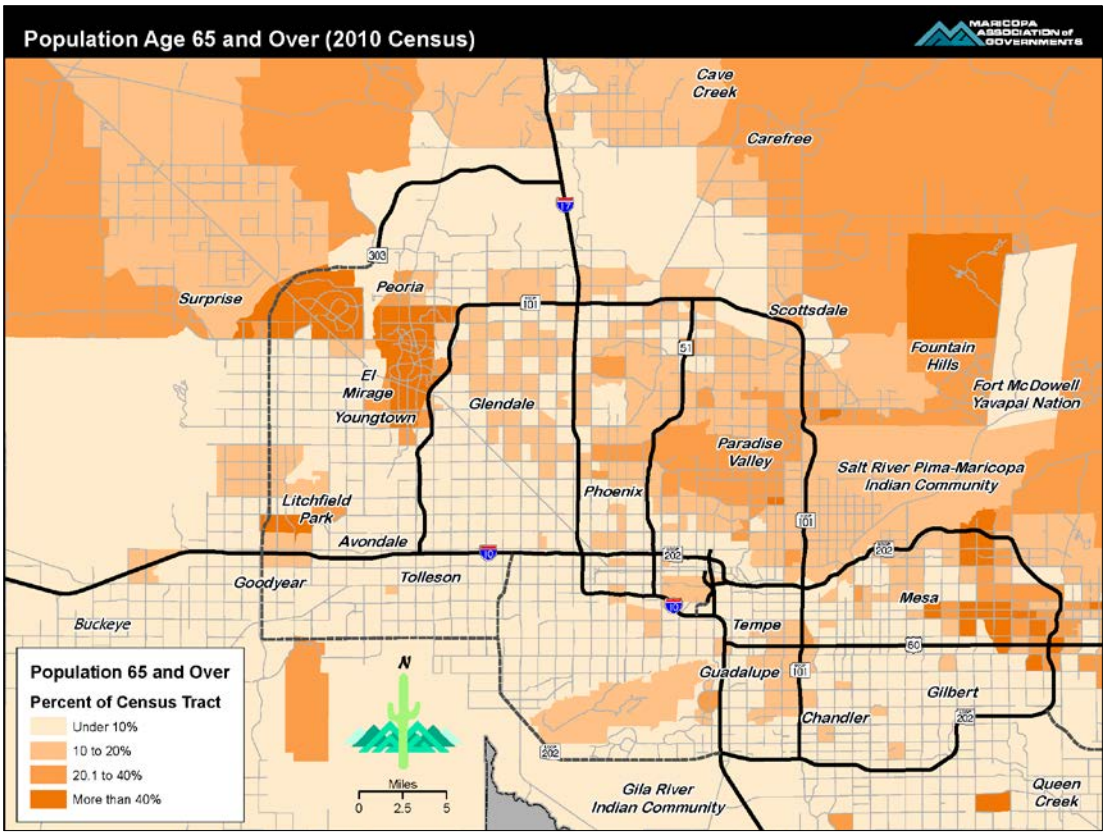
- **Disability—**Of the non-institutionalized population 65 years and older, 144,000 (or 31.5 percent) report having some form of disability. The ACS notes that disability could be any one of six types: hearing difficulty, vision difficulty, cognitive (mental) difficulty, self-care difficulty, ambulatory difficulty (physical difficulty), and independent living difficulty.
- **Poverty—**The ACS also measures income against the federal poverty level. For 2010, almost seven percent of the population age 65 years and older in Maricopa County reported income below the federal poverty level.
- **Ethnicity, race, and primary language—**The 2010 Census indicates that 29.6 percent of Maricopa County residents are of Hispanic or Latino origin. Of the population aged 65 years and older, 9.3 percent reported being of Hispanic or Latino origin. Fourteen percent of the 65 years and older population speak a language at home other than English. Of those, 30 percent speak English "not well" or "not at all."

Implications of the changing demographics

In some ways, people over the age of 65 years in the MAG region enjoy a number of benefits. Many are living longer, healthier lives. This is also the most educated generation of older adults the country has seen. According to the 2010 American Community

[1] U.S. Census Bureau, http://quickfacts.census.gov/qfd/states/04/04013.html

Survey, 85.8 percent of Maricopa County adults 65 years and above are high school graduates or above; 25.2 percent have a bachelors degree or above[2].



Despite these advantages, an increasing number of older adults are delaying retirement because the recession has depleted their savings and investments. Additionally, the MAG region is highly mobile; it is common for family and friends to live in other parts of the country, leaving those in need without an adequate support system.

According to a MAG study, senior services and centers were among the services to receive the most funding reductions in the recent years of state funding cuts. In total, more than $2 million was cut from the region's municipal funding from FY 2009 to FY 2010 for these services. Ancillary services such as transportation services, critical to older adults, were reduced by more than $1.3 million.

MAG, being uniquely positioned to partner with local governments, nonprofit agencies, and older adult communities, has undertaken this project to respond to these changes and

[2] 2010 American Community Survey, http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_10_1YR_S1501&prodType=table

to develop a new approach based on current demographics, dynamics, and the resources of the region.

The Municipal Aging Services Project (MASP)

To learn more about the impact of the region's demographic, funding and expectation shifts, the last year has been spent listening and engaging older adults, those who provide services to older adults, and those who are concerned about how best to support older adults.

Research and engagement for MASP has taken place in three phases:

- **Phase I—Inventory:** Phase One of the project began with an inventory of existing services and exploration of the current role and services supported by local government. In total, 135 stakeholder interviews were completed. The interview results identified two important needs of seniors: transportation and socialization.
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Section II—Best Practice Highlights

MAG conducted a local and national search to identify models and best practices that could inform the MASP. The following section highlights two initiatives that represent comprehensive public and private partnerships that informed the work of the MASP. The first initiative highlighted is the BoomerANG Project from Montgomery County, Pennsylvania. The second is the Atlanta Regional Commission Lifelong Communities (ARC) project from Atlanta, Georgia. The goal of both initiatives is to create communities that are prepared to meet the needs of current and future generations of older adults.

In addition to the two initiatives mentioned above, work is referenced from the Center for Civic Partnerships, an organization based out of Sacramento, California, but whose work extends across the nation. The Center has created a comprehensive toolkit, which is also highlighted below, to assist local governments in planning and implementing strategies to assure older adults can age in place.

Finally, this section also includes some information regarding emerging "themes" in the best practices. These are not specific to one initiative or another, but are more general recommendations that have emerged from both the best practices research and also through the community engagement phase of the MASP.

Best Practices—Initiatives

- **The BOOMER *ANG Project (*Aging's Next Generation)[3]—**This project is a public/private partnership between the Montgomery County, Pennsylvania, Office of Aging and Adult Services and several private foundations. Montgomery County is proactively preparing itself and its citizens, organizations, institutions, and governmental entities to redefine older adult services and opportunities for both its current and future populations. The Boomer*ANG Project seeks to determine:
    - What the focus for and definition of services should be for older adults in an "Aging-Friendly" Montgomery County (through 2015).
    - How the Montgomery County Office of Aging and Adult Services (MCAAS) can make better and more informed decisions for future planning.
    - What new services should be created and implemented.
    - What the most productive partnerships and alliances will be and how they should be cultivated.

[3] The BoomerANG Project, Montgomery County, Pennsylvania, January 2006 Final Report Prepared by Michael Marcus, MSW Consultants for Community Resources and John Migliaccio, Ph.D. Matury Mark Services Company http://mcaas.montcopa.org/mcaas/cwp/view,a,1505,q,45263.asp

- How to create a "senior savvy" community oriented to aging-related opportunities in each region of Montgomery County.
- How to engage the larger Montgomery County community in preparation for its demographic evolution.

- **Atlanta Regional Commission Lifelong Communities[4]—**The Atlanta Regional Commission (ARC) is the regional planning and intergovernmental coordination agency for a 10-county area in Georgia, which includes the City of Atlanta. For 60 years, ARC and its predecessor agencies have helped to focus the region's leadership, attention and resources on key issues of regional consequence. "ARC is dedicated to unifying the region's collective resources to prepare the metropolitan area for a prosperous future"[5]. It does so through professional planning initiatives, the provision of objective information, and the involvement of the community in collaborative partnerships.
  - **ARC's vision—**The Atlanta Regional Commission is the regional leader in identifying values, developing policies and executing plans that matter to residents and communities that ensure competitive advantage and that preserve long-term sustainability.
  - **ARC's mission—**The Atlanta Regional Commission will demonstrate professional and forward-looking leadership to ensure sustainable growth and competitive advantage by focusing and balancing environmental responsibility, economic growth, and social needs.

  As in this region, the older adult population in the Atlanta region is growing at a tremendous rate. Most individuals over 60 years have lived in the region for at least three decades and plan to stay for many more. But the cities, counties and neighborhoods are not designed for an aging population. In its work to build Lifelong Communities (LLC) ARC is focused on creating places where individuals can live throughout their lifetime; places that provide a full range of options to residents, insuring a high quality of life for all. Kathryn Lawler from the Atlanta Regional Commission was the keynote speakers at the February 15, 2012 Community Forum. She shared valuable lessons learned during their efforts to create Lifelong Communities in the Atlanta region.

- **Center for Civic Partnerships—**Eighty million members of the boomer generation (born between 1946–1964) have reached, or are approaching, the traditional retirement age of 65. These boomers overwhelmingly want to age in place. Yet few communities are prepared to meet the needs of older residents, or to engage these residents in civic life. The Center for Civic Partnership's

[4] Atlanta Regional Commission Lifelong Communities, Lifelong Communities Handbook: Creating Opportunities for Lifelong Living Promoting Housing Options for Older Adults through Zoning Guidelines from the Atlanta Regional Commission, February 2007, www.atlantaregional.com/llc.

[5] The Atlanta Regional Commission, http://www.atlantaregional.com

Community Planning for Aging Well in Communities Toolkit for Planning, Engagement & Action[6] is a resource for local governments prepared to assist in meaningfully engaging older adults through focus groups, resident surveys, and public forums. The materials have ready to use guidelines, protocols, and questions for gathering input for older adults in planning for the future. This toolkit gives local governments the resources they need to successfully plan for aging well in their communities.

The toolkit:

- Defines the aging well planning process in manageable steps and gives specific guidance for each.
- Provides a structured process for gathering different types of information from different sources at different times.
- Offers ways to involve residents, local government, older adult service providers, businesses, faith communities, nonprofit organizations, and other stakeholders representing the diversity of the community in the planning process.
- Presents a path to a future where older residents can age in place while continuing to engage in and contribute to the community.

Best Practices: Themes

Those best practice themes that have emerged during the course of MASP include the following:

- **Include community engagement—**People over the age of 65 years have strong preferences and expectations about how they want to live as they age. They have much to offer the communities they live in, as employees and volunteers. There are two realms of engagement:
  - **Aging adults know what they need—**It is important to engage older adults in the planning of existing and future programs, and in the creation of resources, or services aimed at meeting their needs.
  - **Aging adults are a valuable source of human capital—**Older adults have much to offer and want to be involved and engaged through both employment and volunteer opportunities. It is important to fully utilize older adults as a community resource.
- **Work toward a systems approach[*]—**Recently, it has been recognized that to address population level issues, the components, or entities, within a service delivery system need to act together, as a system, to leverage, magnify, and sustain impact. This requires that individual organizations focus both on

[6] http://www.civicpartnerships.org/docs/services/CHCC/aging-well-toolkit.htm.

[*] Appendix II includes a list of local, national and international resources.

providing high quality services and coordinating and aligning with other service providers. An emerging approach of this type of effort is called collective impact, and has been written about and promoted as a new way to solve social problems.[7] Local government is uniquely positioned to bring groups together in order to catalyze such collaboration.

- **Become more client-focused—**There has been an increased focus with organizations adjusting their operations to be more market driven and consumer focused, and to partner with other organizations. Again, this is necessary to assure that supports to older adults are aligned with their desires and needs.
- **Explore alternative funding options**—The old models and funding streams that have led to the current system were not designed for the growing population of older adults, nor are they designed to align with the preferences and needs of the older adults of tomorrow. Private-public partnerships are a key element of innovative initiatives in this region and nationally. Throughout the MASP engagement process there has been recognition that local governments and service providers need to think creatively about partnerships, raising funds, and delivering outcomes in new ways, ways that are cost-effective and possible given this era of significant reductions in government funding.
- **Ensure cultural and linguistic competency**—In addition to demographic shifts affecting the size of the older adult population, the race and ethnicity of the older adult population is changing. Immigration increases in the region and nationally have created an increased demand for linguistically and culturally competent services.

Additional models and best practices from the region and other national and international efforts are listed in Appendix I.

Through best practice research, characteristics of other successful initiatives and tools have been identified. However, it also understood that each region is unique. It is therefore important to meld the best practice findings with the results of the community engagement processes.

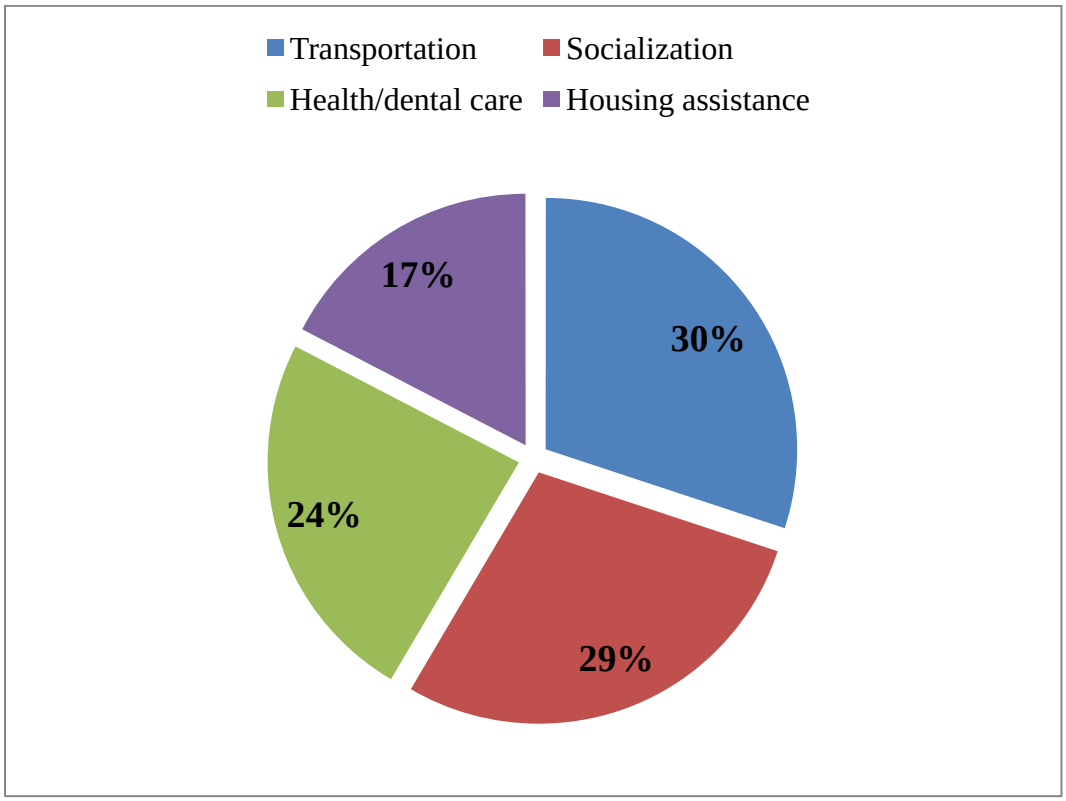
[7] Collective Impact: Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations. For more information: http://www.ssireview.org/articles/entry/collective_impact

Section III—Community Engagement Findings

To learn more about the impact of the growing population of residents, aged 65 years and above, and to understand their desires for the future, the last year has been spent listening to and engaging them through the following activities:

- **Key informant interviews—**With the support of community partners, 135 interviews with community stakeholders were conducted. These interviews drew the attention to the critical issues of transportation and social participation.

Most Needed Services Based on 135 Interviews



- **Focus groups—**To gain deeper insights into these areas, 19 focus groups were conducted with a total of 206 participants.
- **Random sampling survey**—In order to test the results of the interviews and focus groups, more than 1,000 individuals age 55 years and older were surveyed by mail and phone.

The focus groups were designed to provide an in-depth look into the lives of people over the age of 65 years. The information gleaned and the key findings in the areas of transportation and social participation were then used to inform the survey. Through this process, the focus group findings could be tested for accuracy with a larger and randomly selected population sample.

What follows are highlights of the survey findings. The full report of the survey findings is available on the MAG website.

General Issues:

- **Various Issues of Most Concern to Adult Households Aged 55 and Older.** Seventy-nine percent (79 percent) of respondents indicated they are "very concerned" or "concerned" with the affordability of health care. Of additional concern is losing the ability to drive (68 percent), personal health issues (67 percent), and health issues of a spouse age 55 or over (65 percent).
- **Adults Age 55 and Older Are Generally Satisfied with Services and Activities within Maricopa County.** Respondents indicated five services and activities that they are either "very satisfied" or "satisfied" with: public parks and trails (73 percent), volunteer opportunities (66 percent), active recreation opportunities (65 percent), arts and cultural amenities (62 percent), and community/senior center service (53 percent).
- **Reasons That More Often Prevent Households From Using Services for Adults Age 55 and Older.** Forty-three percent (43 percent) of respondents indicated a lack of awareness regarding services, while 37 percent indicated a lack of awareness regarding facilities. Other reasons preventing households from using services more often are "not enough time" (31 percent) and "I use services provided by other agencies" (16 percent).

Senior Centers:

- **Level of Use of Indoor Community Facilities Operated by Cities or Non-Profit Organizations.** Twenty-seven percent (27 percent) of households indicated that they use indoor community facilities operated by cities or non-profit organizations in Maricopa County. In contrast, 73 percent indicated they do not currently use such facilities.
- **Extending Hours at Community Centers is Important to Adults Age 55+.** Sixty-three percent (63 percent) of respondents indicated that maintaining longer hours of operation at community centers is either "very important" (32 percent) or "somewhat important" (31 percent). Only 13 percent of households indicated that this issue is not important.

Transportation:

- **Methods of Travel among Households in Maricopa County**. Ninety-four percent (94 percent) of respondents indicated that they drive a car or truck to

commute within Maricopa County. Walking is a travel method used by 47 percent of households. Other methods, such as riding with a friend or family member (25 percent), public transportation (18 percent), and bicycling (18 percent) were also frequently mentioned. Only 1 percent of respondents indicated they are homebound and unable to travel.

- **Methods of Travel Respondents Foresee Using Most Often Around Maricopa County in 10 Years.** Based on the sum of their top two choices, the methods of travel that households think they will use most around Maricopa County 10 years from now are: driving a car or truck (67 percent), riding with a friend or family member (32 percent), and public transportation (30 percent). In contrast to current usage, expected growth in population poses a concern for increased demand to current level of services such as Dial-A-Ride, which alone is foreseen to increase 12 times the current level. Dial-A-Ride is currently the most expensive form of transportation costing municipalities an average of $35 a ride.

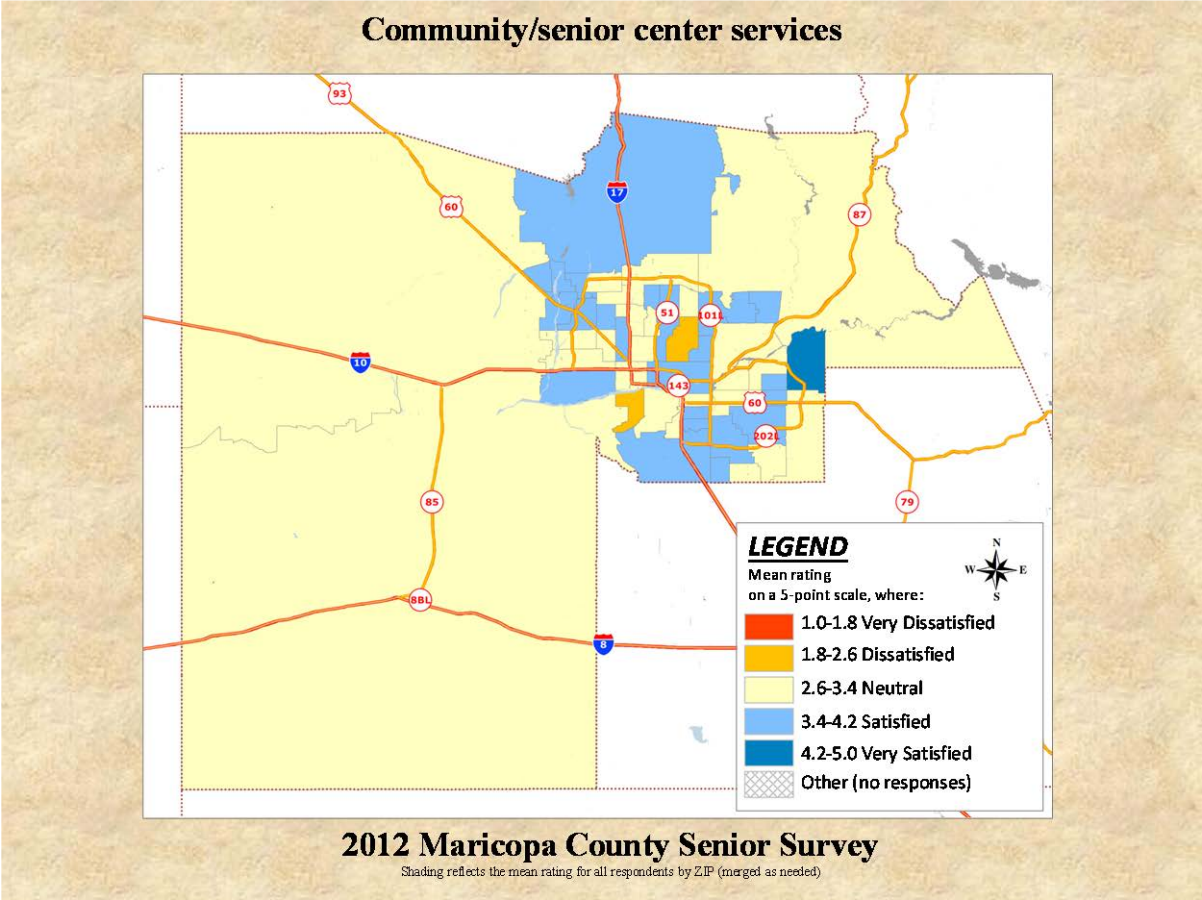
Looking into the Future:

- **Residents' Vision for the Future of Maricopa County.** The issues respondents feel best represent their vision for the future of Maricopa County are: improved health care services (40 percent), a larger regional public transit system (38 percent), improved public transportation (31 percent), affordable housing (28 percent), and additional services to check on seniors living alone (26 percent).

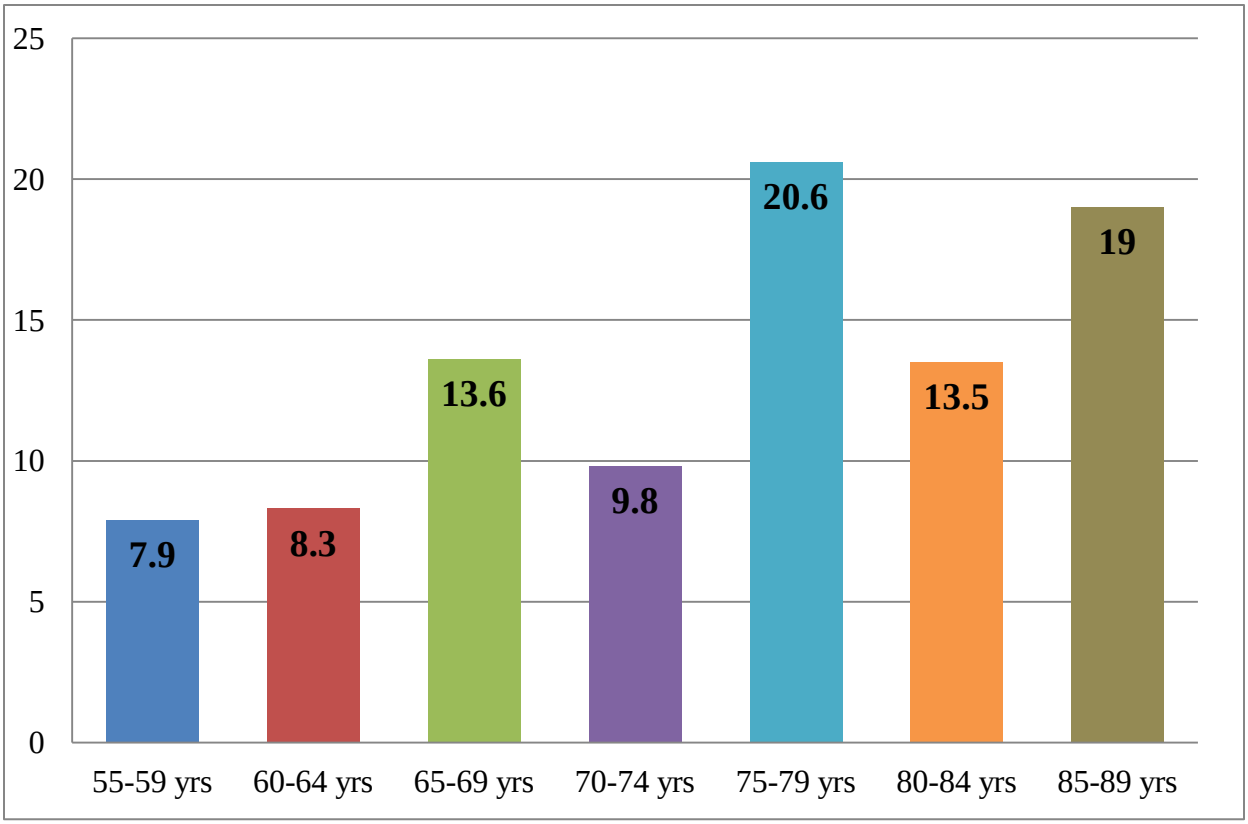
Senior and Community Centers

Survey respondents reflect an active, engaged group who value time spent outside, serving others, and pursuing their interests. Although the numbers of people age 65 years plus are increasing dramatically, the numbers of people who frequent senior centers is on the decline in many areas.

- The survey findings show that people in just one area in the region indicate they are very satisfied with services currently offered at senior and community centers.
- Senior center participation varies by age and seems to peak at 75 to 79 years. Satisfaction with senior centers nearly mirrors the participation rates.
- Sixty three percent of respondents believe that it is very important or somewhat important for community centers or senior centers to be open longer hours.
- Eighty percent of respondents note that lack of awareness regarding facilities and services as reasons for not accessing services designed for age 55 years and above.
- The two groups with the highest participation rates are over the age of 75 years and the two groups with the lowest participation rates are below the age of 64 years.


Community/senior center services
93
60
17
87
51
101L
10
143
60
202L
85
79
88L
8
LEGEND
Mean rating
on a 5-point scale, where:
N
W
E
S
1.0-1.8 Very Dissatisfied
1.8-2.6 Dissatisfied
2.6-3.4 Neutral
3.4-4.2 Satisfied
4.2-5.0 Very Satisfied
Other (no responses)
2012 Maricopa County Senior Survey
Shading reflects the mean rating for all respondents by ZIP (merged as needed)

Community/Senior Center Participation

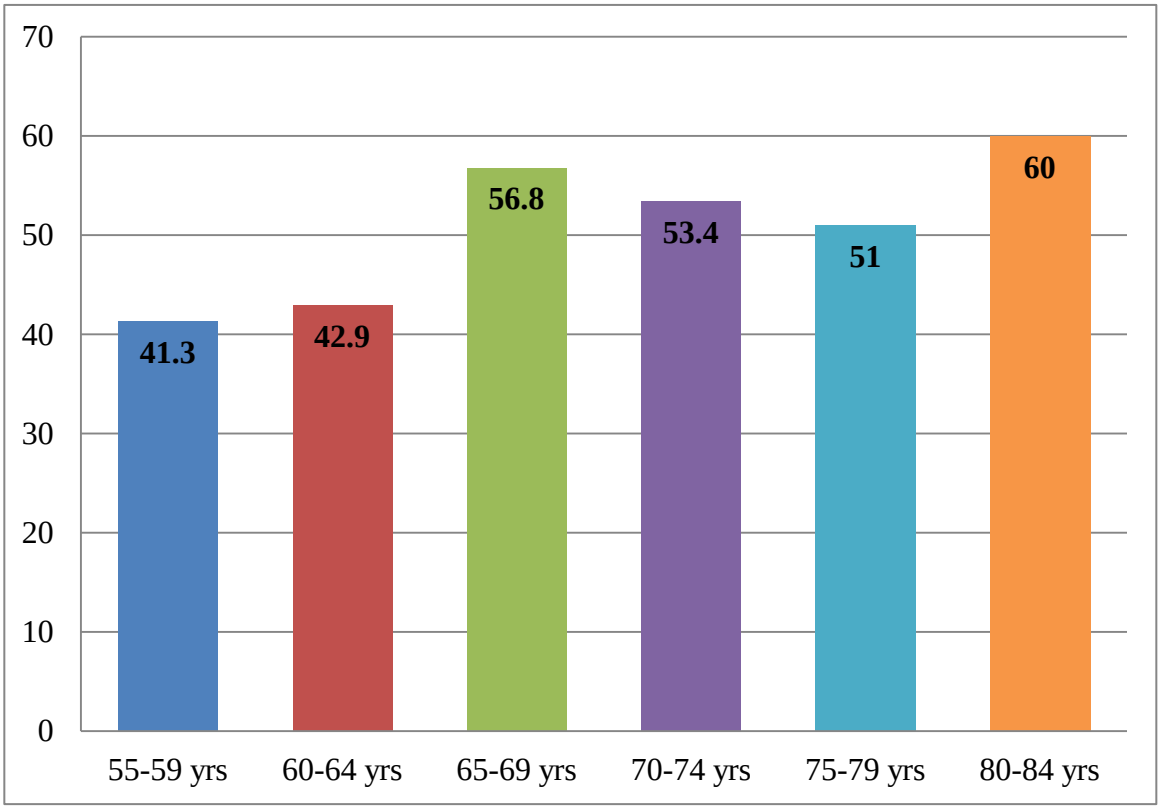


Satisfaction with meeting peers

Concern regarding social participation was a key finding from the focus groups. This theme was echoed in the survey findings:

- Satisfaction with opportunities to meet peers trends up with age. This may be impacted by the higher participation in senior centers.
- People aged 90 years plus have the highest rate of being satisfied with their ability to connect with their peers. However, a small sampling may present challenges with extrapolating the results to a broader population.

Satisfied/Very Satisfied with Meeting Peers

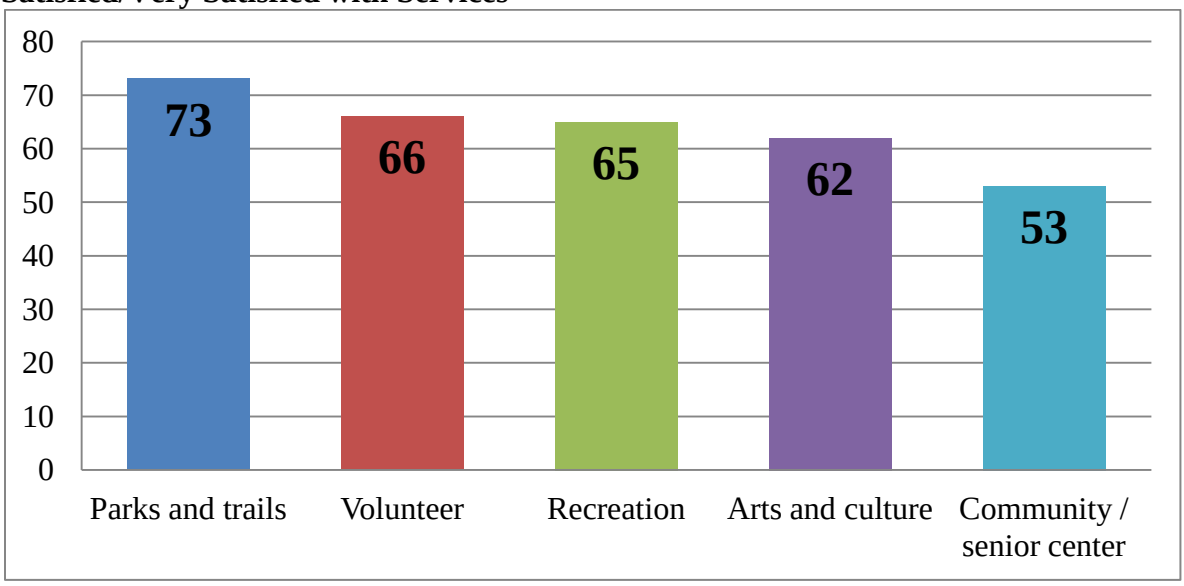


Satisfaction with Services

Respondents reflect an active, engaged group who value time spent outside, providing service to others, and pursing their interests

- 73 percent are satisfied/very satisfied with parks and trails.
- 66 percent are satisfied/very satisfied with volunteer opportunities.
- 65 percent are satisfied/very satisfied with recreation.
- 62 percent are satisfied/very satisfied with arts and culture.
- 53 percent are satisfied/very satisfied with community/senior centers.

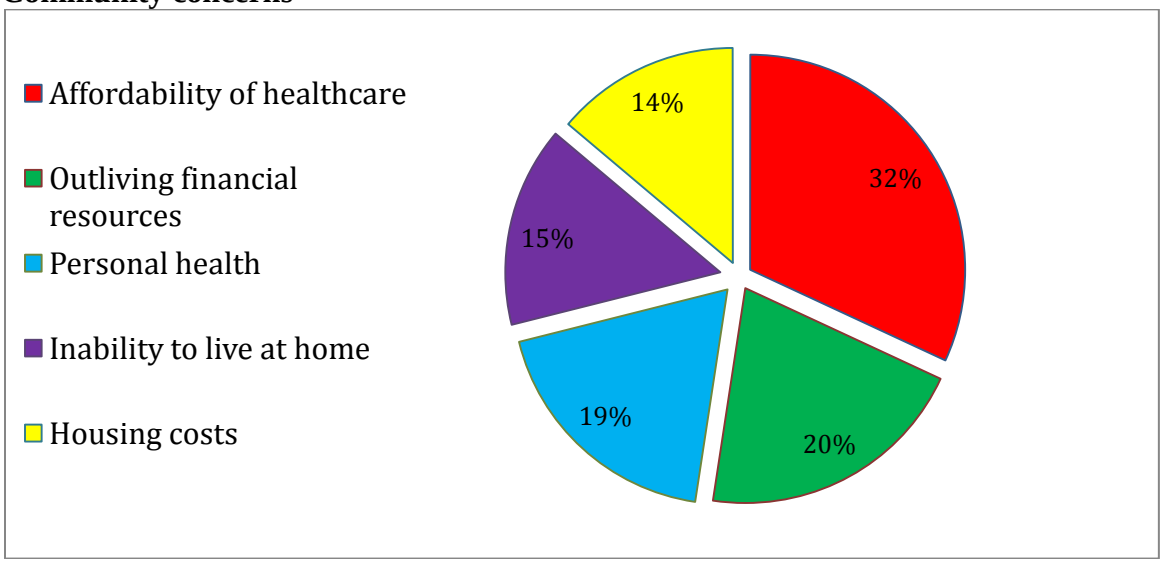
Satisfied/Very Satisfied with Services



Concerns for the Community

Respondents overwhelmingly spoke of their concerns with being able to afford healthcare, to remain in good health, and to keep their spouse in good health as well. While this older generation is in general healthier than their predecessors, more than a third reported their health has declined in the past two years. Many are concerned about living beyond their finances, especially with the impact of the recession. Concerns about income, health, and housing costs may contribute to concerns about being able to remain at home and age in place.

Community concerns



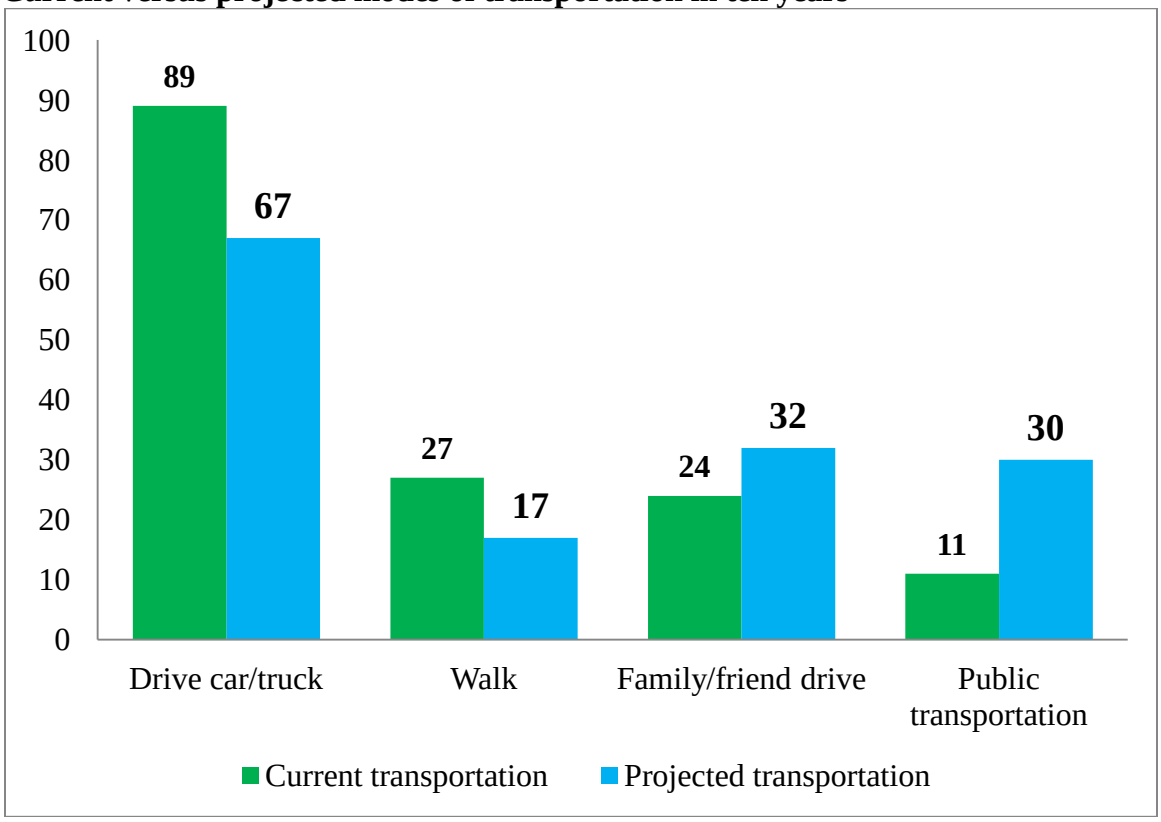
While the chart above identifies concerns, taken together, all of the services described in the slices of the chart are critical to people being able to age in place and live independently.

- Nearly half of adults aged 55 to 59 years report being dissatisfied with their employment opportunities. While some might not expect adults aged 85 to 89 years to still be looking for jobs, nearly a third in this age range report being dissatisfied with their job prospects.
- Dissatisfaction with public transportation is shared across all the age ranges with a high of 38.6 percent among 75 to 79 year olds and a low of 33.4 percent among 85 to 89 year olds.

Transportation

According to the survey results the vast majority of respondents currently prefer to drive. While 94 percent report driving, just under 90 percent report driving as their primary mode of transportation. Walking is a distant second choice, followed by getting rides from family and friends.

Current versus projected modes of transportation in ten years



The story changed dramatically when respondents were asked to project ten years into the future. Only two thirds still see themselves driving. Projected transit usage almost triples from 11 percent to 30 percent and Dial A Ride, estimated to receive the largest increase, goes from one percent to 12 percent in ten years. This increase would result in 84,000 people expecting to use para-transit services. Para-transit currently has 800,833 riders. It is the most expensive form of transportation at an average of $35 a trip.

If the survey projections are correct, 210,000 seniors will be using transit by 2020. This dramatic projected increase in transit usage will place increasing demands on the transit system. And the region may not be well positioned to meet these rising demands.

According to the recent report from Transportation for America, Aging in Place, Stuck without Options: Fixing the Mobility Crisis Threatening the Baby Boom Generation[8], the MAG Region is projected to rank sixth in the percentage of population 65 to 79 years with poor transit access in 2015, with 56 percent having poor transit access. MASP survey respondents echo these findings.

In the MASP survey, approximately a third of respondents stated that they were not satisfied with the public transportation system, 68 percent of respondents are concerned with losing their ability to drive. This has significant implications for road safety and access to services.

More needs to be done to plan for the growing need for an array of accessible transportation options throughout the region.

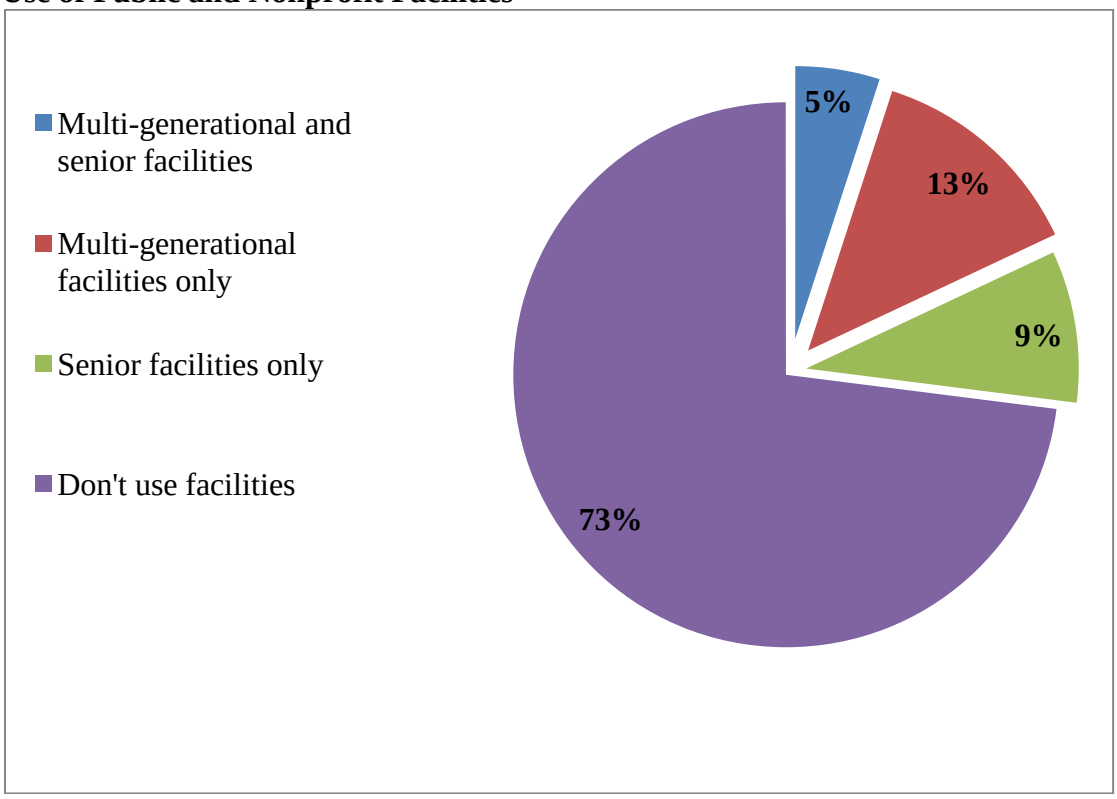
Access to Services

There are unmet needs in the community. However, the survey found that three quarters of respondents (73 percent) reported never using indoor facilities operated by local governments or nonprofit agencies. Within this number, 43 percent indicated lack of awareness as being the main reason. Nearly a third of respondents reported that they don't have time to visit these facilities. A smaller number, 16 percent, reported receiving support from other sources.

In addition to a lack of awareness, it is also possible that the services are not appealing to their target audience. It could also be that people cite a lack of time, when in reality they are shy of going to new places alone. In order to fully understand the nuances of this finding, further research is required.

[8] Transportation for America, 2011. Aging in Place, Stuck without Options: Fixing the Mobility Crisis Threatening the Baby Boom Generation, http://t4america.org/resources/seniorsmobilitycrisis2011.

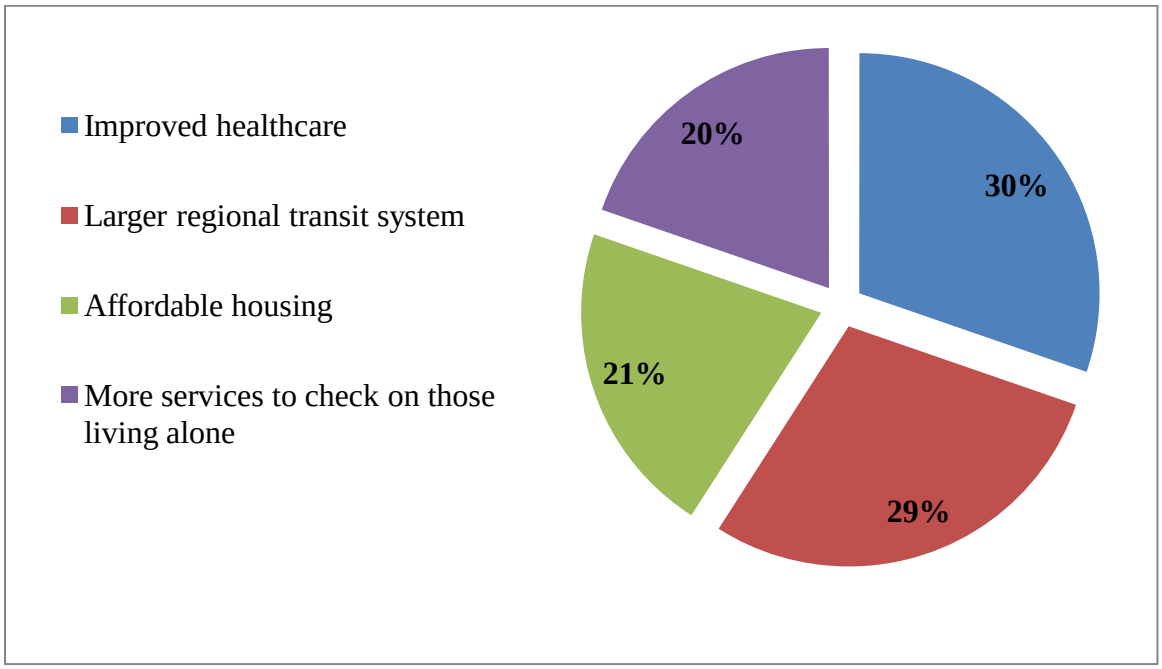
Use of Public and Nonprofit Facilities



Regional Priorities

Respondents to the survey voiced their priorities for the future as including improvements in healthcare, transit, the supply of affordable housing, and additional services to care for those living alone. People have expressed a strong fear of becoming prisoners in their own homes and being forgotten.

Priorities for the Future



Regional planning and intentional actions can prevent their fears from becoming their future. The priorities people have for the future have real implications for what local government needs to start doing today.

Highlights of Community Engagement

Adults aged 55 years and more expressed the following:

Transportation:

- The region needs a regional transit system that focuses on decreased wait times.
- Transportation should be responsive to seniors' needs making it affordable, accessible, on demand, safe, and reliable.
- Seniors tend to feel isolated from society when they do not drive or when they do not have transportations options.
- More should be done to keep seniors informed of available services and how to travel and access the system.

Socialization:

- Attending community centers and participating in activities helps enrich the lives of older adults.
- Senior center services and activities tend to end around 2:00 p.m. After 2:00 p.m., individuals return to their residences to solitude.
- Access to senior centers within local communities should include transportation.
- Barriers, such as cost, should be mitigated enabling individuals to participate in senior center activities.

Other Issues:

- Seniors face tremendous constraints as they outlive their financial resources. Many resolve to living beyond their income.
- In order to improve the quality of life for adults aged 55 years and more, it is imperative to improve health care options and reduce costs.
- Community liaisons are needed to advocate and help guide individuals through the various services and eligibility requirements.
- It would make it easier if more all-inclusive communities existed where individuals would have access to "one-stop shops" with easy access to shopping, clinics, and banking.

Moving Forward

The results of MASP are two-fold. What follows in the recommendations section is a summary of priorities that have been raised through the process. These will serve to align and leverage the ongoing regional work to address the needs of people aged 65 and above.

However, the work does not stop here. Through MASP, the MAG region has been selected as one of just five communities in the country to participate in the MetLife Foundation City Leaders Institute. The Institute provides an opportunity to initiate a pilot in the MAG region to facilitate aging in place[9]. It is funded by the MetLife Foundation and implemented by Partners for Livable Communities.

The Village movement may be an option to provide opportunities to socialize, check in on people living alone, and provide referrals to an array of other services. Another option is Senior Centers Without Walls[10], a free telephone program that connects California elders through activities, friendship, and community.

[9] Appendix II includes a list of local, national and international resources.
[10] http://www.seniorcenterwithoutwalls.org/

Additional local and national models under consideration are listed as part of Appendix II under the heading of City Leaders Institute.

Section IV—Recommendations

Planning for the future

So how do local governments start planning for these dramatic population and demand shifts now? This question was asked at the Community Forum on February 15, 2012. The event featured the results of the community outreach. Topics for the event were shaped by the outreach. On February 15, 2012, more than 200 people attended the following workshops:

- Access to resources
- Engaging seniors as volunteers and employees
- Intergenerational programming
- Safety
- Designing the prototype senior center of the future—reimagining senior centers
- Transportation
- Life and career planning

During the course of the forum, participants identified topics to pursue in the future. These include:

- Transportation and vouchers
- Imagining the prototype senior center of the future
- Meeting caregiver needs
- Partnering for creative funding options
- Coordinating education and training opportunities
- Healthcare and wellbeing
- Elder economic security and community development for healthy aging
- Optimizing technology

The results of the community engagement and the forum have been drawn upon to create this MASP Toolkit and set of recommendations.

Recommendations

Throughout the course of the MASP community engagement process it has become clear that there is a shared understanding of the work that needs to be done, and also that there are many resources already in place that can be leveraged to support these shared goals.

This work is complex. However, there are some general findings from the MASP process that apply to all recommendations. These were developed in concert with the February 15, 2012 workshop presenters:

- **Collaboration is crucial**—Because of the nature of this work and the range of partners involved, collaboration is essential. In this context, collaboration means

working together to meet shared goals. It may be necessary to fund positions in order to collaborate effectively and begin the work of collective impact[11].

- **Coordinate efforts**—Aligning and coordinating efforts can make sure that the work is strategic and that best practices are shared throughout the region.
- **Support civic engagement**—Reaching out to those who you intend to serve can help organizations become consumer-driven. It can also assist in the building of relationships and trust.
- **Prioritize communication within the sector—**The work of building connections within the system is critical if information is to be properly dispersed, integrated and coordinated.
- **Prioritize communication with individuals**—Communication can take place at many levels—from flyers in utility bills to tweeting. There is no single best communication practice. Communication is important and various options should be explored.
- **Be flexible**—One size does not fit all. Whether implementing a volunteer program or exploring transportation options, it is important to have sufficient flexibility to meet disparate needs.
- **Don't re-invent the wheel—**Explore best regional and local best practices. Adapt what exists.
- **Pay attention to sustainability—**This means collecting data from the start and always thinking ahead.
- **Relationships and trust matter—**This applies to relationships between professionals in the system and also relationships with the people served.
- **Value the existing good will—**There is a willingness within the system to work together for the good of the whole. This should be nurtured.

What follows is a summary of the priorities that have been raised through the MASP community engagement processes and best practices research, along with potential strategies. These strategies can be used to guide the work needed to position the MAG region to better serve the needs, and leverage the assets, of its growing population of adults age 65 and above.

In addition, Appendix I provides a summary version of the recommendations, Appendix II a list of national and local resources and programs that correspond with the recommendations.

[11] Collective Impact—Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations, http://www.ssireview.org/articles/entry/collective_impact

Recommended Focus Areas for Building the Future

The following recommendations were developed from the research and community engagement phases. The strategies that local government could use to support older adults have been organized into the following five categories:

- **Support People Aging in Place**
- **Promote Transportation Options**
- **Increase Social Participation**
- **Increase Organizational Capacity**
- **Utilize Technology**

Support People Aging in Place*

The MASP community engagement has revealed that there is increasing interest in aging in place. However, the ability for an individual to age in place is influenced by many factors. Indeed, many of these are covered in other areas of the recommendations section. However, there are some fundamental steps that can be taken to support people in their desire to age in place. These are included here:

Integrate aging in place into planning processes

- **Integrate plans for people aging in place into all future planning processes:**
  - Add aging in place to general plans and other municipal planning documents. Each community may need to define and operationalize this for their area. One example is the City of Scottsdale's character area plan for Southern Scottsdale adopted in 2010. (See Appendix II)
  - Conduct studies and community engagement to ascertain how services will impact people aged 65 years and older. One example of this is the work that MAG is currently undertaking for the Northwest and Southwest Transit Systems Studies. Both studies are an effort to assess the transit service needs within a multi-jurisdictional subarea of the MAG region. For example, the Southwest Valley study area includes portions of the City of Phoenix, City of Avondale, City of Goodyear, City of Tolleson, City of Litchfield Park, and Town of Buckeye. The key outcome of the study will be a local transit system plan that outlines short and long-term goals and actions to implement transit service within the study area and also connect to the regional system. Both studies will examine the regional needs and trends and will include a community engagement component. (See Appendix II)
  - Include specific elements in Request for Proposals (RFP) that support people in aging in place. This will ensure that new and existing services

* Appendix II includes a list of local, national and international resources.

and programs provide critical elements. For example, The City of Scottsdale has been working to update the Human Services Commission's funding priorities for awarding professional services contracts as part of the annual non-profit funding cycle. In order to maximize the impact of their resources they have prioritized target populations to be served, and are now looking at research and best practices in programs and services for each of these. By doing this they will be more responsive to community need and will bring more intentionality and focus to these contracts. A result of this process is that their senior service contracts will now focus on programs and services designed to support people aging in place. All recommendations of the Human Services Commission's are approved by the City Council. (See Appendix II)

- Dedicate a position to senior issues.

Make it possible for people to age in place through program and service options

- **Provide ways of serving seniors in their homes and close to their homes:**
  - Build on what already exists:
    - Sun Health and the Area Agency on Aging both operate care transitions programs that provide assistance to people aged 65 years and older who have been recently discharged from the hospital (Sun Health's program is referral based). This reduces the rate of re-admission and suffering from relapses into illness. (Appendix II)
    - In partnership with community based organizations and cities and towns, the Area Agency on Aging provides numerous home-base care programs. Over the years, as they have seem demand increase (the combined waiting list for services is over 500), the range of home-based options offered has increased. They now include case management services, housekeeping, bathing, meals, nursing, adult day health care, adaptive devices, durable medical equipment and retrofitting, along with a 24/7 senior helpline. (Appendix II)
- **Ensure safety through fall prevention:** Assuring safety is a priority issue for older adults. There are a number of programs and initiatives that seek to keep older adults safe from injury such as fall prevention and other screening and assessment programs.
  - Promote services that address the three main factors that contribute to falls. This includes offering services that provide needed home repairs, assistance to counteract confusion and instability caused by medicines interacting (the rate of this happening increases significantly when people are taking more than four medications), and promoting physical activity. Physical activity is the single best remedy to prevent falls.

    - Collaborate with the Arizona Falls Prevention Taskforce.
- **Promote preventative health services:**
    - Calls relating to diabetes are one of the issues likely to generate the largest number of calls to first responders like the fire department. Services that address this issue will have a dramatic impact on people's wellbeing, as well as reducing the budget of related departments. Some agencies work on education and awareness, others on serving seniors in their homes. The American Diabetes Association website lists those organizations offering recognized education programs in the region. In addition, Maricopa Integrated Health System (MIHS) along with Valley of the Sun YMCA have announced a new and innovative collaboration with the Medicare Diabetes Screening Project through Novo Nordisk Inc., a leader in diabetes care. MIHS will identify, recruit, and refer up to 100 adults, age 65 and older, with pre-diabetes to YMCA's evidence-based Diabetes Prevention Program.
    - Consider use of kiosks and relational agents in areas where people aged 65 years and older are to provide medical information.
- **Meet caregiver needs:** Family caregivers provide the vast majority of the assistance that enables older Arizonans and those with disabilities to live independently in their homes and communities. Caregivers can also include grandparents raising grandchildren. Caregivers are predominately female (66%), although the number of male caregivers is rising. Among caregivers age 18 and older, the average age of today's caregiver is 49 years, and the average age of today's care recipient is 69 years Almost half of all caregivers are over age 50 years, making them more vulnerable to a decline in their own health, and one-third describe their own health as fair to poor. Based on 2007 estimates, over 600,000 Arizonans provide almost $7 billion worth of unpaid, "informal" care each year for adult family members and friends with chronic illnesses or conditions that prevent them from handling daily activities such as bathing, managing medications or preparing meals on their own[12]. MASP participants urge that more attention be focused on the needs of these critical providers.
    - Establish a hotline for caregivers and educate the public.
    - Collaborate with the Arizona Caregiver Coalition. (Appendix II)
    - Explore emerging practices. One example of this is the Department of Developmental Disabilities is in the final stages of developing Dementia specific day programs for adults ages 50 years and older.

[12] https://www.azdes.gov/main.aspx?menu=8&id=40

Promote Transportation Options*

Access to transportation is critical for a community that is to successfully serve its aging population and allow them to age in place. Although housing and transportation options are integrally connected, because of the desire to age in place, future transportation challenges and a need to invest in an integrated transportation system was a resounding finding from the community engagement. While implementing transportation improvements is complex, there is recognition that it is vital for the ability of those age 65 years and older, especially those who are disabled or frail.

Promote alternatives to the car

Provide alternatives to the car

- Utilize taxi-cab voucher programs.
  - Replicate the Valley Metro East Valley RideChoice programs, Coupons for Cabs, and CAB Connection. These programs provide persons age 65 and over subsidized voucher/coupon booklets for nominal co-pay $2.50 for one book valued at $10. The coupons can then be applied toward the fare and tip of participating taxi companies reducing the cost of a taxi ride. This alternative transportation option benefits individuals requiring less frequent trips with same day service.
    http://www.valleymetro.org/service_locations/east_valley_ridechoice/

- Focus on Integrated approaches.
  - Invite Valley Metro Community Outreach program staff to present at senior centers. The program provides mobility training on how to use the public transit system for senior citizens and persons with a disability. More information can be found at http://www.valleymetro.org/transit_education/community_outreach/.

  - Studies such as the MAG Southwest and Northwest Valley Local Transit System Study. The focus of the studies is to identify opportunities and strategies for improving existing transit service and to explore multi modal options in providing transportation that best fit the needs of a community. Project information can be found at: http://www.azmag.gov/Projects/Project.asp?CMSID=4173.

- Increase accessible transportation options.
  - Engage in the MAG Human Services Coordination Transportation planning process. These efforts explore possible collaborative opportunities that utilize all modes of transportation options such as public transit, shuttle services, volunteer driver programs, and nonprofits to fit the needs of a community. Information can be found at:

* Appendix II includes a list of local, national and international resources.

http://www.azmag.gov/Projects/Project.asp?CMSID=1047&CMSID2=1110, or by contacting DeDe Gaisthea, MAG Human Services Transportation Planner at dgaisthea@azmag.gov.

- Increase visibility and awareness.
  - Encourage public involvement of individuals over the age of 65 to participate in community forums to bring awareness of transportation concerns of older adults. A national community based best practice is the MAG Transportation Ambassador Program (TAP). TAP provides a venue for stakeholders to discuss transportation concerns and develop strategies to meet the needs for those most vulnerable in the community. For more information contact DeDe Gaisthea, MAG Human Services Transportation Planner at dgaisthea@azmag.gov.

Promote safe roads and safe drivers

- **Develop complete streets:** Explore options for creating complete streets, those accessible and safe for all users: drivers, transit users, pedestrians, bicyclists, older people, children, people with disabilities, people with assisted mobility devices.
  - Implement strategies outlined in the MAG Complete Streets Guide. Complete streets improve the comfort and safety of pedestrian and cyclists of all ages on a roadway. The Complete Streets Guide ensures that facilities for bicycles, pedestrians, and transit are recognized as integral to a properly designed and functioning street. They are as important to mobility, health, and safety as a vehicular travel lane. Examples of complete streets in the MAG region are Mill Avenue in Tempe, downtown Chandler Boulevard, and the historic downtown Glendale area. Information can be found at: http://www.azmag.gov/Documents/BaP_2011-01-25_MAG-Complete-Streets-Guide-December-2010.pdf, or by contacting Maureen DeCindis, MAG, Transportation Planner, at mdecindis@azmag.gov.

- **Create walkable communities:** People have a desire to access service and transportation options close to their homes. This means more emphasis on walkable communities.
  - Enhance Transit-Oriented Development designs by integrating transportation and land use in community developments. A walkable community includes accessibility to services, retail and recreation, that is within a walking distance, such that limited car utilization/ownership can be an option for households. Community enhancement plans such as the MAG Sustainable Transportation Land Use Integration Study will offer strategies on creating walkable communities. Contact Eileen Yazzie, Transportation Program Manager, for more information at eyazzie@azmag.gov.

- **Support safe driving**: Work to ensure that our roads are safe through education and screening.
  - Surprise Senior Center hosts AARP Safe Driving Courses monthly

  - Encourage open dialogue with people aged 65 and over in the awareness of safe driving, and assessing their driving habits. Local programs such as the AARP's Driver Safety course promotes safe driving and helps older drivers maintain their mobility and independence. http://www.aarp.org/home-family/getting-around/.

  - The Medical Review Program through the Arizona Department of Transportation assesses older drivers ensuring they are medically, psychologically, and physically capable of safely operating a motor vehicle. http://www.azdot.gov/mvd/MedicalReview/MedicalReviewProgram.asp

- **Conduct Road Safety Assessments (RSAs)**
  - Road Safety Assessment (RSA) is one of the many tools to formally assess the safety performance of a facility for all roadway users including older drivers. An RSA is carried out by an independent multidisciplinary team that typically comprises representatives from local law enforcement, road safety education, road/traffic engineering, emergency medical response, and an expert in human factors.

    The step-by-step procedure of an RSA can be performed during any or all stages of a project, including planning, preliminary or final design, traffic control planning, construction, pre-opening, and on existing roads. They can also be used on any sized project from minor intersection and roadway retrofits to large transportation projects. The RSAs result in suggestions for short-term low cost as well as long term high cost safety improvements.

    Within this region, a number of intersections with the highest crash risk underwent RSA and safety improvements were identified for the future. This tool may be used for additional analysis. For more information, please visit the FHWA website at http://safety.fhwa.dot.gov/rsa/ or the MAG website at http://www.azmag.gov/Committees/Committee.asp?CMSID=1059&MID=Transportation. (Appendix I)

Increase Social Participation*

The MASP process has created a rich resource of information regarding the region's

* Appendix II includes a list of local, national and international resources.

ability to support people in maintaining healthy lifestyles as they age.

Keep older adults active and engaged

- **Engage seniors as volunteers and employees:** At the same time as the nation is facing potential labor shortages in critical areas including education and healthcare, a new generation of older Americans would like to keep working—full-time, part-time, paid, and unpaid—in their so-called retirement years. Despite the potential win-win situation, there is little evidence that communities are prepared for this new environment. [13] Opportunities identified in the MASP project include:
    - Replicate local best practices in utilizing people aged 65 years plus as volunteers such as the City of Phoenix's partnership with the Orangewood Church. Other best practices include the City of Goodyear Police Department, Duet, and the City of Mesa. (Appendix II)
    - Establish demonstrations to explore innovative models to help baby boomers transition from work to community and national service roles.
    - Promote the physical and mental health benefits of volunteering and encourage all sectors of society to view older Americans as community assets, not liabilities.
- **Intergenerational programming:** Intergenerational programming aims to bring people together in purposeful, mutually beneficial activities and initiatives by promoting a greater understanding and respect between generations [14]. The theme of intergenerational programming was one of the forum workshop themes:
    - Replicate local best practices in intergenerational programming such as Benevilla and Rehoboth All Saints Center. For example, Benevilla offers an intergenerational day care program, which has a side-by-side early childhood center for children 0-5 years and adult day center for older adults with early stage dementia. For a part of every day the two groups come together participate in shared programs, such as reading to each other, gardening and cooking together, crafts activities, sing-alongs and performances. Benvilla also has a Communities For All Ages Initiative. This features a community garden where people of all ages in the community come together and garden. (Appendix II)
    - Replicate Carefree's first "Carefree Gets Neighborly" event conducted over a weekend in February 2012 to promote neighborhood interaction. During the MASP process, a focus group for people aged 65 and over was hosted by the Foothills Caring Corps. This event spawned the first

[13] Civic Engagement in an Older America, GSA's forum and focus group independent aging agenda events were designed to provide input to the Policy Committee of the 2005 White House Conference on Aging: *www.agingsociety.org/.../Pages%20from%20Geron-NLSept05.pdf*

[14] LINKages Society of Alberta, "LINK Project: Linking Intergenerational Needs and Knowledge - Train the Trainer" *www.link-ages.ca/pdfs/researchdocs/igp_guidelines.pdf*

Carefree Gets Neighborly, an effort to introduce people to their neighbors and combat isolation, especially for older adults and those with disabilities. They plan to repeat the event next year with an element that increases competition among neighborhoods. Since the event, Foothills Caring Corps has also worked with the Holland Community Center and the Desert Foothills Library to partner in offering more social events and opportunities. (Appendix II)

  - Enhance Getting Arizona Involved in Neighborhoods (GAIN) events held by a number of communities in October to promote community cohesion. Elements related to people aged 65 years plus could be expanded within these events. (Appendix II)

- **Increase awareness and advocacy:** Educate older adults and caregivers about recommended preventative services:
  - Support elder economic security and community development—This was identified as a key element of changing the systems serving older adults at the February 15, 2012 community forum. A group discussed the benefits of forming a coalition to mobilize stakeholders around common goals and maximizing available resources. Advocacy was seen as an important element in achieving elder economic security and community development for healthy aging.

Re-imagine senior centers and create prototype senior center of the future

Leverage the assets of existing senior centers**.** Senior centers have traditionally served the population aged 60 years and over and have offered services such as meals, activities, classes, and speakers. According to research by BoomerANG, "Even the best managed centers offering the most variety and diversity in programs and activities have not been able to attract more than 20 percent of the available 65 years and more population within their region." During the forum, workshop participants recommended the following:

- **Conduct a regional assessment:**
  - Conduct an assessment of senior centers using the New York study and BoomerANG study as models. These models can be expanded to include users of senior centers and other people aged 65 years plus to assess the centers. (Appendix II)
- **Replicate local and national best practices:**
  - Replicate local best practice senior centers such as Granite Reef Senior Center, recipient of NuStep's Pinnacle Award. (Appendix II)
  - Implement a Village movement pilot project with four sites: urban, rural, faith-based, and an ethnically defined community. The pilot project could include a community assessment, a service coordinator, community outreach, the development of a qualified vendor list, the establishment of a website, referrals to community events, and a sustainable business model

for communities with a range of incomes, including low to moderate incomes. Pre and post-tests would track the impact made. (Appendix II)
    - Replicate virtual senior center models such as "Senior Center Without Walls" from California and "YMCA Without Walls" in Chicago. Initial steps could include a senior center assessment focused on which services currently being offered could be offered virtually. (Appendix II)
    - Build the capacity of existing centers to be flexible and to engage them and the seniors they serve in re-imagining the roles of senior centers in creative ways, and with other organizations, so resources can be leveraged.
- **Become more market, boomer and consumer driven:**
    - Engage people age 55 years and older when planning services to meet their needs and expectations.

Increase organizational capacity*

Throughout the community engagement and research phases of MASP, much has been said about access to services. The aging population is concerned about access to health care and housing services; they are concerned about the future of service provision if they are able to stay in their homes, and people who care for seniors are concerned about access to support services. Conversely, there is also a documented lack of awareness regarding services currently provided by local government. While some services are over-subscribed, there is a general lack of awareness regarding others. Participants recognize a need to strengthen existing services and expand availability. What follows are a set of potential strategies in these areas:

Explore innovative funding partnerships

Throughout the MASP engagement process there has been recognition that local governments and service providers need to think creatively about partnerships, raising funds, and delivering outcomes in new ways, ways that are cost-effective and possible, given this era of significant reductions in government funding:

- **Support alternative or creative funding options:**
    - Replicate successful models—Benevilla provides a range of service and programs designed to support people aging in place. These include Birt's Bistro, a microenterprise. Birt's Bistro provides a social gathering place in the community. However, it is also a revenue stream for Benevilla. The restaurant is open for lunch and two evenings a week. In addition the kitchen is used for training purposes for adults with developmental disabilities and next year's training will also be offered to seniors re-careering with an interest in entering into catering. Birt's Bistro also

* Appendix II includes a list of local, national and international resources.

features local artists, and two on-site social workers, so that it also serves as a resources center. (Appendix II)

- Collaborate with agencies and nonprofits - When faced with the closure of more than a dozen recreation facilities as a result of budget reductions in FY 2011, the City of Phoenix implemented an innovative and unprecedented solution. The City dramatically changed its approach to collaborating with nonprofit agencies by issuing Requests for Proposals for the agencies to provide services at the closed facilities. The nonprofit agencies received quality venues for expanding their programs, the City is assured that its capital investments will be well-maintained, and the residents continue to receive important services. For more information, please contact Ann Wheat, Supervisor of the City of Phoenix Parks and Recreation Department, at ann.wheat@phoenixgov. (Appendix I)

Form strategic organizational partnerships

This topic was identified and highlighted by participants at the February 15, 2012 event. The group recommended:

- **Coordinate education and training opportunities:**
  - Coordinate existing trainers and providers. This would include surveying providers to determine supply and demand and the possible creation of a website to provide centralized information. One model is the Arizona Living Well Institute, a statewide collaborative of individuals, business, and organizations committed to developing an efficient and effective system of delivering the Healthy Living (CDSMP) Workshops throughout Arizona by centralizing leader training, coordinating the delivery of self-management workshops, as well as managing and reporting outcomes data. (Appendix II)
  - Dedicate a position to senior issues.
- **Build a strong coalition of supporters:** There is general recognition that it takes collaboration to effectively promote access to services. Participants recommend promoting collaborations across health and other service systems and working to create partnerships with community agencies, local government faith communities, employee assistance programs, etc. They also suggest tapping into professional service providers (like accountants, lawyers, doctors):
  - Build positive relationships with a range of people including elected officials, service providers, and end users of the services. Demonstrating a financial impact will help make the case for these partnerships. Public private partnerships may be helpful as well. For example, in Wickenburg a new collaboration between the Arizona Kidney Foundation, MAG, Valley Metro, the Town of Wickenburg, the Desert Dialysis Center and the Area Agency on Aging means that six older adults living in

Wickenburg have been able to continue with dialysis treatments (Appendix I).

- **Co-locate services:**
  - Co-locate services with agencies that have different core competencies that can benefit the other partners. For example, the North Penn Community Health Foundation is facilitating a $28 million project that provides housing for seniors with low incomes, a YMCA, a senior center, and a congregate meal program. The senior center is contracting with the YMCA to provide the health and fitness programs for their clients. The congregate meal program is opening a restaurant, providing the meals for the senior center and the children who go to the YMCA, and seating is mixed and open to all the groups. People who go to the YMCA may be enticed to start attending the senior center. The project is made possible in part through low-income housing tax credits and an endowment to the YMCA. In another example, the City of Scottsdale has co-located services through Granite Reef Village, a LEED certified center next to housing, an accelerated care clinic, and an adult day care program (Appendix II).

Utilize technology*

- **Use technology to increase coordination and access to services and information:**
  - Coordinate education and training opportunities by constructing a website of services for agencies serving older adults (refer to Increase Organizational Capacity section).
  - Develop an informational website for people aged 65 years plus. This could have a medical component that relays biosensor data from patients to their healthcare providers.
  - Replicate technology programs to serve people aged 65 years plus by collecting donated computers and related equipment, training volunteers, and providing classes on using the computers and going online. Refer to About Care, and Duet as examples. (Appendix II)
  - Replicate the City of Scottsdale's website pages developed for each neighborhood. The sites include an interactive element where people can talk with each other online. (Appendix II)
  - Use technology to increase awareness. For example, Surprise Senior Center offers twice monthly, Benefits Counseling by a volunteer trained by Area Agency on Aging. They assist persons using the Benefits Check up website to search programs and eligibility. (Appendix II)

* Appendix II includes a list of local, national and international resources.

- Explore emerging practices for example, the Department of Developmental Disabilities and the Division of Aging and Adult Services are in the process of completing a computer based training on dementia that will be used by all support coordinators and available to all provider agencies and others if they wish to use it. (Appendix I)

Section V—Appendices

I. Recommendations summary table
II. List of national and local resources/programs
III. Demographic overview of the region
IV. Summary of focus group findings
V. Recommendations from the senior center workshops on February 15th.
VI. Service inventory

Appendix I—Recommendations summary table

Recommendations	Action Steps and Resources
Support People Aging in Place	
Integrate aging in place into planning processes	
Integrate plans for people aging in place into all future planning processes.	1. Add aging in place to general plans and other municipal planning documents. Each community may need to define and operationalize this for their area. Refer to City of Scottsdale character area plan for Southern Scottsdale adopted in 2010. (Appendix II) 2. Conduct studies and community engagement to ascertain how services will impact people aged 65 years and older. Refer to the MAG Northwest and Southwest Transit Systems Studies. (Appendix II) 3. Include specific elements in Request for Proposals (RFP) that support people in aging in place. This will ensure that new services and programs provide critical services. Refer to the City of Scottsdale RFP. (Appendix II) 4. Dedicate a Community/Economic Development position to senior issues.
Make it possible for people to age in place through program and service options	
Provide ways of serving seniors in their homes and close to their homes.	1. Sun Health and Area Agency on Aging both operate care transitions programs that provide assistance to people aged 65 years and older who have been recently discharged from the hospital (Sun Health's program is referral based). This reduces the rate of re-admission and suffering from relapses into illness. (Appendix II) 2. In partnership with community based organizations and cities and towns, the Area Agency on Aging provides numerous home-base care programs. Over the years, as they have seem demand increase (the combined waiting list for services is over 500), the range of home-based options offered has increased. They now include case management services, housekeeping, bathing, meals, nursing, adult day health care, adaptive devices, durable medical equipment and retrofitting, along with a 24/7 senior helpline. (Appendix II)
Ensure safety through fall prevention.	1. Promote services that address the three main factors that contribute to falls. This includes providing services that provide needed home repairs, assistance to counteract confusion and instability caused

	by medicines interacting (the rate of this happening increases significantly when people are taking more than four medications), and promoting physical activity. Physical activity is the single best remedy to prevent falls. (Appendix II) 2. Collaborate with the Arizona Falls Prevention Taskforce (refer to http://www.azstopfalls.org/). (Appendix II)
Promote preventative health services.	1. Calls relating to diabetes are one of the issues likely to generate the largest number of calls to first responders like the fire department. Services that address this issue will have a dramatic impact on people's wellbeing, as well as reducing budget of related departments. Some agencies work on education and awareness, others on serving seniors in their homes. The American Diabetes Association website lists those organizations offering recognized education programs in the region. In addition, Maricopa Integrated Health System (MIHS) along with Valley of the Sun YMCA have announced a new and innovative collaboration with the Medicare Diabetes Screening Project through Novo Nordisk Inc., a leader in diabetes care. MIHS will identify, recruit and refer up to 100 adults, age 65 and older, with pre-diabetes to YMCA's evidence-based Diabetes Prevention Program. (Appendix II) 2. Consider use of kiosks and relational agents in areas where people aged 65 years plus are to provide medical information.
Meet caregiver needs.	1. Establish a hotline for caregivers and educate the public. (Appendix II) 2. Collaborate with the Arizona Caregiver Coalition (refer to http://www.azcaregiver.org/). (Appendix II) 3. Explore emerging practices such as the Department of Developmental Disabilities is in the final stages of developing Dementia specific day programs for our adults ages 50 years and older. For more information, contact Carol S Sherer, District Central Network Manager, Division of Developmental Disabilities at CSSherer@azdes.gov
Promote Transportation Options	
Provide alternatives to the car	
Utilize taxi-cab	1. Replicate the Valley Metro East Valley RideChoice programs, Coupons for Cabs and CAB

vouchers.	Connection. These programs provide persons aged 65 and over subsidized voucher/coupon booklets for nominal co-pay $2.50 for one book valued at $10. The coupons can then be applied toward the fare and tip of participating taxi companies reducing the cost of a taxi ride. This alternative transportation option benefits individuals requiring less frequent trips with same day service. http://www.valleymetro.org/service_locations/east_valley_ridechoice/
Focus on integrated approaches.	1. Invite Valley Metro Community Outreach program to present at senior center. The program provides mobility training on how to use the public transit system for senior citizens and persons with a disability. More information can be found at, http://www.valleymetro.org/transit_education/community_outreach/.
Increase accessible transportation options.	1. Engage in the MAG Human Services Coordination Transportation planning process. These efforts explore possible collaborative opportunities that utilize all modes of transportation options such as public transit, shuttle services, volunteer driver programs, and nonprofits to fit the needs of a community. Information can be found at http://www.azmag.gov/Projects/Project.asp?CMSID=1047&CMSID2=1110, or by contacting DeDe Gaisthea, MAG Human Services Transportation Planner at dgaisthea@azmag.gov.
Increase visibility and awareness.	1. Encourage public involvement of individuals over the age of 65 to participate in community forums to bring awareness of transportation concerns of older adults. A national community based best practice is the MAG Transportation Ambassador Program (TAP). TAP provides a venue for stakeholders to discuss transportation concerns and develop strategies to meet the needs for those most vulnerable in the community. For more information contact DeDe Gaisthea, MAG Human Services Transportation Planner at dgaisthea@azmag.gov.
Promote safe roads and safe drivers	
Develop complete streets.	1. Implement strategies outlined in the MAG Complete Study Guide. Complete streets improve the comfort and safety of pedestrian and cyclists of all ages on a roadway. The Complete Streets Guide ensures that facilities for bicycles, pedestrians, and transit are recognized as integral to a properly designed and functioning street. They are as important to mobility, health, and safety as a vehicular travel lane. Examples of complete streets in the MAG region are Mill Avenue in Tempe, downtown Chandler Boulevard, and the historic downtown Glendale area. Information can be found at the

	following link, http://www.azmag.gov/Documents/BaP_2011-01-25_MAG-Complete-Streets-Guide-December-2010.pdf, or by contacting Maureen DeCindis, MAG, Transportation Planner, at mdecindis@azmag.gov.
Create walkable communities.	1. Enhance Transit-Oriented Development designs by integrating transportation and land use in community developments. A walkable community includes accessibility to services, retail and recreation, that is within a walking distance, such that limited car utilization/ownership can be an option for households. Community enhancement plans such as the MAG Sustainable Transportation Land Use Integration Study will offer strategies on creating walkable communities. Contact Eileen Yazzie, Transportation Program Manager, for more information at eyazzie@azmag.gov.
Support safe driving.	1. Encourage open dialogue with people aged 65 and over in the awareness of safe driving, and assessing their driving habits. Contact local programs such as the AARP's Driver Safety course promotes safe driving and helps older drivers maintain their mobility and independence. http://www.aarp.org/home-family/getting-around/. 2. The Medical Review Program through the Arizona Department of Transportation assesses older drivers ensuring they are medically, psychologically and physically capable of safely operation a motor vehicle. http://www.azdot.gov/mvd/MedicalReview/MedicalReviewProgram.asp
Conduct Road Safety Assessments	1. Road Safety Assessment (RSA) is one of the many tools to formally assess the safety performance of a facility for all roadway users including older drivers. An RSA is carried out by an independent multidisciplinary team that typically comprises representatives from local law enforcement, road safety education, road/traffic engineering, emergency medical response, and an expert in human factors. For more information, please visit the FHWA website at http://safety.fhwa.dot.gov/rsa/ or the MAG website at http://www.azmag.gov/Committees/Committee.asp?CMSID=1059&MID=Transportation.
Increase Social Participation	
Keep older adults active and engaged	
Engage seniors as volunteers and employees.	1. Replicate local best practices in utilizing people aged 65 years plus as volunteers such as the City of Phoenix's partnership with the Orangewood Church, City of Goodyear Police Department, Duet, and the City of Mesa. (Appendix II)

	2. Establish demonstrations to explore innovative models to help baby boomers transition from work to community and national service roles. 3. Promote the physical and mental health benefits of volunteering and encourage all sectors of society to view older Americans as community assets, not liabilities.
Provide intergenerational programming.	1. Replicate local best practices in intergenerational programming such as Benevilla and Rehoboth All Saints Center. (Appendix II) 2. Replicate Carefree's first "Carefree Gets Neighborly" event conducted over a weekend in February 2012 to promote neighborhood interaction. They plan to repeat the event next year with an element that increases competition among neighborhoods. (Appendix II) 3. Enhance Getting Arizona Involved in Neighborhoods (GAIN) events held by a number of communities host in October to promote community cohesion. Elements related to people aged 65 years plus could be expanded within these events. (Appendix II)
Increase awareness and advocacy by supporting elder economic security and community development.	1. Form a coalition to mobilize stakeholders around common goals and maximizing available resources.
Re-imagine senior centers and create prototype senior center of the future	
Conduct a regional assessment.	1. Conduct a regional assessment of senior centers using the New York study and BoomerANG study as models (refer to the appendix). These models can be expanded to include users of senior centers and other people aged 65 years plus to assess the centers. (Appendix II)
Replicate best local and national best practices.	1. Implement a Village movement pilot project with four sites: urban, rural, faith-based, and an ethnically defined community. The pilot project would include a community assessment, a service coordinator, community outreach, the development of a qualified vendor list, the establishment of a website, referrals to community events, and a sustainable business model for communities with a range of incomes, including low to moderate incomes. Pre and post tests would track the impact made. (Appendix II)

	2. Replicate virtual senior center models such as "Senior Center Without Walls" from CA and "YMCA Without Walls" in Chicago. (Appendix II) 3. Replicate local best practice senior centers such as Granite Reef Senior Center, recipient of NuStep's Pinnacle Award. (Appendix II) 4. Build the capacity of the centers to be flexible and to engage them and the seniors they serve in re-imagining the roles of the senior centers in creative ways.
Become more market, boomer and consumer driven.	1. Engage people age 55 years and older in all process designed to plan services to meet their needs and expectations.
Increase Organizational Capacity	
Explore innovative funding partnerships	
Support alternative or creative funding options.	1. Engage in public private partnerships and other alternative funding mechanisms. Refer to Birt's Bistro, a microenterprise through Benevilla. (Appendix II)
Collaborate with agencies and nonprofits	1. Replicate the City of Phoenix's collaboration with nonprofit agencies to provide services in City buildings. For more information, please contact Ann Wheat, Supervisor of the City of Phoenix Parks and Recreation Department, at ann.wheat@phoenixgov.
Form strategic organizational partnerships	
Coordinate education and training opportunities.	1. Coordinate existing trainers and providers. This would include surveying to determine supply and demand and the creation of a website to provide centralized information. 2. Dedicate a position to senior issues.
Build a strong coalition of supporters.	1. Build positive relationships with a range of people including elected officials, service providers, and end users of the services. Demonstrating a financial impact will help make the case for these partnerships. Public private partnerships may be helpful as well. For example, in Wickenburg a new collaboration between the Arizona Kidney Foundation, MAG, Valley Metro, the Town of Wickenburg, the Desert Dialysis Center and the Area Agency on Aging means that six older adults living in Wickenburg have been able to continue with dialysis treatments.

Co-locate services.	1. Co-locate services with agencies that have different core competencies that can benefit the other partners. For example, the North Penn Community Health Foundation is facilitating a $28 million project that provides housing for seniors with low incomes, a YMCA, a senior center, and a congregate meal program. The senior center is contracting with the YMCA to provide the health and fitness programs for their clients. The congregate meal program is opening a restaurant, providing the meals for the senior center and the children who go to the YMCA, and seating is mixed and open to all the groups. People who go to the YMCA may be enticed to start attending the senior center. The project is made possible in part through low-income housing tax credits and an endowment. The City of Scottsdale has co-located services through Granite Reef Village, a LEED certified center next to housing, an accelerated care clinic, and an adult day care program. (Appendix II)
Utilize Technology	
Use technology to increase coordination and access to services and information.	1. Coordinate education and training opportunities by constructing a website of services for agencies serving older adults (refer to Increase Organizational Capacity section). 2. Develop an informational website for people aged 65 years plus. This could have a medical component that relays biosensor data from patients to their healthcare providers. 3. Replicate technology programs to serve people aged 65 years plus by collecting donated computers and related equipment, training volunteers, and providing classes on using the computers and going online. (Appendix II) 4. Replicate the City of Scottsdale's website pages developed for each neighborhood. The sites include an interactive element where people can talk with each other online. (Appendix II) 5. Use technology to increase awareness, like utilizing Benefits Check. (Appendix II) 6. Explore emerging practices.

Appendix II—List of National and Local Resources and Programs

A Systems Approach	
Collaboration and collective impact	
Local Resources and Models	**National/International Resources and Models**
E.L.D.E.R. Project: Empowered Leaders **Directing Elder Resources**, working to transform older adults into valuable community assets, build neighborhood infrastructure to support older adults to age in their homes, and create connections across systems and integrate services to support older adults. Contact Kathy Wilson at Kwilson@unitedwaytucson.org.	Collective Impact—Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations, http://www.ssireview.org/articles/entry/collective_impact **Center for Evaluation Innovation**, contributing to ideas about how to evaluate systems building or systems change efforts. Systems change is complex and hard to measure. It involves multiple programs and players and features outcomes at multiple levels, http://www.evaluationinnovation.org/focus-areas/systems-change.
Support people aging in place	
Integrate aging in place into planning processes	
Local Resources and Models	**National/International Resources and Models**
E.L.D.E.R. Project: Empowered Leaders **Directing Elder Resources**, working to transform older adults into valuable community assets, build neighborhood infrastructure to support older adults to age in their homes, and create connections across systems and integrate services to support older adults. Contact Kathy Wilson at Kwilson@unitedwaytucson.org. **MAG Northwest and Southwest transit plans**, both studies are	

an effort to assess the transit service needs within a multi-jurisdictional subarea of the MAG region. For more information on the Southwest Valley Local Transit System Study, http://www.azmag.gov/Projects/Project.asp?CMSID=4173. **City of Scottsdale,** their Human Services Commission's funding priorities for awarding professional services contracts as part of the annual non-profit funding cycle include a specific focus on supporting people aging in place. For more information email censign@scottsdaleaz.gov or call (480) 312-2646. **City of Scottsdale character area plan**, an area - specific policy document that will be incorporated into and used to update the city's General Plan by 2011, as well as be used to begin implementation of the community's goals for the area, http://www.scottsdaleaz.gov/planning/areaplans/CAPsouthern.	
Provide ways of serving seniors in their homes and close to their homes	
Local Resources and Models	**National/International Resources and Models**
Area Agency on Aging, provides a range of home-care options (in partnership with community based organizations and cities and towns), http://www.aaaphx.org. **Senior help Line**, this 24/7 service provides case management, initial review and connecting people to the services they need (602) 264-HELP (602-264-6357). **Sun Health**, Medication Management program, www.sunhealth.org. **Maricopa Integrated Health System (MIHS)** along with Valley of the Sun YMCA have announced a new and innovative collaboration with the Medicare Diabetes Screening Project	**American Diabetes Association,** works to prevent and cure diabetes and to improve the lives of all people affected by diabetes, **http://www.diabetes.org**.

through Novo Nordisk Inc., a leader in diabetes care. MIHS will identify, recruit and refer up to 100 adults, age 65 and older, with pre-diabetes to YMCA's evidence-based Diabetes Prevention Program, http://www.screenfordiabetes.org/news/maricopa-integrated-health-system-partner-with-valley-of-the-sun-ymca-and-the-mdsp-in-phoenix/. **American Diabetes Association**, Phoenix, http://www.diabetes.org/in-my-community/local-offices/phoenix-arizona/. **The Arizona Living Well Institute** is a statewide collaborative of individuals, business, and organizations committed to developing an efficient and effective system of delivering the Healthy Living (CDSMP) Workshops throughout Arizona by centralizing leader training, coordinating the delivery of self-management workshops, as well as managing and reporting outcomes data, http://azlwi.org/. **Foothills Caring Corps**, is dedicated to promoting independence and enhancing the quality of life for older residents throughout the community. They do this through a force of volunteers and staff who deliver services and support that provide access to basic needs such as food, medical care, and activities that promote physical, mental and emotional health, http://foothillscaringcorps.com/.	
Ensure Safety through Fall Prevention	
Local Resources and Models	**National/International Resources and Models**
Stop Falls, Arizona Fall Prevention Coalition (AZFPC) provides education and information to help older adults in Arizona	**The Fall Prevention Center of Excellence** works to identify best practices in fall prevention and to help communities offer fall

improve their flexibility and balance, reduce their fears of falling, and decrease the likelihood of a fall. The intention is to help connect individual Falls Prevention Programs to the broader statewide collaborations; such as the collaboration between the aging network and the public health community that promotes chronic disease self-management, including reducing the risk of falls among older adults, www.azstopfalls.org **A Matter of Balance: Managing Concerns About Falls** emphasizes practical strategies to reduce fear and increase activity levels. Participants learn to view falls and fear of falling as controllable. A Matter of Balance includes eight two-hour sessions for a small group led by a trained facilitator. This program was developed at the Roybal Center at Boston University, and has been nationally recognized. A Matter of Balance: Managing Concerns About Falls is offered in various community centers and organizations in Maricopa County, for more information visit, http://azlwi.org/resources. **Annual National Falls Prevention Awareness Day** hosted by the AZFPC (1st day of Fall). For more information go to http://www.aota.org/News/AOTANews/Falls-Prevention.aspx. **Rebuilding Together, Valley of the Sun, Senior Fall Prevention Services**, offers services to homeowners throughout the year. This program provides home safety modifications, which reduce household hazards and provide greater accessibility in the home. This program is a home safety resource for the elderly and disabled of all incomes. http://www.rebuildingtogetherphx.org/programs-events/sfps/.	prevention programs to older people who are at risk of falling, http://www.stopfalls.org/. **National Council on Aging,** Center for Healthy Aging Evidence-Based Programs, Model Programs (and toolkits), and Best Practices for Older Adults, http://www.ncoa.org/improve-health/center-for-healthy-aging. **National Resource Center on Supportive Housing and Home Modification**, dedicated to promoting aging in place and independent living for persons of all ages and abilities. It offers training and education opportunities for professionals who wish to respond to the increasing demand for home modification services. It also serves as an information clearinghouse on home modification, www.homemods.org. **Centers for Disease Control and Prevention (CDC), "Focus on Preventing Falls".** The CDC offers a variety of materials and resources for all audiences about older adult falls and what you can do to prevent them. These resources are for the general public, public health officials, and anyone interested in programs that aim to prevent falls, http://www.cdc.gov/Features/OlderAmericans/. **CDC, Injury Prevention and Control, Home and Recreational Safety—Falls – Older Adults,** http://www.cdc.gov/HomeandRecreationalSafety/Falls/FallsPreventionActivity.html **NIH Senior Health, Falls and Older Adults,** http://nihseniorhealth.gov/falls/toc.html. **National Safety Council, Protecting Ourselves from Slips, Trip, and Falls,** http://www.nsc.org/safety_home/Resources/Pages/Falls.aspx.

Meet Caregiver Needs	
Local Resources and Models	**National/International Resources and Models**
Arizona Department of Economic Security, Arizona Family Caregiver Resources, https://www.azdes.gov/main.aspx?menu=8&id=5179. **The Arizona Caregiver Coalition** was initially founded in 2006 as a project of the Social Health & Alzheimer's Committee (SHAC) of the Governor's Advisory Council on Aging. The vision of the coalition is for all Arizona caregivers to have knowledge of and access to resources that support them. The mission of the Arizona Caregiver Coalition is to create awareness of care giving issues and improve the quality of life for caregivers and care recipients through advocacy, information and education, support, and access to respite resources. http://www.azcaregiver.org/ **Arizona Lifespan Respite Care Network** is a coordinated approach that offers community-based respite care services for family caregivers of adults or children with special needs. Respite care provides short-term care and a period of relief or rest for the caregiver. Services can be provided in the form of in-home respite care or appropriate daycare services when available. http://www.azrespite.org/program.htm **Grandparents raising grandchildren—**In Arizona, there are 96,062 children living in grandparent-headed households (7.0% of all children in the state.) There are another 36,720 children living in households headed by other relatives. Of the children living in households headed by grandparents or other relatives in Arizona, 54,833 have neither parent present. A description of	**AARP Foundation GrandCare Support Locator** connects grandparents with national, state and local groups, programs, resources and services that support grandparents or other relative caregivers as well as grandparents facing visitation issues, http://www.giclocalsupport.org/pages/gic_db_home.cfm The **Desert Southwest Chapter** of the Alzheimer's Association is a charitable organization incorporated in the State of Arizona and governed by a local board of directors. Their work is devoted to providing service and support to Alzheimer's patients, family members and caregivers throughout Arizona and Southern Nevada. http://www.alz.org/dsw/ Family Caregiver Alliance is a community-based nonprofit organization that addresses the needs of families and friends providing long-term care at home. Long recognized as a pioneer in health services, FCA now offers programs at national, state and local levels to support and sustain caregivers, http://www.caregiver.org/caregiver/jsp/home.jsp. **Family Caregiving 101,** The National Family Caregivers Association (NFCA) and the National Alliance for Caregiving (NAC) have joined together to recognize, support and advise this vital group of Americans, http://www.familycaregiving101.org/ National Alliance for Caregiving, a non-profit coalition of national organizations focusing on issues of family caregiving. Alliance members include grassroots organizations, professional associations, service organizations, disease-specific organizations, a government agency, and corporations,

resources to assist grandparents raising grandchildren is available at: https://www.azdes.gov/uploadedFiles/DAAS/kinshipcare_arizona_grandfacts.pdf	http://www.caregiving.org/. **National Family Caregivers Association**, educates, supports, empowers and speaks up for the more than 65 million Americans who care for loved ones with a chronic illness or disability or the frailties of old age, http://www.thefamilycaregiver.org/. **Well Spouse Association,** advocates for and addresses the needs of individuals caring for a chronically ill and/or disabled spouse/partner. They offer peer to peer support and educate health care professionals and the general public about the special challenges and unique issues "well" spouses face every day, http://www.wellspouse.org/. **The New York Times New Old Age Blog**, http://newoldage.blogs.nytimes.com/.
Promote Transportation Options	
Provide alternatives to the car	
Local Resources and Models	**National/International Resources and Models**
MAG Southwest Valley Local Transit System Study, http://www.mcdot.maricopa.gov/news/2012/sw-valley-transit-study.htm **MAG Northwest Valley Local Transit System Study,** *www.azmag.gov/addons/MAG/download.asp?ID=10721* **MAG Human Services Coordination Transportation Plan,** http://www.azmag.gov/Documents/EaPWD_2012-05-01_Final-FY2013-Human-Services-Coordination-Transportation-Plan.pdf **The Maricopa Association of Governments (MAG) Regional Bikeway Master Plan** serves as a guide for improving, expanding, and connecting the MAG Region's bicycle facility network, http://www.azmag.gov/bike/masterPlan.asp	**National Complete Streets Coalition** works to connect and assist communities across the country working to complete the streets. States, cities and towns are asking their planners and engineers to build road networks that are safer, more livable, and welcoming to everyone. Resources are available at http://www.completestreets.org/

MAG pedestrian policies and design guidelines, www.az**mag**.gov/addons/**MAG**/download.asp?ID=6391 MAG Complete Streets Guide, a resource ensuring that facilities for bicycles, pedestrians and transit are recognized as integral to a properly designed and functioning street. They are as important to mobility, health, and safety as a vehicular travel lane. With the implementation of Complete Streets, non-motorized, and public transportation facilities will be considered on the same basis as institutionalized components of streets, www.azmag.gov/.../BaP_2011-01-25_MAG-Complete-Streets-Guide... **Valley Metro,** Providing Public Transportation Alternatives for the Greater Phoenix Metro Area, http://www.valleymetro.org/vm/	
Promote safe roads and safe drivers	
Local Resources and Models	**National/International Resources and Models**
Arizona Department of Transportation, www.azdot.gov/mvd/medicalreviewprogram/asp. **MVD's Medical Review Program**, a driver condition/behavior report can be used by anyone to report an unsafe driver, www.azdot.gov/mvd/medicalreviewprogram/asp.	**Seniordrivers.org** is a website portal for senior drivers, their families, researchers, and alternative transportation providers, http://www.seniordrivers.org/home/ **AAA Senior Driving**, Helping Seniors drive safely for longer, http://seniordriving.aaa.com/ **CarFit,** an educational program that offers older adults the opportunity to check how well their personal vehicles "fit" them. The CarFit program also provides information and materials on community-specific resources that could enhance their safety as drivers, and/or increase their mobility in the community, http://www.car-fit.org/
Increase Social Participation	

Engage seniors as volunteers and employees	
Local Resources and Models	**National/International Resources and Models**
The Association for Volunteer Administration of Central Arizona, *www.cir.org/AVACA* **Southern Arizona *Volunteer Management Associat*ion** http://savma.org **Goodyear Police Department**, You Are Not Alone (YANA) is a free program offered by the Goodyear Police Department's Volunteers in Police Services (VIPS). This program provides regular phone calls and home visits to seniors who have limited family or community contacts. Seniors can also call the YANA program for help finding specific services and resources, http://goodyearaz.gov/index.aspx?NID=3156 **Duet**, promotes health and well-being through a broad range of services to older adults who need one-on-one support, http://www.duetaz.org/ **Arizona Mature Workers,** The realization that mature workers bring a wealth of knowledge, expertise, and professionalism to the workplace is leading employers to re-think traditional retirement. Many of those employers are focusing on recruitment and retention of mature workers within their organizations. More employers in Arizona are also recognizing the value of having volunteers with the same set of skills that are found in mature workers. For this reason, many of those employers are reaching out to mature workers as volunteers, https://www.azdes.gov/main.aspx?menu=8&id=48. AZ Links shares volunteer opportunities, https://www.azdes.gov/main.aspx?menu=8&id=74.	**Serve Philadelphia:** Mayor Michael A. Nutter's Office of Civic Engagement and Volunteer Service, http://volunteer.phila.gov/#s **Volunteer Match:** The organization offers a variety of online services to support a community of nonprofit, volunteer and business leaders committed to civic engagement, http://www.volunteermatch.org **Energize, Inc.** is an international training, consulting and publishing firm specializing in volunteerism. Energize has assisted organizations of all types with their volunteer efforts--whether they are health and human service organizations, cultural arts groups, professional associations, or schools, http://www.energizeinc.com/ **Volunteering in America,** this website provides comprehensive data on volunteering including volunteer profiles for all 50 states and the District of Columbia as well as hundreds of metropolitan areas, rankings, demographic trends, and profiles of volunteer organizations making an impact on some of our nation's toughest challenges. http://www.volunteerinamerica.gov **Alive,** AL!VE serves to enhance and sustain the spirit of volunteering in America by fostering collaboration and networking, promoting professional development, and providing advocacy for leaders in community engagement, http://volunteeralive.org/

Provide Intergenerational Programming	
Local Resources and Models	**National/International Resources and Models**
Benevilla—Is an ever evolving nonprofit which seeks to weave a safety net for those who may be isolated and need assistance to maintain their independence and to control their destinies. They provide a variety of intergenerational programs bridging the gap between generations, http://www.benevilla.org/index.html. **Rehoboth CDC**, works to cultivate strong communities of care between residents across all ages and ethnic groups to become more integrated and rooted within the Canyon Corridor; the Canyon Corridor CFAA Teams primary goal is reweaving the fabric of the Canyon Corridor Community to become more socially and economically vibrant. RCDC's primary contribution is to be the catalyst that convenes residents and stakeholders in order to ensure that success is achieved; and, by providing technical assistance, guidance and support, http://cdc.rehobothphx.org/. **Getting Arizona Involved in Neighborhoods**, annual event to promote community cohesion, http://www.tempe.gov/cpu/GAIN/.	**The Intergenerational Center, Temple University,** The Intergenerational Center, created in 1979, strengthens communities by bringing generations together to address critical concerns and creating opportunities for lifelong civic engagement, http://templeigc.org/ **LINKages** develops, coordinates and supervises activities that create opportunity for interaction between youth and seniors in a safe, structured, caring and learning environment. They have established proven methods for developing mutually beneficial relationships between seniors and young people, a factor vital in the development of successful intergenerational programs and services. http://www.link-ages.ca/index.htm
Re-imagine Senior Centers and Create Prototype Senior Centers of the Future	
Local Resources and Models	**National/International Resources and Models**
The Granite Reef Senior Center, Scottsdale, AZ recently won NuStep's Pinnacle Award for the most outstanding senior center in the United States. http://scottsdale.granicus.com/MediaPlayer.php?view_id=44&clip_id=4120	**The BoomerANG Project**, Montgomery County, Pennsylvania, January 2006 Final Report Prepared by Michael Marcus, MSW Consultants for Community Resources and John Migliaccio, Ph.D. Matury Mark Services Company http://mcaas.montcopa.org/mcaas/cwp/view,a,1505,q,45263.asp

Scottsdale Senior Services provides an integrated system of services, resources and opportunities to help people improve their lives, neighborhoods and community through recreation, social services and health and wellness services. The City of Scottsdale's two senior centers, the Granite Reef and Via Linda Senior Centers, offer a variety of programs, recreational classes, special events, support services and other opportunities, all geared toward senior adults.	Transforming Senior Centers into 21st Century Wellness Centers, Louisiana State Office AARP, December 2011, author Kathryn Lawler. **Beacon Hill Village,** a member-driven organization for Boston residents 50 and over, provides programs and services so members can lead vibrant, active and healthy lives, while living in their own homes and neighborhoods, http://www.beaconhillvillage.org/. **NORC**, naturally occurring retirement communities, has ways to address issues such as socialization, education, support, health care, and transportation. Here is a website to learn more about this www.norcblueprint.org. **Program of All-inclusive Care for the Elderly (PACE)** model is centered around the belief that it is better for the well-being of seniors with chronic care needs and their families to be served in the community whenever possible, http://www.npaonline.org/website/article.asp?id=4. **Senior Center Without Walls**, Senior Center Without Walls offers activities, friendly conversation, and an assortment of classes and support groups to homebound elders and others who find it difficult to go to a community senior center. Participants call from the comfort of home through telephone conference calls. No special equipment is needed and the calls are completely free, http://www.seniorcenterwithoutwalls.org/home
Increase organizational capacity	
Support alternative or creative funding options	
Local Resources and Models	**National/International Resources and Models**

Birt's Bistro is a microenterprise of Benevilla, http://www.benevilla.org/birts.htm.	
Co-locate services	
Local Resources and Models	**National/International Resources and Models**
North Penn Community Health Foundation, **Granite Reef Village**, Scottsdale Senior Services provides an integrated system of services, resources and opportunities to help people improve their lives, neighborhoods and community through recreation, social services and health and wellness services. The City of Scottsdale's two senior centers, the Granite Reef and Via Linda Senior Centers, offer a variety of programs, recreational classes, special events, support services and other opportunities, all geared toward senior adults. http://www.mcdowellvillage.com/p/senior_living/sr_center_3365/scottsdale-az-85257/mcdowell-village-3365.	
Increase quality of existing services	
Local and national resources and Models	
CDC's Healthy Aging Program, visit the Healthy Aging Program website for updated reports and information on aging related issues, www.cdc.gov/aging. **CDC's Morbidity and Mortality Weekly Report (MMWR),** the *MMWR* contains data on specific diseases as reported by state and territorial health departments and reports on infectious and chronic diseases, environmental hazards, natural or human-generated disasters, occupational diseases and injuries, and intentional and unintentional injuries. Also included are reports on topics of international interest and notices of events of interest to the public health community http://www.cdc.gov/mmwr/mmwr_wk.html?s_cid=mmwr_wklogo_e. **Public Health Connect,** phConnect is a collaboration platform whose members gather in online communities focused around a public health area. While you may sign on to phConnect, create a profile, and review posts, events and announcements, you will probably benefit most from joining a community. In a community, you can engage more deeply in the conversations, ask questions, and share your experience on the topic.	

www.phconnect.org.
The "CAAR Clippings", the Current Awareness in Aging Report (CAAR) is a weekly email report that helps researchers keep up to date with the latest developments in the field,
http://www.ssc.wisc.edu/cdha/pubs/caar/subscribe.html.
Administration on Aging (AoA) has a monthly "E-News" electronic newsletter and will occasionally send out announcements regarding funding, etc.
http://www.aoa.gov/AoARoot/Press_Room/Enews/index.aspx.
National Library of Medicine's "Medline Plus" allows you to tailor the information you want sent to you based on topic.
http://www.nlm.nih.gov/medlineplus/listserv.html
National Institutes of Health (NIH) SeniorHealth – occasional announcements
https://service.govdelivery.com/service/multi_subscribe.html?code=USNLMNIHSH.
Environmental Protection Agency (EPA) Aging Initiative – a monthly newsletter
http://www.epa.gov/aging/resources/listserv.htm.
National Institute on Aging (NIA), dedicated to understanding the nature of aging, supporting the health and well being of older adults, and extending healthy, active years of life for more people,
http://list.niapublications.org/niaalert/lists/?p=subscribe&id=1
Department of Health and Human Services (HHS) HealthFinder.gov has a daily and weekly newsletter
http://www.healthfinder.gov/

Utilize Technology

Local Resources and Models	National/International Resources and Models
About Care. Support services for the homebound, http://www.aboutcare.org/. **Duet**, Duet helps older adults and their families cope with challenges related to aging. From getting groceries and rides to the doctor, to health promotion activities and support groups, http://duetaz.org/. **City of Scottsdale's website pages** developed for each	

neighborhood. The sites include an interactive element where people can talk with each other online, http://www.scottsdaleaz.gov. **City if Surprise** offers twice monthly, Benefits Counseling by a volunteer trained by Area Agency on Aging. They assist persons using the Benefits Check-up website to search programs and eligibility.	

Appendix III—Demographic overview of the region

Regional Overview: 65 Years and Older

UNITED STATES			MARICOPA COUNTY		
Subject	**Number**	**Pct**	**Subject**	**Number**	**Pct**
POPULATION[1]			**POPULATION**[1]		
2010 Total Population……..	308,745,538		2010 Total Population…….	3,817,117	
2000 Total Population……..	281,421,906		2000 Total Population…..……	3,072,149	
Change 2000 to 2010…….	27,323,632	9.7	Change 2000 to 2010…….	744,968	24.2
2010 65+ Population……	40,267,984		2010 65+ Population……..…….	462,641	
2000 65+ Population……	34,991,753		2000 65+ Population……	358,979	
Change 2000 to 2010…….	5,276,231	15.1	Change 2000 to 2010……	103,662	28.9
IN SKILLED-NURSING FACILITIES[1]			**IN SKILLED-NURSING FACILITIES**[1]		
Total population 65 years and older…….	40,267,984	100.0	Total population 65 years and older…….	462,641	100.0
In skilled-nursing facilities……	1,252,635	3.1	In skilled-nursing facilities……	6,273	1.4
Male……	360,762	28.8	Male……	2,002	31.9
Female……	891,873	71.2	Female……	4,271	68.1
GRANDPARENTS[2]			**GRANDPARENTS**[2]		
Responsible for grandchildren under 18 years…….....	2,750,046	100.0	Responsible for grandchildren under 18 years…….....	34,571	100.0
Grandparent 65 years and older……..	485,202	17.6	Grandparent 65 years and older……..	4,649	13.4

Regional Overview: 65 Years and Older

UNITED STATES			MARICOPA COUNTY		
Subject	**Number**	**Pct**	**Subject**	**Number**	**Pct**
DISABILITY STATUS[2]			**DISABILITY STATUS**[2]		
Civilian noninstitutionalized population 65 years and older…….	39,132,252	100.0	Civilian non-institutionalized population 65 years and older…….	457,689	100.0
With any disability……..	14,361,536	36.7	With any disability……..	144,172	31.5
No disability…….....	24,770,716	63.3	No disability…….....	313,517	68.5
VETERAN STATUS[2]			**VETERAN STATUS**[2]		
Civilian population 65 years and older……..	40,433,525	100.0	Civilian population 65 years and older……..	464,909	100.0
Civilian veteran…….	9,137,977	22.6	Civilian veteran…….	116,227	25.0
POVERTY[2]			**POVERTY**[2]		
Population for whom poverty status is determined…….....	301,535,021	100.0	Population for whom poverty status is determined…….....	3,778,090	100.0
Below poverty level……..	46,134,858	15.3	Below poverty level……..	623,385	16.5
65 years and older…..…….	39,131,641	13.0	65 years and older…..…….	457,689	12.1
Below poverty level……..	3,521,848	9.0	Below poverty level……..	31,581	6.9

Regional Overview: 65 Years and Older

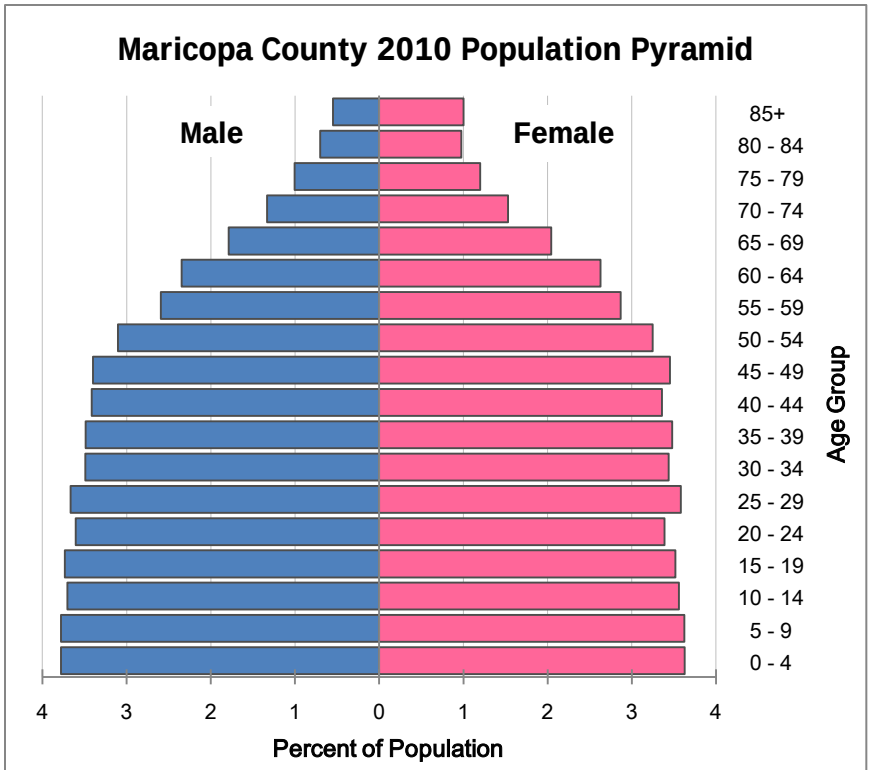
UNITED STATES			MARICOPA COUNTY		
Subject	**Number**	**Pct**	**Subject**	**Number**	**Pct**
INCOME IN PAST 12 MONTHS[2]			**INCOME IN PAST 12 MONTHS**[2]		
(in 2010 inflation-adjusted dollars)			*(in 2010 inflation-adjusted dollars)*		
Households with householder age 65 years and older…….	24,874,092	100.0	Households with householder age 65 years and older…….	279,411	100.0
With earnings……..	8,531,814	34.3	With earnings……..	88,294	31.6
Mean earnings……	$44,470		Mean earnings……	$44,181	
With Social Security income…….	22,784,668	91.6	With Social Security income…….	258,735	92.6
Mean Social Security income……...	$17,653		Mean Social Security income……...	$19,276	
With Supplemental Security income……	1,591,942	6.4	With Supplemental Security income……	13,412	4.8
Mean Supplemental Security income..	$8,335		Mean Supplemental Security income..	$10,237	
With cash public assistance income…….	422,860	1.7	With cash public assistance income…….	3,632	1.3
Mean cash public assistance income….	$3,627		Mean cash public assistance income….	$4,149	
With retirement income……	12,014,186	48.3	With retirement income……	138,588	49.6
Mean retirement income…….	$21,656		Mean retirement income…….	$22,087	
With Food Stamp/SNAP benefits……	1,890,431	7.6	With Food Stamp/SNAP benefits……	15,088	5.4

1. Source: U.S. Census Bureau, Decennial Census Programs (2000 and 2010), Summary File 1.
2. Source: U.S. Census Bureau, American Community Survey (ACS) 2010 1-Year Estimates. Prepared by: Maricopa Association of Governments, www.azmag.gov, (602) 254-6300

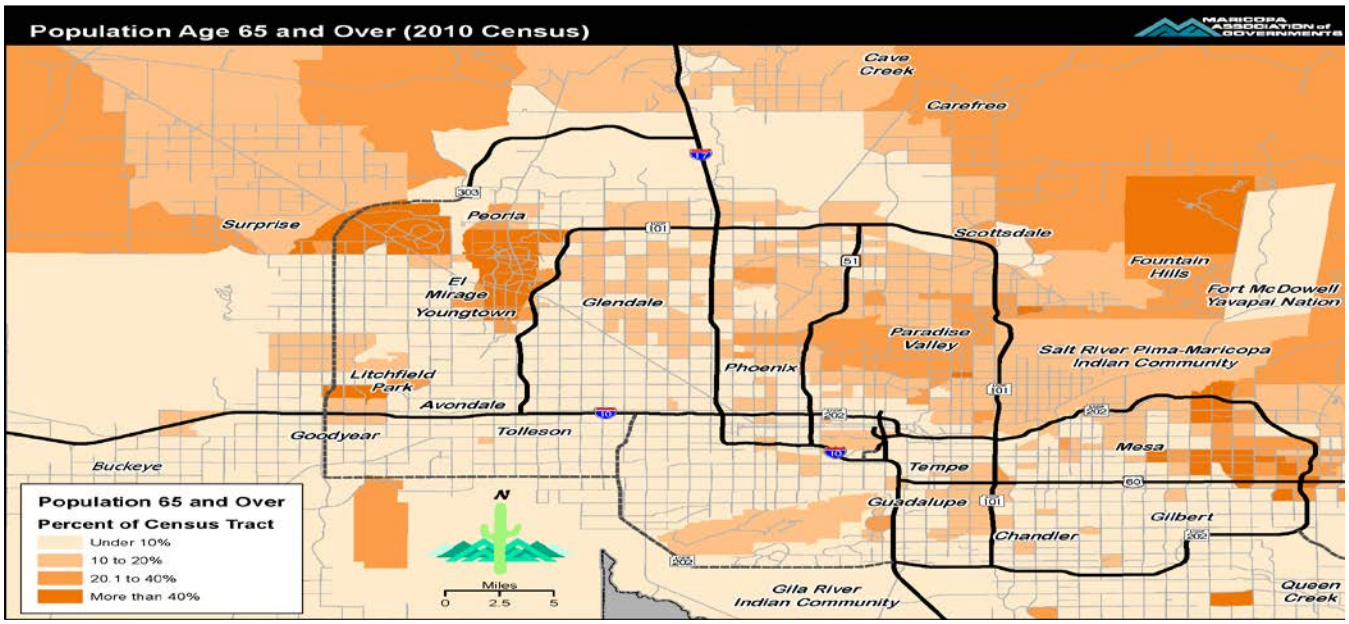
Population Pyramid

In addition to examining the number, percent, and growth rate of certain age groups, the population pyramid is a key tool used by demographers and researchers for assessing a population's age and gender composition. The population pyramid shows the numeric distribution of males (on the left) and females (on the right) by single years of age.

The population pyramid also gives some context to how the population distribution will likely shift in the near future. The Baby Boom population in 2010 appears in the middle of the pyramid (at ages 46 to 64). This population will begin aging into the 65 and older ages in coming years, and future growth will most likely see unprecedented increases in the older age groups.



Source: U.S. Census Bureau, 2010 Census Summary File 1



Appendix IV—A Summary of Focus Group Findings

Focus Group Discussions
The structure of the focus groups was to evaluate the ideal in comparison to the current structure of services to seniors, holistically encompassing all aspects of an individuals' community. Overall, focus group participants were very receptive to the opportunity of sharing their needs and wishes.

Topic: Transportation
One of the primary topics of discussion was the issue of transportation, which was discussed at every meeting. The quality of life of individuals lies in great part within their ability to access transportation. From doctor appointments to grocery shopping, individuals' vitality depends on their ability to freely move from one activity to the next. Given the large geographic area of the valley, individuals have longer distances to travel for their necessities. Meeting individual transportation needs is becoming increasing difficult, as health issues prevail and independence is restricted. Participants noted that the top of their wish list in this category included: safe vehicles, dependable and unrestricted transportation, and cost-contained options to ensure access to all.

Topic: Socialization
Another issue of much discussion was that of social participation. Individuals felt strongly about the need to provide options for socialization. In particular, participants expressed the need of having more senior centers throughout the valley. Currently, seniors have to travel long distances to get to senior centers. In some cases, assisted transportation to senior centers was eliminated in recent years due to budgetary constraints. Additionally, participants acknowledged the existence of a wide spectrum of ability within the aging community. It was suggested that senior centers be cognizant of the ability range and interest among patrons, and offer options that meet different senior needs. The adage of one-size fits all is no longer valid. To highlight this point, a few focus group participants acknowledged that they feel lost in the larger centers where activities are centered on the active adult. Therefore, increasing the number of centers and offering a variety of options will help reduce alienation among this demographic when the nearest senior center doesn't cater to their activity level or interest.

It is important to highlight one commonality among comments from focus group participants. Of particular interest was the interest in having senior centers open longer than the customary two o'clock in the afternoon closing time. For many seniors, the senior centers are their only method of socialization and distraction. When senior centers close at 2:00 p.m., so do the lives of the senior center patrons. Seniors are eager to have more culturally enriching opportunities. Some of the solutions discussed by the participants detailed their wish to have excursion opportunities to nearby art galleries, the theater, or a musical experience. Many of these venues offer enriching experiences that occur in the evening hours when seniors are less likely to venture out, particularly alone.

However, when organized by the senior center individuals are more apt to participate in group gatherings, principally because transportation is arranged.

Conclusion

Conclusively, seniors yearn to be heard and to be active participants of the communities they live in. The notion of isolation is not foreign to a senior whose lifestyle tends to be constrained due to limited government services. However, seniors are eager to seek solutions and offer ideas to enrich their quality of life. As one focus group participant so poignantly phrased her situation, "You can't give me more time, but you can help improve the quality of time I still have."

Appendix V—A Summary of Participant Recommendations of the Senior Center Workshop at the Community Forum

Senior Center Workshops—February 15, 2012

Two workshops were held on the topic of senior centers as part of the February 15, 2012 MAG event *Planning for the Next 100 Years*.

Purpose of the Workshops

The population aged 65 and over is projected to double by 2012. It is unlikely that funding for senior centers will double. The concept of senior centers, even their name, is carried over from a different time and different way of thinking about aging. In addition, the desires and expectations of the population that is now near retirement have changed. What is being offered in current senior centers does not match their needs and expectations. A quote from the workshops that illustrates this disconnect is "If we, the people currently working in senior centers, think we would not go to existing centers when we age – who will?"

Developing a response to this situation requires thinking creatively about how to support this population in new ways.

The questions guiding the discussions during the workshops were:

Guiding Question 1: What are the goals of existing senior centers and how can these goals be met or improved by doing things differently?
Guiding Question 2: How do we build on and leverage existing resources and partnerships?
Guiding Question 3: How can the concept of senior centers be re-imagined to appeal to the new generation of "people aging"?
Guiding Question 4: How can the concept of serving seniors be aligned with concepts of community/population integration rather than separating out "aging?
Guiding Question 5: What opportunities do you see for senior centers that could help create more vibrant, engaged, and healthy seniors?

The following is a summary of the responses shared during the workshop.

Guiding Question 1: What are the goals of existing senior centers and how can these goals be met or improved by doing things differently?

Workshop participants felt that before answering Question 1, an assessment should be done to identify:

a. What is currently being offered in existing senior centers?
b. What are the demographics of the people currently being served?

c. What are the needs and wants of the people currently being served in senior centers?
d. What are the desires and expectations for those in the 55 plus age bracket?

The assessment should compare existing services with best practices and collect information that would help develop a plan to increase the use of best practices. Participants also suggested convening more meetings like this, allowing one center to learn from another.

There was general recognition that there isn't one demographic that is "aging"; that there is a wide range of fitness, functionality, and age, and that sometimes age doesn't correspond with fitness or functionality. One suggestion for the subcategories within aging were, "fit, fragile, and frail."

Some participants stated that there were space limitations (i.e. one big room), which limited offerings and required thinking about how to partner and use technology in a way that doesn't limit services to in person congregate settings.

A summary of the goals of existing senior centers shared during the discussion are as follows:

- Promote Lifelong learning, increase quality of life (social, emotional, mental, holistic, through arts and culture) through wellness programs and increased socialization, social networking and community building
- Provide assistance with end of life transition, personal life and financial assets,
- Offer fun and engaging recreational opportunities, be flexible, help create happy people
- Help people know and learn about available services and access information. Senior centers currently do this through people staffing resource tables or coming in as speakers. Several participants noted that often speakers weren't enough and there was a need for follow through, after a speaker/presentations, but there isn't currently capacity to do this.
- Help people get their individual needs met through individual problem solving, advocacy and support services
- Provide support groups/resources for caregivers

Guiding Question 2: How do we build on and leverage existing resources and partnerships?

Potential Partnerships to develop, enhance, or expand:

- Community centers/resource centers not just senior focused, smaller/neighborhood centers – diversity in programs/centers
- Church/faith based programs and ASU and community colleges, involvement with youth groups, partner with school districts, arts and culture partnerships,

Link to arts and culture providers, social service providers, libraries, businesses, school systems, developers, Area Agency on Aging, AZlinks, foundations, casinos
- Medical community, community health centers, hospitals, etc.
- Volunteer groups such as lions, rotary, sorority and fraternity alumnae, and large volunteer organizations such as i.e. united way
- Organizations that provide training in how to utilize skills and talents of older adults such as Experience matters
- Family and friends
- Maricopa Association of Government (MAG) – create a regional plan and advocacy, City and town joint programs
- National organizations such as the National Council Of Aging, ASA – American Society on Aging
- Education of providers/services available (such as AAA, Police, Fire, Arts/culture)
- Media to promote and create interest

Guiding Questions 3 and 4: How can the concept of senior centers be re-imagined to appeal to the new generation of "people aging"? and How can the concept of serving seniors be aligned with concepts of community/population integration rather than separating out "aging?

The participants acknowledged that we don't know right now—how to make offerings attractive and attract people. Finding out more about how to do this could be part of the research involved in a senior center assessment that was described on page 1. People acknowledged that integrating services for seniors rather segregating them could help reduce the "stigma" and make the value known and more attractive. People suggested changing the name from "senior center" to something more attractive, which would help change the image, i.e. re-naming terms, life enrichment/community center.

Guiding Question 5: What opportunities do you see for senior centers that could help create more vibrant, engaged, and healthy seniors?

The ideas people had (some are similar to the suggestions for partnerships):

Conduct an assessment of existing senior centers to learn more:
- Conduct a County-wide assessment—what do we have now so we know what needs to be tweaked

Changes to existing services:
- Create magnet center to offer unique services, coordinate an array of experts, program provider in locations near seniors

- Senior centers as a vehicle for exercise, mobility and health
- Make more accessible, open longer hours
- Use technology—there are implications for how technology can be used to provide support that is not limited to in person
- Increase education and use of technology
- Change the name from "senior center" change image
- Develop mentoring, peer mentoring
- Create welcoming/warm spaces, vibrant environment, i.e. "greeters" options/menu of activities/escort to show options
- Multiple use spaces
- Create meaningful volunteer opportunities
- Create opportunities to talk about hard topics (STD's, alcoholism, drugs, end of life)
- Help seniors get more for their $

Recommendations for future partnerships:

- "Training riders"/Valley metro/mobility center
- Scottsdale prevention institute
- Movie theater
- Towns, city—local government
- Coffee shops, grocery stores
- Network with employers to develop senior employment opportunities
- Partnership with local Regional Behavioral Health Authority (RHBA)

Consumer and Community Engagement and Funding:

- Generate additional private financial resources
- More community involvement in development of vibrant programs and resources (arts and culture, age appropriate)
- Include participants in planning
- Continually collaborating with other resources and partnerships
- Make centers more attractive, create club mentality, customer driven system, value driven activities
- Educating faith based communities "community navigator/concierge"
- Collaboration between (partnerships) senior centers and community agency resources
- Partner with hospitals, Maricopa county, other cities
- Create seamless service opportunities with all providers sharing and planning together (credibility versus credit)
- Marketing together—outreach cross communities e.g. retiree groups, snowbirds, human resources at large companies work with "almost" retirees
- Volunteer engagement —long term versus project based

Summary of Recommendations

Conduct a regional assessment of existing senior centers which results in information about the people that currently receive services at senior centers, the services they are receiving and results of those services, and how the services they are receiving align with their wants and needs.

Continuing ongoing convening which allows people who share the goal of supporting healthy and active seniors to learn from each other and to identify ways to: re-imagine senior centers; develop new services, methods of service delivery, and partnerships to increase the outcomes and better meet the existing and future needs; and develop language that removes barriers that come with the existing "stigma" and/or limitations of senior centers of today.

MUNICIPAL AGING SERVICES INVENTORY																												
							Transportation																					
City / Town	Agency Website	Partnership with nonprofit	In-home Case Mgt.	Outreach	Congregate Meals	Home Del. Meals		Fee / Sugg. donation	Bus Tickets	Total Transit Discount Cab	Volunteer Drivers	Reserve-a-Ride / Dial-a-Ride	In-Home/Assist. For Independent Living	Specialty	Caregiver Assist.	Vital Signs / Health	Financial	Afford. Housing	Boomers (Newly retired or ready to retire)	Hours	Weekdays	Weekends	Fees	Phone	Age Restrictions	Notes	Socialization
Apache Junction	Apache Junction Active Adult Center	A		x	x	x	Van transport to/from senior centers for persons who are 60+.						x	x	x	x	x		x	8:00 a.m. - 4:00 p.m.	Yes	No	$15	(480) 474-5260	50+	Refer to Pinal County for housing services.	Volunteer Program; support groups, peer counseling, exercise classes. Arts and crafts, dancing, games and educational classes.
Avondale	Avondale Community Center			x													x				Yes			(623) 333-2700			
	Care 1st Avondale Resource and Housing Center			x											x					M-Th-9:00 a.m.-7:00 p.m.; Fri-9:00 a.m.-5:00 p.m.	Yes	Special Events	No	(623) 333-2703	No	Area Agency on Aging-Monthly Medicare Benefits Counseling.	
	Avondale Senior Center			x	x	x	To senior center and recreation programs.									x				8:00 a.m. - 2:00 -p.m.	Yes	No	$2 donation for lunch; $.25 per ride	(623) 333-2401	60+ or under 60 and disabled with letter from doctor		Fitness, health presentations, outings, movies and celebrations.
Town of Buckeye	Community Action Program			x													x			8:00 a.m. - 5:00 p.m.	Yes	No		(623) 349-6615			
	Community Center Senior Program			x	x	x	x							x	x	x			x	8:00 a.m. - 5:00 p.m.	Yes	No		(623) 349-6600	60+, or disabled		Arts and crafts; cards and games; health and fitness; classes and clubs. Monthly outings, computer lab, reading programs.
Carefree		F				x	Van program for lunch outings, movies, libraries, etc.				Medical transportation and grocery shopping.													(480) 488-1105	homebound and / or disabled persons, 18+	Geographic area: 85377	
Cave Creek		F				x	Van program for lunch outings, movies, libraries, etc.				Medical transportation and grocery shopping.													(480) 488-1105	homebound and/or disabled persons, 18 +	Geographic area: 85327, 85331	
Chandler	Chandler Senior Center	B, C, & D		x	x	x										x			x	8:00 a.m. - 5:00 p.m.	Yes	No	Yes/No	(480) 782-2720	No	Community Service of Arizona is contracted with the City and Area Agency on Aging to provide congregate and home delivered meals. The City provides activities.	Arts and Culture; Computers, Fitness, Continuing Education, Nature, Environment and Outdoors, Health and Safety, Cards and Games.
El Mirage	El Mirage Senior Center			x	x		Van transportation for senior outings.	$2.00 (F)		x										8:30 a.m. - 12:30 p.m.	Yes	No	Yes/No	(623) 876-4232	55+	El Mirage resident only.	Has a volunteer program to include senior committee group. Assignments include servers, activity instructors, cashiers. They volunteer via city community events.
Fort McDowell	-																											

MUNICIPAL AGING SERVICES INVENTORY																												
							Transportation																					
City / Town	Agency Website	Partnership with nonprofit	In-home Case Mgt.	Outreach	Congregate Meals	Home Del. Meals		Fee / Sugg. donation	Bus Tickets	Total Transit Discount Cab	Volunteer Drivers	Reserve-a-Ride / Dial-a-Ride	In-Home/Assist. For Independent Living	Specialty	Caregiver Assist.	Vital Signs / Health	Financial	Afford. Housing	Boomers (Newly retired or ready to retire)	Hours	Weekdays	Weekends	Fees	Phone	Age Restrictions	Notes	Socialization
Fountain Hills	Fountain Hills Activity Center for Seniors & Boomers			x		x													x	9:00 a.m. - 4:00 p.m.	Yes		$15 annual ($17 beginning 1/1/2012)	(480) 816-5226	18+		Volunteer program; Arts & Crafts, Classes, Discussion Groups, Fun and Games, Movies, Special Events, Trips.
Gila Bend	Gila Bend Senior Center			x	x	x	Transportation to CAP and senior center.														Yes		Yes	(928) 683-2244	60+		Arts and Crafts, games, food programs, health related discussions and workshops, shopping and excursion trips.
Gilbert	Gilbert Senior Center			x	x	x										x					Yes			(480) 503-6060	55+		Games, Dance, Fitness. , Trips. Volunteer opportunities.
Glendale	Glendale Adult Center - Social Services			x	x									x		x				8:00 a.m. - 7:00 p.m.	Yes	9:00 a.m. - 1:00 p.m. & 7:00 a.m. - 9:30 p.m. - Saturday	Annual: $10 residents / $15 non-residents	(623) 930-4321			Games, music and dance, travel and tours; fitness and exercise.
	Senior Center (YWCA)	x			x	x	x					Dial-a-Ride				x				8:00 a.m. - 3:00 p.m.	Yes	No	Annual Contribution: $10	(623) 931-7436			Fitness programs, health screenings, educational issues, games, trips, arts and crafts, theme parties and special events.
Goodyear	-																									See Avondale Senior Center Services	
Guadalupe	Senior Center			x	x	x	Transportation to/from Senior Center for residents only. Limited transportation to Phoenix area for medical and/or grocery needs.									x	x	x		8:00 a.m. - 4:00 p.m.	Mon - Thurs	No		(480) 505-5393	60+ or any age with documented disability	(funded through AAA)	Arts & Crafts Program; Health/Exercise Program.
Litchfield Park	Senior Citizen Activities																			9:30 a.m. - 11:00 a.m.	-	-		(623) 935-2011		Senior Citizen Program - meets monthly.	Enjoys a variety of activities and events in cooperation with the Litchfield Park Recreation Dept.
Maricopa County			x																								
Mesa	Red Mountain Multigenerational Center	A		x		x	Van transport to/from senior centers for persons who are 60+.						x	x	x	x	x	1	x	8:00 a.m. - 4:30 p.m.	Yes		$15	(480) 218-2221			Fitness, games, classes, support groups, trips and volunteer opportunities.
	Mesa Center	A		x		x	Purchase of subsidized Dial-a-Ride tickets.						x	x	x	x	x	1	x	8:00 a.m. - 4:30 p.m.	Yes		$15	(480) 962-5612			Spanish classes, dance, art sessions, games, fitness, and volunteer opportunities.

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							Transportation																				
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Paradise Valley	Paradise Valley Senior Center			x	x	x	Contract service providers. ADA certified individuals only.					Reserve-a-Ride															Clubs and classes, arts and crafts, dancing, special events, games, fitness health and education.
Peoria	Community Action Program and Nutrition Program	E		x	x	x	To Peoria Community Center.													8:00 a.m. - 5:00 p.m.	Yes	No		(623) 979-3911		Funded through AAA and Maricopa County.	
	Senior Adult Programs																							(623) 773-7436	50+		Games, health and fitness, special events and year-round classes.
Phoenix	**Senior Centers:**			x	x	x	x							See Note 3		Yes	See Note 1	See Note 1		8:00 a.m. - 5:00 p.m.	Yes	No			60+ (2)		
	Adam Diaz											Staff assists with registering for Reserve-A-Ride; or provides information for other transport options.											$10 - Residents, $20 Non-Residents, Additional fees may apply for specific classes, events or trips.	(602) 262-1609		1. Emergency Financial Assistance and Case Management are available to Senior Center members on a limited basis by appointment. 2. Programs also serve disabled under 60. Some classes, trainings and events are available to adults of all ages in conjunction with Parks and Rec. Department programs. 3. Senior Center Activities regularly include fraud prevention and other legal and financial workshops.	Clubs and classes, arts and crafts, trips, special events, games, fitness, health and education, discussion groups. Volunteer opportunities. Activities may vary by location.
	Chinese Senior Center																							(602) 262-6411			
	Deer Valley																							(602) 495-3714			
	Desert West																							(602) 495-3709			
	Devonshire																							(602) 262-7807			
	Goelet A. C. Beuf																							(602) 534-9743			
	Manzanita																							(602) 262-4949			
	Marcos de Niza																							(602) 262-7249			
	McDowell Place																							(602) 262-1842			
	Paradise Valley																							(602) 495-3785			
	Pecos																							(602) 534-5366			
	Senior Opportunities West																							(602) 262-6610			
	Shadow Mountain																							(602) 534-2303			
	South Mountain						Seniors 60+ and persons with Title XX or physician certified disabilities.		Discount tickets for shopping and errands.															(602) 262-4093			
	Sunnyslope						x		For local transit system,															(602) 262-7572			
Queen Creek	Senior Program																			9:00 a.m. - 12:00 p.m.	Wed.	No		(480) 358-3700	50+		Activities and leisure opportunities.
Scottsdale (see footnotes)	**Senior Centers:**			x		**								**		x											
	Granite Reef Senior Center	2	3	x	**4	3	5						3	6	2;3	7	8	9	10	8:00 a.m. - 9:00 p.m.	Yes	8:00 a.m. - 7:00 p.m. - Saturday	Fitness Center; Spec Classes; Spec Events	(480) 312-1700	No		Games, arts and crafts, fitness, computer, local trips, performance group, volunteer opportunities.
	Via Linda Senior Center	2	3	x		3	5						3	6	2;3	7	8	9	10	8:00 a.m. - 9:00 p.m.; 8:00 a.m. - 5:00 p.m.	M-Th; Fri	8:00 a.m. - 5:00 p.m. - Saturday	Fitness Center; Spec Classes; Spec Events	(480) 312-5810	No		Games, fitness, special events, lunch outings, trips, volunteer opportunities.
	Paiute Neighborhood Senior Center	2	3	x		3	5						3	6	2;3	7	8	9	10	9:00 a.m. - 5:00 p.m. (see note 11)	M-F	Closed	Spec Classes; Spec Events	(480) 312-0040 or (480) 312-2529	No		Workshops, fitness, movies, monthly potluck, book club, history lectures.

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Sun City and Sun City West	Banner Olive Branch Senior Center			x	x	x								x		x				9:00 a.m. - 3:00 p.m. (9:00 a.m. - 2:00 p.m. on Fridays)	M-T	No		(623) 974-6797	60+ and handicapped persons of any age	Funded by AAA and Valley of the Sun United Way.	Entertainment, crafts, exercise, food and computer programs.
Sun Lakes	Neighbors Who Care					x	x				x		x	x	x									(480) 895-7133			
Surprise	Surprise Senior Center			x	x											x				8:00 a.m. - 5:00 p.m. 8:00 a.m. - 4:00 p.m. - Fri.	M-Th		Annual: $12 residents / $15.00 non residents		50+		Computer lab and training classes; fitness center; games; walking club.
Tempe	**Senior Centers:**																											
	Escalante Community Center	G		x	Tues - Fri											x				8:30 a.m. - 3:30 p.m.	T-Fri			(480) 350-5870	60+		Bingo, movies, special events and guest speakers, dance, fitness, games, and volunteer opportunities.
	Pyle Adult Recreation Center			x	Tues & Fri		Contact agency									x								(480) 350-5211	50+		Group activities: book club, bunch for lunch, current event and discussion groups, needlewielders, Senior Songbirds; games and fitness.
	North Tempe Community Center	G		x	Tues - Thurs	x														8:00 a.m. - 3:00 p.m.	M-F			(480) 858-6509	60+	Operated by Tempe Community Action Agency.	Games and fitness
	Cahill Senior Center			x	Wed.															8:30 a.m. - 2:30 p.m.	M-F						Fitness center, computer lab, special events, lectures and courses, volunteer opportunities.
Tolleson	Senior Center			x	x	x	x	$1.50 (D)						x		x		x	x	8:00 a.m. - 4:30 p.m.	M-F	Yes	Special events	(623) 936-2760	60+		Arts and crafts, games, cultural celebrations, fitness, karaoke, raffles, shopping and trips.
Wickenburg	Community Action & Senior Center	E	x		x	x	x										x			8:00 a.m. - 5:00 p.m.	M-F			(928) 684-7864	60+ or any age with documented disability	Operated by FSL.	
Youngtown																												

MUNICIPAL AGING SERVICES INVENTORY																											
							Transportation																				
City / Town	Agency Website	Partnership with nonprofit	In-home Case Mgt.	Outreach	Congregate Meals	Home Del. Meals		Fee / Sugg. donation	Bus Tickets	Total Transit Discount Cab	Volunteer Drivers	Reserve-a-Ride / Dial-a-Ride	In-Home/Assist. For Independent Living	Specialty	Caregiver Assist.	Vital Signs / Health	Financial	Afford. Housing	Boomers (Newly retired or ready to retire)	Hours	Weekdays	Weekends	Fees	Phone	Age Restrictions	Notes	Socialization
NONPROFIT AGENCIES THAT CONTRACT WITH MUNICIPALITIES																											
(A) East Valley Adult Resources																								(480) 962-5612			
(B) Comm. Services of Arizona - Chandler																											
(C) Neighbors Who Care - Chandler																								(480) 895-7173			
(D) About Care - Chandler																								(480) 802-2331			
(E) Foundation for Senior Living																											
(F) Foothills Caring Corps																											
(G) Tempe Community Action Agency																											

** Offered by brokerage agencies offering services at centers.
*** Lunch offered Tuesdays and Fridays; Friday location varies
**** Lunch offered Tuesday, Wednesday and Thursday for adults ages 60+
1. Discovery Point Retirement Community
2. Each year non-profit agencies are funded from a variety of sources: CDBG, HOME, General Funds, Scottsdale Cares and the Endowment Fund
3. Senior Services are contracted with Non-profit agencies based on the years funding allocation - See note #2 above
4. Congregate Meals are provided every weekday
5. Transportation assistance is provided through grant funds or donations
6. Senior friendly Specialty Classes are offered and also a multitude of support groups and volunteer opportunities
7. Many health & wellness programs are available provided either through brokerage agency, senior services contract or by volunteers. There are also Fitness facilities at both Granite Reef and Via Linda for a small fee.
8. Seniors needing financial assistance are referred to our Vista del Camino locations which provides rent/mortgage and utility assistance. We also have a holiday program (Adopt-a-Senior) and a Summer program (Beat-the-Heat)
9. Seniors needing assistance with renting are referred to our Section 8 program or to Vista del Camino for rent/mortgage assistance
10. Events, specialty classes, volunteer opportunities and health & fitness programs are all ways that Boomers can get connected.
11. Effective 7/1/2011, weekday hours are 10am to 4pm M-F