

AGE FRIENDLY SAUSALITO



A Five-Year Project of Community-Wide Engagement, Planning, Collaboration and Action to Meet the Challenge of Growing Older at Home with Comfort and Dignity

Submitted to:
World Health Organization
Global Network of Age Friendly Cities and Communities

AGE FRIENDLY SAUSALITO COMMUNITY ACTION PLAN

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AGE FRIENDLY SAUSALITO

A COMMUNITY ACTION PLAN



IN THE BEGINNING

When it caught the attention of a group of Sausalito citizens that Sausalito is one of the fastest aging cities in Marin County, and Marin is the fastest aging county in the State of California; and that one in four Marin County residents is aged 60 and older; and by 2030 that will be one in three, they were concerned.

When they realized that Sausalito has already reached that milestone they knew something had to be done.

In April of 2013 the group began meeting to plan to ensure that Sausalito will always be accessible and inclusive for its residents.

The mission they created and presented to the City Council was stated as "to move Sausalito forward as an Age Friendly City so that its residents can actively age in place. A community that is better for older adults is a community that is better for everyone."

Within months, that group was officially designated the Age Friendly Sausalito Task Force by a unanimous vote of the Sausalito City Council, and the formal work began. Eight months later Sausalito was accepted into the World Health Organization (WHO) Global Network of Age Friendly Cities and Communities. The community embraced the effort with enthusiasm. Several programs were jump-started and are now part of the fabric of our community.

The Age Friendly Community Action Plan that follows describes how the work will continue, moving Sausalito further along the continuum of Age Friendliness.

We invite you to review the work completed and to assess work yet to be done. There is plenty to do and perhaps you will be inspired to join the effort ensuring Sausalito will continue to be the ideal place to grow up and grow old together.

JOINING THE GLOBAL NETWORK OF AGE FRIENDLY CITIES

The World Health Organization (WHO) launched its international Age-Friendly Community initiative in 2006 in response to the growing population of older adults across the globe. The WHO determined that helping make cities and communities age-friendly is one of the most effective local policy approaches for responding to the demographic aging trend:

- The global population of older adults age 65+ will nearly double over the next 35 years, from 8.5% of the worldwide population today to 18% in 2050.
- In the United States the age 65+ group will increase from 1 in 7 people today (14%) to 1 in 4 people (25%) by 2050.
- California's population age 65+, is at 1 in 6 people today (17%) and will increase to 1 in 5 people (25%) by 2050.
- In Marin County, the 65+ population is currently at 1 in 4 people (25%)
- ***In Sausalito, nearly 1 in 3 people (30.1%) are already Age 60 or older.***

The WHO Global Network of Age-friendly Cities and Communities (WHO Network) was established to foster the exchange of experience and mutual learning between cities and communities worldwide which now number 287 members in 33 countries. The City of Sausalito joined the WHO Network in 2014, the first City in Marin County to be accepted, and only the third in all of California.

Cities and communities in the WHO Network are of different sizes and are located in different parts of the world. Their efforts to become more age friendly take place within very diverse cultural and socio-economic contexts.

What all members of the WHO Network do have in common is the desire and commitment to promote healthy and active aging and a good quality of life for their older residents.

The WHO Network provides a helpful resource for cities and communities to become more supportive of older people, and requires a commitment to participate in a five-year continuing cycle of community assessment, planning, improvement and evaluation of their needs across eight environmental and social domains of livability that

contribute to active and healthy aging.

With the creation of this Community Action Plan, Age Friendly Sausalito has completed years 1-2 of this commitment, the initial assessment and planning phase, and embarks on the implementation and evaluation components, building on the activities and programs that sprang into being as part of the planning and organizing process.

This next phase will be completed in years 3-5 and will involve and include the whole City and Community in the many different areas to be addressed. In addition to the Age Friendly Task Force, and the City Departments, Service and Faith Organizations and many individual members of the community will be engaged in the activities according to their particular area of interest, and work on the City's General Plan will use an all age friendly lens. No doubt elements of the plan will evolve, as is the natural course of such inclusive and collaborative activities. Needed changes and improvements will always be welcome as implementation goes forward. This second phase of Sausalito's Age Friendly Initiative will be completed with a final evaluation and report that will inform the Community on the progress and accomplishments, and the impact on older adults. It will highlight future areas to explore and activities to undertake for the next cycle of continuing community improvements.

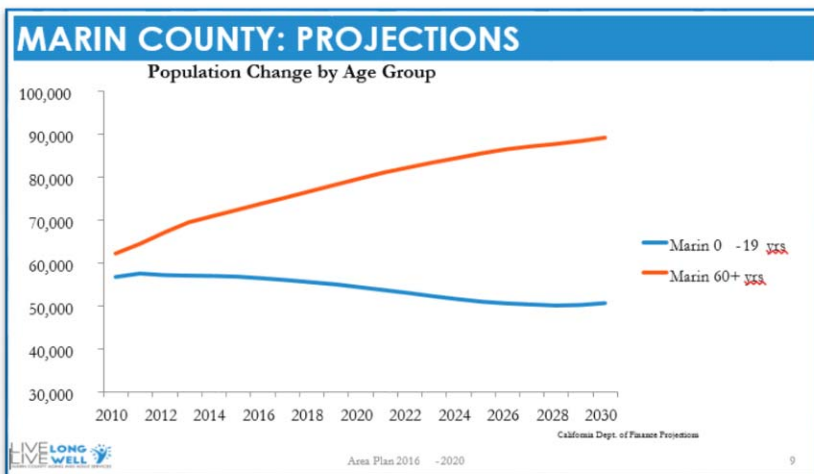


DEMOGRAPHIC CONSIDERATIONS

Sausalito is a beautiful small Bay Area city, just north of the Golden Gate Bridge in Marin County with stunning views across San Francisco Bay and Richardson Bay. It covers a land mass of 2.2 square miles, .5 square miles of which are underwater. Developed rapidly as a shipbuilding center in World War II, the City's industrial character was transformed into an artistic enclave, tourist destination, and picturesque residential community including several houseboat neighborhoods. Sausalito is adjacent to the protected spaces of the Golden Gate National Recreation Area and encompasses both steep, wooded hillsides and shoreline tidal flats. The majority of homes are located on steep, narrow and winding roads; and most residential areas lack sidewalks. Some "streets" are actually public stairways.

2015 census figures put the City's population at 7,135 people, with several hundred more persons living on boats and houseboats, adjacent to the City. The racial/ethnic composition is 91% Caucasian, 5% Asian, 1% African American, and 3% Native American, Pacific Islanders, and others.

The City's population tends to be older, with 30.1% age 60 or over. County projections indicate that the older adult population is trending to increase dramatically over the next decades. About 9% of the City's population is 18 or under, and adults ages 19 to 59 make up the remaining 60%



Overall Sausalito is an affluent and well-educated city. Median annual household income is \$112,000, per capita income is \$89,751, and 72% of residents have a bachelor degree or higher. However, more than 5% of the population, or some 360+ individuals, are at or below the federal poverty level (FPL) of \$11,880/year for one person and \$16,020/year for a two-person household), many of the persons living on boats are also living on incomes below the FPL.

The Elder Economic Security Index (EESI) has been mandated by the State of California for planning senior services. It is calculated on a county by county basis and is used to calculate the minimal costs of living for older adults with a methodology more accurate than the FPL. The difference between the FPL and the EESI, called the EESI-Gap represents a particularly vulnerable population, as these elders are not eligible for MediCal and many other government-funded support services, but don't have sufficient funds to pay for needed services themselves.

2013: Elder Economic Index – Marin County

| Household | Housing Status | Index Per Year |
|--------------|----------------------|----------------|
| Single Elder | Owner w/o Mortgage | \$20,112 |
| Single Elder | Renter, one bedroom | \$30,420 |
| Single Elder | Owner w/ Mortgage | \$42,528 |
| Elder Couple | Owner w/o Mortgage | \$28,392 |
| Elder Couple | Renter, one bedroom | \$38,700 |
| Elder Couple | Owner, with Mortgage | \$50,808 |

More than half of renters living alone in Marin County live on incomes below the EESI. Four out of 10 elders living alone own their homes but are still paying off mortgages and are unable to meet their basic needs. Almost one quarter of elders who own their home outright cannot make ends meet. Although the EESI does not calculate this index by city, these numbers would be even higher for Sausalito's older residents, as Sausalito's

housing costs are among the highest in the Bay Area, with a median home value of over \$1.2 million. Median gross rent is about \$2,000/month, with 40% of households paying more than 30% of their incomes on rent.

Sausalito has about 4,500 housing units split nearly evenly between owner and renter occupied residences. About 400 of the housing units are houseboats in five floating home marinas on Richardson Bay. Twenty-six percent (26%) of housing units are owned or rented by people age 65+ and according to the Age Friendly Sausalito Survey, 35% of respondents who rent, reported that they live alone.

| Age Friendly Sausalito Survey – Housing Status | Total Respondents: 1,163 Age 55 and Older | |
|--|---|-----|
| I live alone | 34.39% | 400 |
| Friend/roommate | 3.01% | 35 |
| Paid attendant | 0.34% | 4 |
| Partner/spouse | 59.33% | 690 |
| Other family | 3.96% | 46 |

In 2016, for the seventh year in a row, Marin County ranked #1 in California for health outcomes and health factors. While this is to be celebrated, there are significant differences in health outcomes between people with incomes at or below the Elder Economic Security Index (EESI) and those above it. Early in 2016, The Marin

Commission on Aging and the Area Agency on Aging conducted a Health Survey of older adults in the County. Among those at or below the EESI, 60% report having a disability due to physical, mental, or emotional conditions in comparison to 40% of those above the EESI. Those at or below the EESI were also more likely to be concerned about housing, transportation, getting out of the house to socialize, and having enough food to eat, than those above the EESI.

Among Sausalito residents responding to this county survey, 30% were concerned about housing, 27% were concerned about transportation, 35% were concerned about isolation, and 25% were concerned about

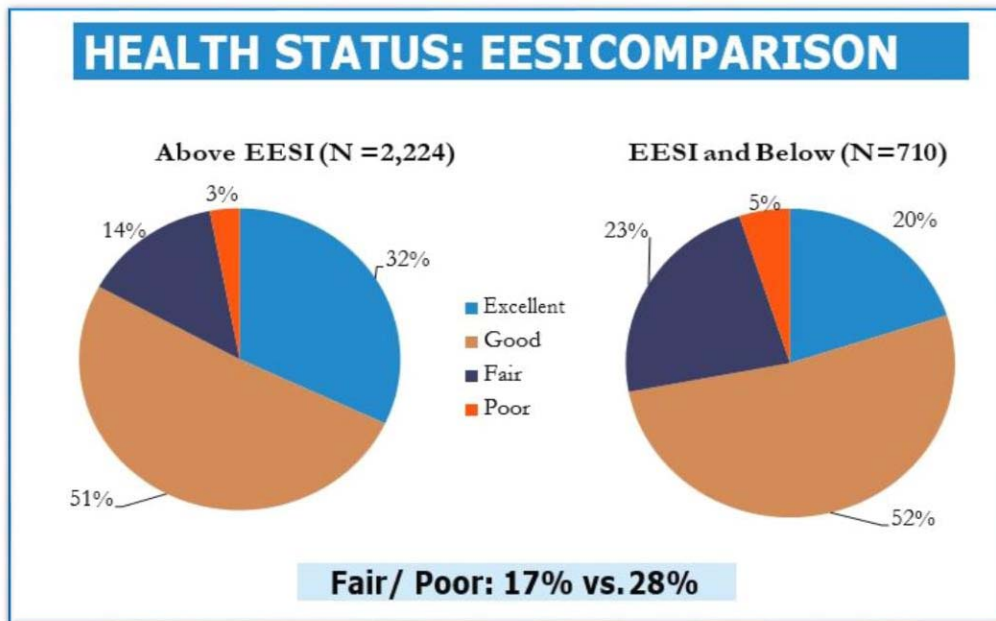
opportunities for socialization.

Food insecurity was a concern for 11% of respondents, and 29% said they were concerned they would not be able to pay for a caregiver if needed.

These social determinants of health have a significant impact on health and wellbeing. This Age Friendly Community Action Plan is targeted to address many of the core needs of older residents in our City, and fill significant gaps for those living

with insufficient or modest

incomes as well as those with more comfortable means, while enhancing quality of life overall.



ENGAGING COMMUNITY



The issues of an aging population were not new to the members of the Age Friendly Task Force. Among those who came together at the very beginning to plan for the impact on Sausalito were members of Sausalito Village, the Edgewater Senior Club and the City's representative on the County Commission on Aging.

It was clear to them that success in transforming the city would depend on building awareness and generating support in the larger community.

Among the strengths the members of the initial working group brought with them that proved essential to their early success, was their ability to connect with leaders, residents, businesses, churches, and service organizations to get the word out.

As they approached their work the Task Force made two important decisions: First, they defined the Community to include not only the residents of the City proper, but also the residents of the Floating Home Community, which is contiguous to but outside the City limits. That recognized the important relationship with those living in the floating homes that identify Sausalito as their home community.

Then when they designed the community-wide survey, they decided to mail it directly to every citizen 55 years of age or older. They saw the survey as a way to develop broad community awareness and perhaps generate support for the effort. It also helped to attract volunteers who were interested in assisting in the mailings. Ultimately the projects that were born were established by the respondents to the survey, the citizens of Sausalito.

The survey proved to be a magnet for a group of dynamic new volunteers. Approximately 20 residents representing a cross section of the community came together to prepare the citywide mailing. It took several hours, and a great deal of teamwork to produce the 24,000 packages that included letters describing the purpose of the survey, the survey itself and stamped return envelopes. The community building that took place that evening was priceless.

As results rolled in the excitement in the community was palpable. Additional volunteers came on board to help input results and begin analysis of the data.

Momentum continued to build. In March of 2014, the World Health Organization recognized the City as the first Age Friendly City in the County of Marin and third in the State. News articles were written and more volunteers joined the

cause. More partnerships were formed with local organizations including the Sausalito Woman's Club, Lions Club, and Rotary to support and promote age friendly programs. The Task Force continued to open doors throughout the City and County. It is solely due to the support and encouragement from the community that the Task Force continued to move forward implementing projects and developing the long-term Plan.

The early success of Age Friendly Sausalito spurred the interest of additional cities in Marin County as well as the interest of the County Department of Health and Human Services, Department of Aging and Adult Services and the Board of Supervisors. The timing was right to gain support on a County level. The second Grand Jury Report on Aging, published in 2014, included some findings that were as disappointing as they were in the 2007 report. The County was looking for answers to address the mounting issues facing seniors. Members of the Task Force met individually with some of the County's significant stakeholders to enhance their understanding of the age friendly movement. The District 3 Supervisor, the Director of Health and Human Services, the Director of Aging and Adult Services and the Public Health Officer for Marin County; all enthusiastically became active in supporting and promoting the effort.

Task Force members who served on the County's Commission on Aging began reporting on Sausalito's Age Friendly process at meetings of the 22- member Commission. The progress of the Age Friendly effort inspired great interest among other Commissioners and the Department of Aging and Adult Services. Subsequently Task Force members coached representatives of other towns to begin similar activities in their own communities and a County-wide Age Friendly support group was born. Its mission is to create an Age Friendly Marin.

The Age Friendly Initiatives inspired the Area Agency on Aging to include these community driven efforts as a major goal in the County's four-year Area Plan on Aging. And it has provided important answers to some of the gaps in service reported by the County's Grand Jury Report.



ESTABLISHING A BASELINE AND INITIAL PRIORITIES

To meet WHO requirements for designation as an Age Friendly City, the Task Force designed and developed the community-wide survey of older adults in Sausalito to establish a baseline against which future changes might be compared.

The volunteer Task Force included people with a broad range of professional experience who created a survey comprised of 25 questions covering the eight domains of livability proposed by the WHO. It was mailed to the homes of 2400 residents over age 55 and distributed at various City events. It was also made available online. Completed surveys were returned postage free or dropped off at cooperating locations around town. Postage costs were covered with donations from the County Board of Supervisors and SCAN Health Plan. The surveys were printed in City offices.

The return rate was inspiring; nearly 50% (1,170). The volunteers then carefully entered each paper response into the web-based Survey Monkey database, including all 3500 comments community members added to their answers to the 25 multi-part questions. The analysis of this information was supplemented with interviews of multiple stakeholders, including City Department heads, community leaders from the Chamber of Commerce, Rotary, Lions Club, the Woman's Club, local Churches and other community members. A literature review of reports and documents relevant to older adults and aging was conducted for additional guidance (see Appendix). At this point the Task Force was reconfigured into a working group of five members who met weekly for the next year to take the work forward.

The process of establishing a baseline community assessment produced not only clear priorities based on wide community input and participation, but also jump started actions to achieve several these priorities. It established connections more widely within Marin County and raised awareness and support among community and political leaders to better serve and support older adults as they continue to live active and productive lives within their communities.

In depth analysis and discussion of the results by the Task Force produced a list of 11 initial priorities that fit into the eight domains of livability articulated by the WHO, for implementation over the next three years:

1. Provide transportation to aid older adults to more easily get around town, and to connect with existing public transportation.
2. Make sidewalks safer and more usable.
3. Improve crosswalk safety and properly illuminate them to allow safe passage throughout the city.
4. Identify and promote affordable housing options to benefit older adults.
5. Establish a low or no-cost home modification solution for seniors that will address permits, technical help, financial aid as needed and awareness campaign.
6. Reduce obstacles to safe walking in commercial areas.
7. Address the difficulty of getting recycling bins from home to curb and back.
8. Educate businesses to become more Age Friendly in serving older adults.
9. Enhance communications to make older adults more aware of events, programs, classes, volunteer and employment opportunities and other activities.
10. Establish a Senior rate for City Parks and Recreation classes and include elements for older adults in park and program redesign.
11. Support Emergency preparedness and community support and safety programs.

Transportation emerged as the top priority, one that had a clear, achievable solution and coincided with a Marin Transit funding opportunity. The CARSS (Call-A-Ride for Sausalito Seniors) program was developed by the Task

Force and is managed by Sausalito Village. It has become not only a boon to seniors in Sausalito, but also a nationally recognized intervention for cities striving for Age Friendliness.

The City's Parks and Recreation Department also quickly responded to the community's concern and implemented a discount for seniors attending their programs.

As the priorities were further defined, the Task Force worked to establish other programs and projects including a path to enable seniors to modify their homes for increased safety in collaboration with the City's Community Development Department. Home sharing events were scheduled in cooperation with Episcopal Senior Communities, to explain "home sharing" and provide assistance for those interested. Bayside Refuse agreed to have their employees take trash bins to and from curbside if requested by a resident with a simple phone call.

While the Task Force pursued immediate solutions, they continued the work on this long-term vision and Action Plan.

The Task Force obtained a \$10,000 grant from Marin Community Foundation and the required matching funds (\$5,000) through a competitive County Board of Supervisors Community grant. A consultant was hired in June 2015 to assist Task Force members in developing the three-year Action Plan. The completed Plan, presented to the City Council for adoption in 2016, then submitted to the WHO, is to be shared with all the community members, the County and other interested cities.

Task Force members began sharing the lessons learned and best practices with other Marin cities right away, through the Commission on Aging. Now many groups throughout Marin have initiated Age Friendly processes in their communities and have achieved Age Friendly designation by the WHO. Sausalito Village has been a strong collaborator, and discussion with the City Council and City staff has resulted in establishing Age Friendliness as an inclusive and sustainable part of City Planning to ensure the needs of all the community are included in policy and decision making at the highest levels.

The common themes that emerged from the leadership and stakeholder interviews included the following observations to help knit Age Friendly solutions into the fabric of the community:

1. Make Age Friendliness a movement that is as inclusive of as many older adults as possible and enable them to provide input, direction and leadership to sustain this effort going forward.
2. Integrate Age Friendly initiatives, programs and communications by having older adults participate in planning and decision making bodies, embedding Age Friendly programs in municipal codes and regulations, and building strong collaboration between City, Civic and Religious leaders.



CARSS

CALL-A-RIDE-SAUSALITO-SENIORS Was started in May 2015. By providing up to four free one-way rides around town per day by vetted and trained volunteer drivers using their own cars, potentially isolated older adults can remain connected and independent. Everyone wins: volunteers enjoy providing the service, seniors get where they need to go, and priceless friendships are formed.

www.Carss4you.org

3. Focus specific efforts to address those older adult residents needing special consideration because they may be poor, in poor health, isolated by living alone or lacking family, or significantly disabled. In a “digital age” it is important to make personal contact with older adults, many of whom may not be “connected”.

4. Age Friendly efforts will benefit from collaboration with other groups engaging in Age Friendly programs, the Village movement, and local programs like the Marin County Aging Action Initiatives to share information and experience and promote these efforts for all.

ENVISIONING AN AGE FRIENDLY FUTURE

We envision an Age Friendly City in which people flourish as they grow up and grow old:

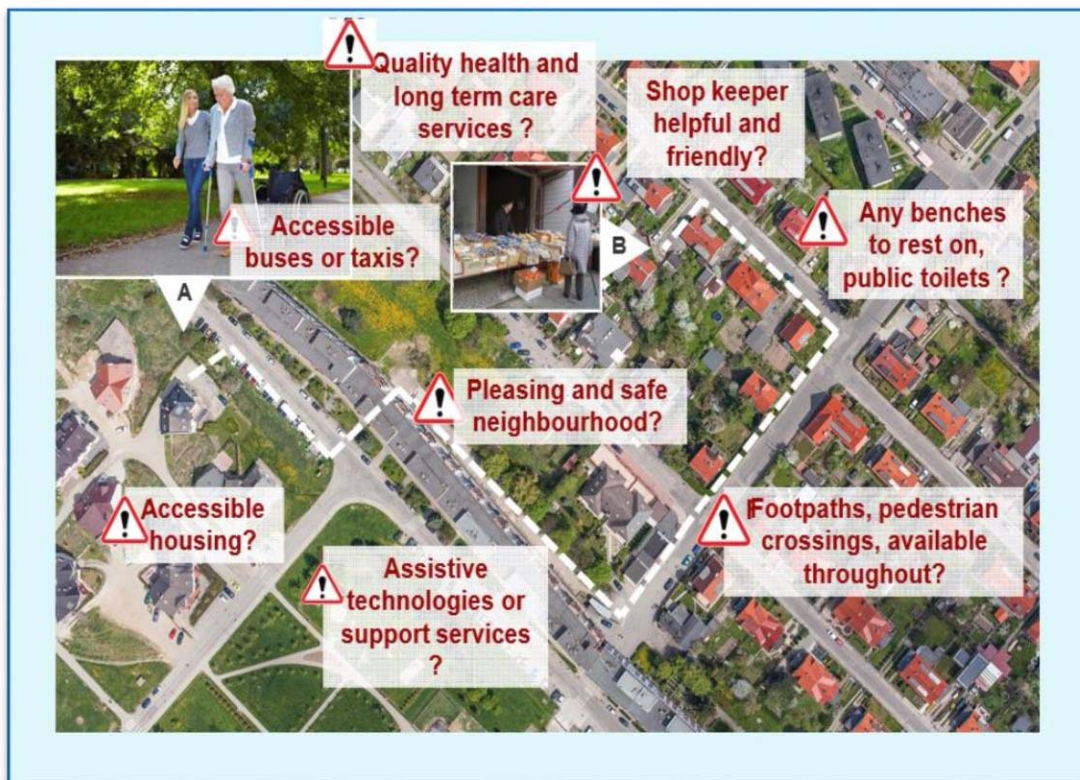
- They are engaged in civic and social activities that create a dynamic community in which their contributions are sought out and valued;
- They contribute to and benefit from an environment that inspires a sense of well-being, encourages an active life style and supports health, safety and security;
- And with an eye to the future, they challenge the status quo to continually improve their quality of life.

To bring this vision into focus and breathe life into it, the Age-Friendly Sausalito Task Force, with the help of the people of Sausalito and their City staff, has articulated strategies, activities and outcomes detailed in this Age Friendly Sausalito Community Action Plan.



THE COMMUNITY ACTION PLAN

Building on the foundation established by the World Health Organization (WHO), the Task Force adopted the eight Domains of Livability to address and provide structure for planning and implementing age friendly improvements in the City. The findings from the Community Survey, and the common themes that emerged from the stakeholder meetings and the individual interviews with officials and community leaders, established the baseline and gave guidance for the development of this Age Friendly Sausalito Community Action Plan. The Age Friendly Sausalito Task Force identified significant strategies and outputs, expected outcomes, and who the primary participants would need to be for each WHO domain. In addition, each domain is described in terms of why it is important and how Age Friendly Sausalito and its partners will implement the activities to achieve the needed change and improvements.



DOMAIN #1: OUTDOOR SPACES AND BUILDINGS

We envision a City in which public spaces and the built environment support the safety, health, and wellness of our residents.

Why this is important: Sausalito is a small city built vertically to take advantage of the enthralling views of the San Francisco Bay. Its downtown is a busy commercial center for the City's residents and a beckon call to tourists from around the world to enjoy the ambiance of the waterfront. It is a walking and cycling destination whose streets and sidewalks are crowded, especially on beautiful days. For the safety of residents and visitors alike, the City's sidewalks, crosswalks and stairways must be safe and accessible for all - pedestrians, cyclists, skateboarders, those in wheelchairs, electric carts and strollers. In addition, Sausalito's seventeen well-used parks must be welcoming, safe and equipped to promote fun, health and fitness for all.

Strategy #1: Advocate safe walkways throughout the City on sidewalks, crosswalks and stairways

Outputs:

1. Engage with the Department of Public Works and ADA (Americans with Disabilities) Transition Plan efforts to:
 - a. Ensure sidewalks are safe for older adults to walk
 - b. Make walking easier in commercial areas
 - c. Improve the safety of crosswalks and provide well-lit crossings
2. Recruit older adults to be members of the ADA Stakeholder Group to maximize ADA and Age Friendly Sausalito intersections and contribute to prioritization of ADA projects
3. Support Sausalito Parks and Recreation Department to achieve ADA compliance

Accountability: Age Friendly Task Force, Public Works Department, Community Development Department, Commissioner on Aging

Strategy #2: Advocate age friendly parks that include designs and equipment that support safe, healthy activity and promote fitness for all our residents

Outputs: Recruit older adults to be members in Citizen Park Design Committees and/or other opportunities to insure early input supporting age friendly elements in new park planning

Accountability: Age Friendly Task Force, Parks and Recreation Department, Community Development Department, Parks and Recreation Commission, Commission on Aging

Outcomes/Indicators of Success (for both strategies):

1. Specific age-friendly language and goals are included in the ADA Transition Plan, General Plan, Strategic Plan, and Budget.
2. There is at least one AFS Task Force representative on the ADA Stakeholder Group, the Citizens Park Design Planning Committee, or similar entities/processes.
3. The City budget includes funding for the purchase and maintenance of exercise equipment appropriate to older adults in City parks and equipment is purchased, installed, and maintained.



DOMAIN #2: TRANSPORTATION

We envision a City in which older adults have access to the transportation they need.

Why this is important: Sausalito is built on hills with narrow winding streets laid out in the 19th century making it difficult for vans and larger vehicles to navigate the neighborhoods. Older adults who no longer drive, or prefer not to, need a way to attend to errands and appointments as well as continue their social lives and connect to existing public transportation. This transportation gap was the top priority identified by residents who participated in the community assessment survey. In immediate response CARSS (Call A Ride for Sausalito Seniors) was launched in May 2015. CARSS is a City of Sausalito Age Friendly Program that is managed by Sausalito Village. CARSS provides free transportation around town to residents who are 60 and older by vetted and trained volunteer drivers who utilize their own autos. CARSS has been acknowledged nationally and internationally as an innovative, local, and replicable approach to providing transportation for older adults. In addition, Sausalito is committed to working with City, County, and other stakeholders to identify, develop, and implement other transportation gaps throughout the County.

Strategy #1: Expand the existing CARSS Program to be available Monday through Friday four hours/day and for special event

Outputs:

1. Maintain and expand CARSS Program
 - a. Provide rides Monday-Friday from 10:00 a.m. – 2:00 p.m. and to evening and weekend events
 - b. Recruit and train volunteer drivers
 - c. Expand outreach to potential riders
 - d. Collaborate with the Library, Sausalito Art Festival, Sausalito Village, Sausalito Rotary, the Sausalito Woman’s Club, and churches to provide rides to special events
 - e. Develop in-kind services with local donors
2. Continually assess the demand for services and adjust administrative support as needed
3. Secure additional funding sources, partnerships, and in-kind donations to sustain CARSS

Outcomes/Indicators of Success:

1. Older adults in Sausalito know about CARSS
2. Demand for rides is maintained or increased to meet needs
3. There are an adequate number of volunteer drivers to meet demand
4. Collaborations are maintained and expanded as needed
5. There is stable funding for CARSS

Accountability: Age Friendly Task Force, Parks and Recreation Department, Sausalito Village, Commissioner on Aging, Volunteers



Strategy #2: Identify other transportation needs and opportunities for older adults in Sausalito

Outputs:

1. Work with the City, County, and other stakeholders to identify and address transportation gaps
2. Advocate for Sausalito's inclusion in closing gaps
3. Periodically disseminate information about transportation to Sausalito's older adults

Outcomes/Indicators of Success:

1. New transportation options are identified to fill gaps
2. Advocacy for Sausalito's older adults continues through participation in City, County, and regional transportation groups
3. Sausalito's older adults know about available transportation options
4. Information is readily available from Marin Transportation Authority (MTA) and other groups

Accountability: Age Friendly Task Force, City of Sausalito, Parks and Recreation Department, Commissioner on Aging, Marin Transit Authority

DOMAIN #3: HOUSING

We envision a City committed to enhancing housing and living opportunities for older adults.

Why this is important: It is no surprise that 76% of older residents surveyed wish to remain in their own homes in their community as they age. Obstacles they may encounter include a lack of affordable housing, cumbersome and expensive requirements to modify homes for safety and usefulness for older adults and the lack of easily accessed services such as light home maintenance assistance.

Strategy #1: Promote policies and programs that enable older residents to remain in their homes within the community

Outputs:

1. Home Modification
 - a. Create all-inclusive, low or no-fee home adaptation permit category for residents 60 and older
 - b. Implement and promote online home adaptation permit process
 - c. Develop and distribute self- assessment guide for home adaptations
2. Promote free home service projects by local entities such as Sausalito Village, the Rotary and Lions Clubs, Fire Department, and others for "helping hand" projects as well as County-wide assistance programs such as Green and Healthy Homes Initiative.
3. Promote awareness of assistance available to bring recycling cans to the curb

Outcomes/Indicators of Success:

1. The Age Friendly Home Adaptation Permit is adopted by the City Council and utilized by the community to streamline the process for making existing homes more usable for aging residents
2. The Self-Assessment Home Modification Guide for Older Adults is distributed in the community
3. Older residents have utilized the Age-Friendly Home Adaptation Permit.
4. More residents receive needed assistance to move recycling cans, and are aware of other free assistance programs.

Accountability: Age Friendly Task Force, City of Sausalito, Community Development Department, Commissioner on Aging

Strategy #2: Promote development of additional affordable housing options for older adults

Outputs:

1. Promote existing home sharing programs to Sausalito, such as the Episcopal Senior Communities Home Share Program and SHARE Sonoma County
2. Partner with community groups to offer housing-related workshops that address co- housing, group housing, scattered site housing, and other innovative new housing options
3. Advocate and promote age friendly policies in the municipal code, health and safety code, and state laws and regulations that impact housing options, including junior second units or "in-law units" in existing housing, and other innovative auxiliary units appropriate for older adults
4. Advocate additional senior housing options, e.g., additional Rotary-type Senior Housing Apartments or supported scattered site housing for older adults
5. Explore and encourage creation of "next phase" living options for older adults within the community, such as Residential Care Facilities for the Elderly (RCFEs), Green House homes, or other assisted living models

Outcomes/Indicators of Success:

1. Age friendly housing policies are included in municipal, County, and state codes
2. The Sausalito Commissioner on the Marin Commission on Aging and/or other age friendly representatives participate in County housing policy committees and other initiatives
3. Innovative home sharing options enable community to more fully utilize existing housing stock
4. The number of new housing options for older adults is increased

Accountability: Age Friendly Task Force, City of Sausalito, Community Development Department, Commissioner on Aging



DOMAINS #4 AND #5: SOCIAL PARTICIPATION, RESPECT, AND SOCIAL INCLUSION

We envision a City in which older adults are encouraged and welcomed to participate in community activities, treated with respect, and accommodated as needed in public, educational, and commercial settings.

Why this is important: One of the most jarring aspects of aging is the tendency to feel less visible as previously well-defined professional and family roles slip away even as new roles begin to emerge. Further, changes in relationships, e.g., becoming widowed or divorced, as well as physical and cognitive status can lead to increased isolation and can have a further negative impact on health status. These trends are more pronounced among low-income seniors, for whom deteriorating physical health can compound existing issues like inadequate housing and limited transportation. The success of existing programs and organizations that engage and encourage Sausalito's older adults to use their vast array of talent and skills can be enhanced and expanded to inform and involve an even greater number of aging adults.

Strategy #1: Expand and improve access to City programming for older adults

Outputs:

1. Support the Library and Parks and Recreation Department in expanding and promoting classes and activities of special interest to older adults, e.g., Edgewater Senior Club, Sausalito Village, book delivery and return, adult read-aloud, senior book club and game nights, online resources and training, and practical topics for older adults such as healthy aging, financial planning and questions, legal issues, and other topics.
2. Explore:
 - a. Cost reduction opportunities such as service club sponsorship of people who cannot afford costs of Parks and Recreation programs and classes.
 - b. Using CARSS to provide transportation to City supported senior activities.
 - c. Maximizing volunteer time across programs, i.e., CARSS drivers deliver library books during down time.
 - d. Communication strategies that promote social participation and inclusion.
 - e. Explore adding hearing accessibility equipment for public meetings and programs



Outcomes/Indicators of Success:

1. City agencies continually explore opportunities to increase the range and choice of affordable and accessible programming and activities for older adults
2. Older adults are more aware of programming and opportunities for community participation
3. Age friendly advisor to the Library and Parks and Recreation Department in developing senior programming and identifying programming gaps, possibly by an age friendly representative joining the Library Commission and/or Parks and Recreation Commission
4. The Task Force gives an annual presentation to the Library and Parks and Recreation Commissions about age friendly initiatives and activities in Sausalito

Accountability: Age Friendly Task Force, Parks and Recreation Department, Public Library, Commissioner on Aging, Sausalito Village

Strategy #2. Collaborate with the local business community to encourage and increase the age-friendliness of local merchants and businesses

Outputs

1. Establish relationship with the Chamber of Commerce to:
 - a. Review and encourage best practices criteria for age-friendly businesses
 - b. Develop and distribute Age-Friendly Guide for businesses
2. Encourage merchants to provide discounts and/or other supports for older adults

Outcome/Indicator of Success: Local businesses adopt more age-friendly practices

Accountability: Age Friendly Task Force, Commissioner on Aging, Sausalito Village

Strategy #3. Engage local schools and other community organizations to promote existing and new intergenerational activities

Output: Encourage schools to explore new opportunities for intergenerational activities

Outcome/Indicator of Success: There is an increase in intergenerational activities in Sausalito

Accountability: Age Friendly Task Force, Commissioner on Aging, Sausalito Village



DOMAIN #6. CIVIC PARTICIPATION AND EMPLOYMENT

We envision a City in which older adults are valued and sought after as participants in civic and social improvement activities and projects.

Why this is important: Much like the issues of social participation and inclusion, civic participation and employment are areas that can be critical to the financial and psychological well-being of older adults as well as to their sense of purpose, identity, and self-respect. With people living well into their 80s and 90s, many with extraordinary work and volunteer histories as well as “hobbyist” talents, communities can access those vast reservoirs of skill and expertise to improve their landscape of civic opportunity and employment.

Strategy #1: Identify and/or Develop a repository for information about volunteer and paid opportunities for older adults

Outputs:

1. Identify current and potential sources of information about paid and volunteer opportunities for older adults
2. Engage representatives from these sources to help create a process for collecting, updating, and disseminating the information

Outcome/Indicator of Success: Information is readily available to the community

Accountability: Age Friendly Task Force, Department of Parks and Recreation, Public Library, Commissioner on Aging

Strategy #2: Tap the skills, talents, and experience of Sausalito’s senior population to provide civic and social leadership, create new businesses, and generate an age-friendly environment in Sausalito



Outputs:

1. Engage Sausalito Village, the Public Library, the Chamber of Commerce, and other service organizations to hold job and volunteer fairs to match people to projects
2. Offer workshops on post-retirement planning, self-employment, and entrepreneurial opportunities
3. Promote participation in the Age Friendly Task Force and other City commissions and taskforces

Outcomes/Indicators of Success:

1. Job and volunteer fairs are held in Sausalito and/or promoted to Sausalito residents
2. Workshops are held on post-retirement planning, self-employment, and entrepreneurial opportunities
3. More older adults participate on City committees, commissions, nonprofit boards, and task forces

Accountability: Age Friendly Task Force, Commissioner on Aging, City Administration

DOMAIN #7: COMMUNICATION AND INFORMATION

We envision a City in which older adults are more informed about and engaged in community programs, services, activities, and employment and volunteer opportunities.

Why this is important: Communication is critical to keeping City residents informed and engaged. Sausalito is rich in programs, services, activities, and employment and volunteer opportunities, but if communication is not as robust as it needs to be, the result is lack of knowledge and participation, not what AFS is working the achieve. While Sausalito has many existing channels for distributing information, greater use of technology, identifying untapped communication channels, and making access to information clearer and easier can benefit the City's older adults.

Strategy #1: Maintain consistent, widespread, and centralized distribution of information throughout the City as well as identify other communication and distribution channels

Outputs:

1. Promote Age Friendly Sausalito through City and organizational communication outlets
2. Maintain the Library as a hub for publications and event notices
3. Assess other community outlets such as Sausalito Village and Sausalito Woman's Club Newsletters, Radio Sausalito, and Marin TV as vehicles to disseminate age friendly information
4. Promote County resources, such as (415) 457-INFO, www.livelonglivewellmarin.org, Adult and Disability Resource Center, and access to emergency notices, traffic and transit updates and other community information services

Outcomes/Indicators of Success:

1. The Public Library dedicates physical space for age friendly information and resources
2. Age Friendly Sausalito's presence is increased through radio, TV, PSAs, calendar announcements, and other communication channels
3. Sausalito Magazine regularly highlights Age Friendly Sausalito news
4. There is increased awareness of County Resources.

Accountability: Age Friendly Task Force, Department of Parks and Recreation, Public Library, Commissioner on Aging

Strategy #2: Maximize the use and impact of technology throughout the City

Outputs:

1. Make the City of Sausalito website more age-friendly
2. Develop an Age Friendly Sausalito website that includes links with the City of Sausalito and other websites that serve as resources for older adults
3. Explore opportunities for free technology resources, such as:
 - a. Universal wi-fi, free internet access, and hotspots for Sausalito
 - b. Free cell phone and computer classes for older adult

Outcomes/Indicators of Success:

1. The City of Sausalito website is ADA compliant and easy to use
2. The Age Friendly Sausalito website is redesigned, maintained, ADA compliant and easy to use
3. Information is gathered and potential opportunities explored for universal wi-fi, free internet access, hotspots, and free cell phone and computer classes for older adults

Accountability: Age Friendly Task Force, Department of Parks and Recreation, Public Library, Commission on Aging

Strategy #3: Understand and respond to the communication and information needs of hard-to-reach populations and people without digital access.

Outputs:

1. Explore communication and information needs of hard-to-reach populations
2. Explore including Sausalito residents without digital access in County planning for use of its allotment of the High Cost Fund "Adoption Program", which addresses this population.

Outcomes/Indicator of Success:

1. Hard-to-reach populations and those without digital access are identified
2. The needs of hard-to-reach populations are understood and methods to reach them are explored

Accountability: Age Friendly Task Force, Parks and Recreation Department, Public Library, Commissioner on Aging



DOMAIN #8: COMMUNITY SUPPORT, HEALTH SERVICES, AND SAFETY

We envision a City that acknowledges the importance of emergency preparedness and health and safety programs for older residents, and prioritizes and enhances access to community resources, information, and neighborhood-based initiatives.

Why this is important: Sausalito's hill-and-ocean-side location makes it vulnerable to earthquakes, storms, and floods. Extensive emergency preparedness procedures are in place in the City and the County. Information is available on the City website and in publications that are distributed widely. However, we acknowledge the difficulty in getting residents to focus on emergencies before the disaster is at hand. And we can work toward much better compliance with common practices that are extremely beneficial in times of crisis.

Strategy: Identify enhancements in current communications channels and community activities that can increase participation in existing emergency preparedness efforts

Outputs:

Identify gaps in coordination and how to leverage resources and collaborative relationships throughout the City and County

1. Assess emergency preparedness and safety program information available in City publications and website for Age Friendliness and recommend any changes or needed additions based on findings
2. Promote concept and program ideas for neighborhood-based community supports
3. Promote Police and Fire Department programs and City and County alert mechanisms

Outcomes/Indicators of Success:

1. More older adults participate in programs such as "R U OK?", Vial of Life, Vacation Checks, Carrier Alert Program, Community Emergency Response Team (CERT), and Get Ready Marin
2. gaps in coordination are identified and addressed
3. Neighborhoods are more engaged in emergency preparedness and safety planning

Accountability: Age Friendly Task Force, Police Department, Emergency Preparedness Committee, Southern Marin Fire Department, Marin County Office of Emergency Services, Commissioner on Aging



EVALUATING THE ACTIVITIES AND OUTCOMES

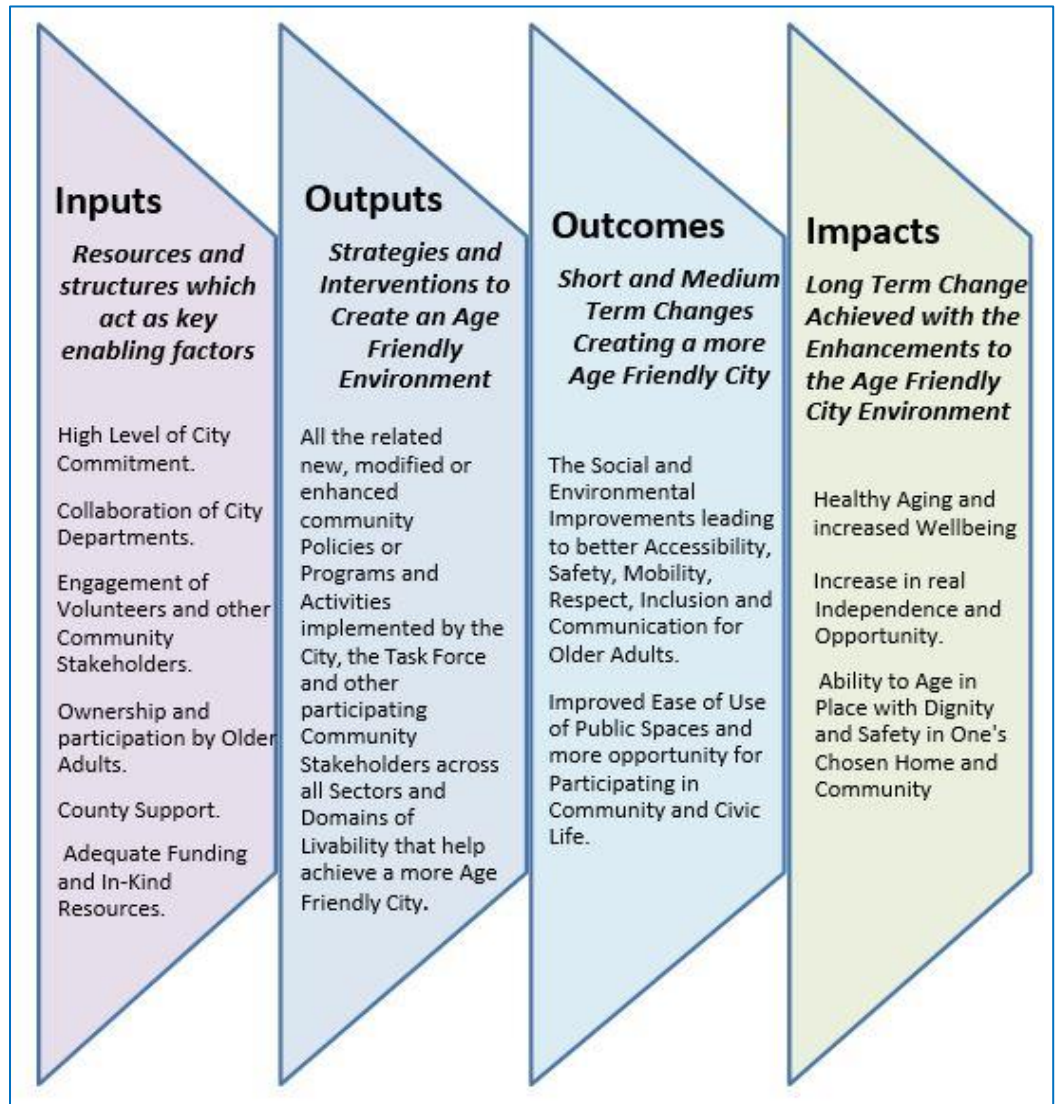
Over the next three years the City, the Age Friendly Task Force, and the many Community Partners will work together to implement the elements of this Age Friendly Sausalito Community Action Plan.

The goals and objectives described in this plan reflect the values which emerged from the two-year community process. The initial community survey established the baseline level of age-friendliness of the City. The subsequent community interviews and discussions helped to shape the proposed interventions. Monitoring and evaluation are hallmarks of sound public practice. Over the next three years the Task Force will monitor and evaluate how the indicators of Age Friendliness change over time as the interventions and activities are implemented. The Framework is based upon the common understanding that emerged among the many stakeholders about the key dimensions of age-friendliness that are valued in our City. Many of these measures are qualitative rather than quantitative. Long Term Impacts of healthy aging and wellbeing are also expected as the continuing process of age friendliness evolves.

Evaluation of the **Inputs** is useful for tracking the availability, allocation and use of resources over time. For example, did we have sufficient resources for a specific project or program? Did it require less or more resources than we expected? This retrospective review can generate data for cost-effective analysis as well as a basis for advocating for greater engagement and participation from stakeholders, as needed.

Outputs will capture the range of activities across the various sectors with attention to their scope and

magnitude. An example of this would be the number of volunteer drivers and riders utilizing CARSS, or the number of older adults making use of the Age Friendly Permit to make accessibility modifications to their homes. Outputs can include enhancements to existing programs and policies as well as new programs.



The **Outcomes** of the age friendly initiatives relate to changes in the social and physical domains of the community environment. To use a previous example, increasing the number of persons able to move freely around town by using CARSS...the input... will provide greater access for older adults to social, recreational and commercial services within the City --- an outcome.

The **Impacts** are the long-term changes in people's lives and health – their physical and emotional functionality and wellbeing. It is reasonable to expect population health gains, as well as other benefits to the wider community, when the environment is better adapted to the needs of the growing proportion of older adults, enabling them to remain safely at home, highly functional, socially engaged, and hence, more emotionally content over the long run.

Evaluations will be conducted with indicators that are measurable, valid, sensitive to change and replicable. Some data will be collected by the City or other government agencies, service providers, and community organizations as part of their normal activities. Other information will be collected by the Task Force, including community surveys as were used in the baseline assessment.

The Evaluation of the Age Friendly Community Action Plan will not be a definitive assessment of success or failure, but rather will be a tool used to measure improvements, point to results and inform the community of additional areas for further exploration and innovation.



Output and Outcome Evaluation Indicators by WHO Domain

| WHO Domain of Livability | Output <i>Interventions: The policies, services, programs /strategies implemented to make the community a better place for people of all ages</i> | Outcome <i>Improvements/result achieved</i> | Impact <i>Long Term Livability effect</i> |
|--|---|--|--|
| I Outdoor Space and Buildings | <ul style="list-style-type: none"> Sidewalks and crosswalks are made safer and well lit. Public benches and curb cuts are adequate and conveniently placed. Parks are redesigned to be more accessible and include features for all ages including benches, restrooms and recreational equipment | <p>Better walkability including in downtown areas.</p> <p>Greater accessibility and use of parks, increased exercise and recreational options in outdoor green space</p> | <p>Improved physical health</p> <p>Improved mental health</p> |
| II Transportation | <ul style="list-style-type: none"> Senior mobility improved CARSS program provides more rides and more hours of operation, including for evening and special events. More drivers recruited and increase ridership, secure stable funding Promote range of accessible transportation options. Identify gaps and advocate for needed additional options | <p>Greater access to local events and merchants CARSS Program is well Established</p> <p>Residents are aware of options; and Gaps are addressed</p> | <p>Improved convenience and inclusion</p> <p>Improved mobility and economic well-being</p> |
| III Housing | <ul style="list-style-type: none"> Offer guidance on Age Friendly home adaptation and implement special permit. Create home self assessment guide Promote “one home task” assistance and trash can management Advocate for policies to encourage variety of affordable housing options with workshops on shared housing , cohousing and other trends in community living | <p>More homes are Modified for accessibility and aging in place.</p> <p>Seniors know how to get help for hard to manage chores</p> <p>Greater array of living options and innovative housing opportunities</p> | <p>Improved safety at home</p> <p>Improved quality of life and ability to age in place</p> |

Output and Outcome Evaluation Indicators by WHO Domain

| WHO Domain | Output | Outcome | Impact |
|---------------------------------------|---|--|--|
| Of Livability | <i>Interventions: The policies, services, programs implemented to make the community a better place for people of all ages</i> | <i>Improvements/results achieved</i> | <i>Long term livability effect</i> |
| IV Social participation | <ul style="list-style-type: none"> Expand and promote classes, activities and educational workshops of special interest to older adults. Explore affordability and discount options Collaborate with local businesses to develop , adopt and promote Age- Friendly best practices Initiate intergenerational programs and activities that include the exchange of knowledge and experience | <p>Greater participation in cultural, community and educational events and activities</p> <p>Local businesses and merchants are better able to attract and serve the needs of older adults</p> <p>Increased opportunities for intergenerational contact, enjoyment and understanding</p> | <p>Reduced isolation Improved physical health</p> <p>Improved access to needed services Economic well- being</p> <p>Improved mental health</p> |
| V Respect and social inclusion | <ul style="list-style-type: none"> City Departments include Age Friendly Policies in their planning Advocate for City facilities and other public gathering places to adopt best practices for people with disabilities (e.g. adaptive hearing devices or loops) Promote positive messaging about contributions of older adults in the community | <p>Increased number of Age Friendly policies</p> <p>Greater percentage of public meeting spaces accommodate people with seen and unseen disabilities</p> <p>Improved understanding of the value of older adults</p> | <p>Improved quality of life</p> <p>Reduction in Ageism</p> |

Output and Outcome Evaluation Indicators by WHO Domain

| WHO Domain of Livability | Output <i>Interventions: The policies, services, programs implemented to make the community a better place for people of all ages</i> | Outcome <i>Improvements/results achieved</i> | Impact <i>Long term livability effect</i> |
|--|--|--|---|
| VI Civic participation and employment | <ul style="list-style-type: none"> • Develop a repository or portal that identifies opportunities for engaging residents in volunteer activities and provides listing of local paid job opportunities • Educate businesses on the value of older workers. • Provide support to older adults who wish to work and/or begin new businesses. • Continue to educate older adults about existing policies, programs and strategies for effecting change so that they can engage effectively in shaping future policy and decision making in Sausalito • Promote and Utilize the skills, talent and experience of older adults to provide civic and social leadership | <p>Greater number of residents have information on where to volunteer and access to listing of possible local employment options</p> <p>Improved environment for local employment</p> <p>Older adults in Community are up to date on local policies and issues so as to be better informed advocates</p> <p>More older adults take on leadership roles on community Committees, Boards and Task Forces</p> | <p>Improved mental health</p> <p>Improved economic well-being</p> <p>Improved quality of life</p> |

Output and Outcome Evaluation Indicators by WHO Domain

| WHO Domain Of Livability | Output <i>Interventions: The policies, services, programs implemented to make the community a better place for people of all ages</i> | Outcome <i>Improvements/results achieved</i> | Impact <i>Long term livability effect</i> |
|---|--|--|---|
| VII Communication and information | <ul style="list-style-type: none"> • Maintain and promote information resources via the web, broadcast and print media, community newsletters, and in public spaces. Promote City and County resources for older adults including • Ensure City and Age Friendly websites follow best practices for online communication. • Promote training and access to Digital resources for elders | <p>Greater access to information useful to older adults, i.e. City Services and activities and County's 457-INFO line and other resources</p> <p>Better access to online information</p> | <p>Improved knowledge of resources and supports</p> <p>Inclusion in digital world resources</p> |
| VIII Community safety, support and health services | <ul style="list-style-type: none"> • Promote Improvements in plans for dealing with vulnerable populations in emergencies by identifying gaps, strengthening collaborations and coordination between community and the various response systems • Promote existing City, County and State health and safety programs, e.g. RU-OK, Vial of Life, CERT, Carrier Alert, Vacation Home Check, Get Ready Marin and others • Educate and empower individuals of all ages and abilities in the community to positively affect their own health and well-being through engaging in healthy activities and to understand and work together to improve the social and environmental conditions that influence how well people age | <p>Improved emergency preparedness for vulnerable residents</p> <p>Increase the participation by older adults in home safety programs</p> <p>Greater engagement throughout the community in healthy activities and behaviors</p> | <p>Improved physical well being</p> <p>Improved mental well being</p> <p>Improved quality of life</p> |

EMBEDDING AN ALL AGE FRIENDLY CULTURE IN COMMUNITY

The Age Friendly initiative focuses on a population that will remain a large segment of the community for many years, but the improvements made to the Built, Cultural and Social environment benefit not only older adults but their families, neighbors and all members of the community. The strategies for improvement made under the Age Friendly umbrella make our community safer and more livable for everyone, inviting collaboration across the entire spectrum of the community, and leveraging resources to understand and meet a wide range of community needs.

From the beginning and throughout the planning process, the Age Friendly Sausalito Task Force has incorporated sustainability into the fabric of the age friendly effort. The City has been an enthusiastic partner in this process by establishing the Task Force, participating in grant applications, studying how age friendliness fits into City Department priorities and projects, and providing modest financial and other supports. Thus far there has been no dedicated funding stream for age-friendly initiatives at the Federal or State level, so each Community must meet that challenge by developing their own plan for sustainability. This opens opportunities for the community to create unique alignments, to form new partnerships, and unite in the planning for changes and improvements that will benefit residents of all ages.

Sustainability depends on establishing enduring and productive partnerships, encouraging existing non-government organizations to incorporate age-friendly activities into their core missions following the City's lead, and to join in providing data and evaluation findings to document the benefits of the age-friendly efforts: what is working, and what we can improve on. The community has stepped up. The Task Force will continue to work on the planning and implementation, securing long-term sources of both financial and non-financial support.

"While definitions of sustainability are often a proxy for funding, sustaining age-friendly efforts requires far more than financial support."

--Grantmakers in Aging

By building initiatives that fit into the larger goals of the City and Community, we expect to minimize the need for large outside financial investment and develop a maintenance of effort. Through the many long-standing collaborative relationships at the City and County level, as well as those with Sausalito Village, community service and faith organizations, local Clubs and non-profit organizations, businesses and the many volunteers and engaged residents, the culture of establishing an age friendly environment will be established.

Four Pillars of Sustainability have been proposed for communities embarking on Age Friendly Initiatives:

- **Building Public Will** - Accomplished through the City's commitment, community participation and investment in the Age-Friendly Community Survey and stakeholder interviews; increased through older adult programming and volunteer activities; and engagement with the many community organizations that have participated in Age Friendly Sausalito planning process.
- **Engaging Across Sectors** - Demonstrated through establishment of the Department of Parks and Recreation as the City's home for Age-Friendly Sausalito; the creation of the CARSS program in partnership with the non-profit Sausalito Village; in collaboration with the Police Department and the Women's Club to promote the R-U-OK and other public safety programs; the participation of Lions and Rotary Clubs in Age Friendly initiatives; and support from community businesses such as Mollie Stones' Market.

- **Utilizing Clear Indicators of improvement** - Measures for success are incorporated into the Community Action Plan to ensure we can evaluate the different elements, assess our progress, adjust as needed, and attain our goals.
- **Securing Resources to advance Age-Friendly Public Policies, Practice, and Funding** - Resources have been secured as the City and larger Community have embraced the plan. Volunteers have stepped up at every level; the City has provided staff time, resources and encouragement, as well as modest administrative funding for CARSS; the private sector including Bank of Marin and Scan Health Plan have contributed small amounts of funding to fill in gaps for initiatives at various stages; and other businesses have provided in-kind support. Marin Community Foundation and the County of Marin have generously awarded much needed grants to help initiate the community collaborative process, and a Marin Transit Authority Prop B "Gap" grant was secured through a competitive process to kick-start the CARSS program. The City continues to review existing practices and has included age friendly policies in their own planning, and will be incorporating age friendly elements in the new General Plan.



Through the strength of these collaborative relationships, long-standing, new, and still to be formed, Age Friendly Sausalito will build sustainability for a model Age Friendly Community - one with the longevity to serve and support the increasing longevity of our residents.

These powerful themes are reflected throughout the Age Friendly Sausalito Community Action Plan.



CONTINUING THE CYCLE OF COMMUNITY EVOLUTION

Through the Age Friendly Sausalito planning process, the City, the Task Force, and the community have learned a great deal about the challenges for Sausalito's older adults. The work of the Task Force has strengthened relationships with the City Officials and Staff, the County Department of Aging, local community organizations, the business community, and older residents across a wide spectrum. It has laid the groundwork for success, and along with its many enthusiastic partners is positioned to continue leading Sausalito's Age-Friendly planning processes with creative and effective solutions for the challenges ahead. Age Friendly Sausalito has built credibility and respect and has inspired cities across Marin and neighboring counties to follow its lead.

Sausalito's community leaders of all ages continue to press forward for the necessary changes envisioned in this Plan. We can be secure in the continuing resolve, good will, and support of our government officials who have welcomed the enthusiasm, wisdom, and input of the Community, and have taken action. The Task Force looks forward to the Age Friendly Community Action Plan taking its place within Sausalito's General Plan, Budget, Departmental Strategic Plans, ADA Transition Plan, Outdoor Space Design and other community priorities.

As the Age Friendly Sausalito Task Force moves into the implementation and evaluation phases of the Community Action Plan, residents of all ages throughout the City are encouraged to become active participants in taking the work of continuing the cycle of community evolution to the next level.

We offer sincere gratitude to the Mayor, City Council, City Manager, City Department Directors, County Supervisors, Commission on Aging, Marin Community Foundation, and especially to all the enthusiastic volunteers, community organizations and neighbors who share in this vision and have contributed their time, energy and support to making this Age Friendly Sausalito initiative a reality.



EXHIBITS

- A. Age Friendly Sausalito Survey Questionnaire
- B. Age Friendly Sausalito Survey Results
- C. Summary of Stakeholder Interviews
- D. Aging in Marin Literature Review
- E. Mayor's Letter to World Health Organization

EXHIBIT A

AGE FRIENDLY SAUSALITO SURVEY QUESTIONNAIRE

Age-Friendly Sausalito Make Your Voice Heard!



Sausalito has one of the fastest aging populations in Marin County. Between 2000 and 2010, residents over the age of 60 increased by 72%.

To address this issue, the Sausalito City Council voted unanimously to create the Age-Friendly Sausalito Task Force to develop a strategic plan for the future that will work for all of its residents. The enclosed anonymous questionnaire is a first step in this process.

WHAT is the purpose of the questionnaire?

Your thoughts and opinions are immensely valuable in planning Sausalito's future. By completing the questionnaire, you will provide information about obstacles to active aging in Sausalito and provide inspiration for solutions.

HOW were the questions chosen?

The questionnaire was developed using the World Health Organization's guidelines to an age-friendly city—one that is inclusive and accessible to all of its residents. It took many hours and revisions to settle on this final version.

CAN I complete the questionnaire online?

YES! Please go to www.agefriendlysausalito.com and click the link on the website for the questionnaire. This is the quickest way to respond.

HOW should I return the questionnaire? You may return it in the envelope provided, or to a special dropbox at the Bridgeway Gym, Library, or Police Station. These locations also have additional copies of the questionnaire. The deadline to return completed questionnaires is December 31, 2013. Survey results will be available in March, 2014 at www.agefriendlysausalito.com. For questions or for more information, please e-mail agefriendlysausalito@gmail.com.

Thank you for participating in this important questionnaire!

Age-Friendly Sausalito Task Force:

Tricia Smith (Chair) ♦ Sybil Boutillier ♦ Pat Christopherson ♦ Ann Heurlin
Judy Leachman ♦ Stella Shao ♦ Betsy Stroman

Special thanks to SCAN Health Plan for donating the cost of the return postage.



1. Which of the following is your age category?

- 54 or under 55-59 60-64
 65-69 70-74 75-79
 80-84 85 and over

2. What is your gender?

- Male Female

3. I live with: (check all that apply)

- I live alone Friend/roommate
 Paid attendant Partner/spouse
 Other family Other (specify): _____

4. Do you rent or own the place where you live?

- I own my home I rent my home

THE FOLLOWING QUESTIONS ARE ABOUT
SAUSALITO'S ACCESSIBILITY

5. What transportation do you use within Sausalito? (check all that apply)

- Drive my car Family/friends
 Taxi Volunteer driver
 Walk Whistlestop
 Other (specify): _____

6. If you do not use public transportation currently, what prevents you from using it? (check all that apply)

- Does not go to my destinations
 I do not know about it
 I have physical limitations
 Inconvenient schedule
 No stops near enough to my home
 Takes too long
 Too expensive
 Other (specify): _____

7. What would make Sausalito accessible to you? (check all that apply)

- Handrails on hill steps
 Improved sidewalks
 Increased time on crosswalk traffic lights
 More frequent public transportation
 More handicapped parking spaces
 More outdoor seating in public areas
 Shuttle services to Caledonia and Bridgeway
 Other (specify): _____

THE FOLLOWING QUESTIONS ARE RELATED
TO AGING IN SAUSALITO

8. Do you plan to remain in your current residence as you age?

- Yes No Undecided

9. If you do not plan to remain in your home, what is your major reason? _____

10. As you age, how important are the following?

| | VERY | SOME- WHAT | NOT |
|---|--------------------------|--------------------------|--------------------------|
| I can continue to live in my community. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I can continue to live in my present residence. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I can feel socially included in my community. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I can continue to drive my car. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Would you like to elaborate? _____

11. Do you think of Sausalito as your home community?

- Yes No Undecided

Would you like to elaborate? _____

12. Please respond to the following statements about living in Sausalito:

| | Yes | No |
|---|--------------------------|--------------------------|
| I am satisfied with Sausalito as a place to continue to live. | <input type="checkbox"/> | <input type="checkbox"/> |
| I feel my neighborhood is safe from crime. | <input type="checkbox"/> | <input type="checkbox"/> |
| I feel prepared in case of an emergency. | <input type="checkbox"/> | <input type="checkbox"/> |
| I worry about being able to afford my housing as I age. | <input type="checkbox"/> | <input type="checkbox"/> |
| The design of my home will make it easy for me to remain in it. | <input type="checkbox"/> | <input type="checkbox"/> |
| Other (specify): | | |

Would you like to elaborate? _____

THE FOLLOWING QUESTIONS ARE ABOUT SOCIAL PARTICIPATION

13. Have you ever taken any classes offered through the City of Sausalito?

- Yes No

14. If not, why not? (check all that apply)

- Cost
 No class of interest to me
 No transportation
 Time of day is inconvenient
 Other (specify): _____

15. During the last 12 months, have you: (check all that apply)

| | Yes | No |
|---|--------------------------|--------------------------|
| Attended a Sausalito-sponsored event? | <input type="checkbox"/> | <input type="checkbox"/> |
| Attended or watched a City Council Meeting? | <input type="checkbox"/> | <input type="checkbox"/> |
| Felt socially isolated? | <input type="checkbox"/> | <input type="checkbox"/> |
| Participated in clubs or civic organization activities? | <input type="checkbox"/> | <input type="checkbox"/> |
| Participated in volunteer activities? | <input type="checkbox"/> | <input type="checkbox"/> |
| Visited a Sausalito Park? | <input type="checkbox"/> | <input type="checkbox"/> |

Would you like to elaborate? _____

16. How do you get your local news and information? (check all that apply)

- Family, friends, neighbors
 Internet
 Newspaper
 Radio/television
 Other (specify): _____

17. Do you know how to use a computer?

- Yes No

18. If No, would you like to learn?

- Yes No

19. If Yes, what do you use the computer for? (check all that apply)

- Finances (bill paying, banking, etc.)
 Games
 Health related (resources, communicate with doctor, etc.)
 Internet searches
 Shopping
 Social contact (e-mail, Facebook, Skype, etc.)
 Other (specify): _____

THE FOLLOWING QUESTIONS ARE ABOUT
YOUR HEALTH

20. How would you rate your physical health?

- Excellent Fair
 Good Poor

21. Do you have access to healthy foods?

- Yes No

22. Do you rely on assistance at home for basic activities of daily living?

- Yes No

23. Would you consider the following now or in the future:

| | Yes | No |
|--|--------------------------|--------------------------|
| Moving to an Assisted Living if it were in Sausalito. | <input type="checkbox"/> | <input type="checkbox"/> |
| Moving to senior housing in Sausalito. | <input type="checkbox"/> | <input type="checkbox"/> |
| Renting out a portion of your home to a boarder/tenant. | <input type="checkbox"/> | <input type="checkbox"/> |
| Sharing your home in exchange for help around the house. | <input type="checkbox"/> | <input type="checkbox"/> |

24. Have you ever used the following?

| | Yes | No |
|---|--------------------------|--------------------------|
| Catch-A-Ride Program (taxi discount program) | <input type="checkbox"/> | <input type="checkbox"/> |
| “Are You Ok” Program (check-in daily phone calls) | <input type="checkbox"/> | <input type="checkbox"/> |

Are there any other thoughts or concerns you would like to share about how Sausalito could be more age-friendly, including topics not addressed in this questionnaire?

Please describe:

THANK YOU for completing the questionnaire!
Please return by **December 31, 2013** to:

Age-Friendly Sausalito Task Force
1001 Bridgeway, Box 142
Sausalito, CA 94965

You may also drop off your completed questionnaire at the Bridgeway Gym, Police Station, or Sausalito Public Library



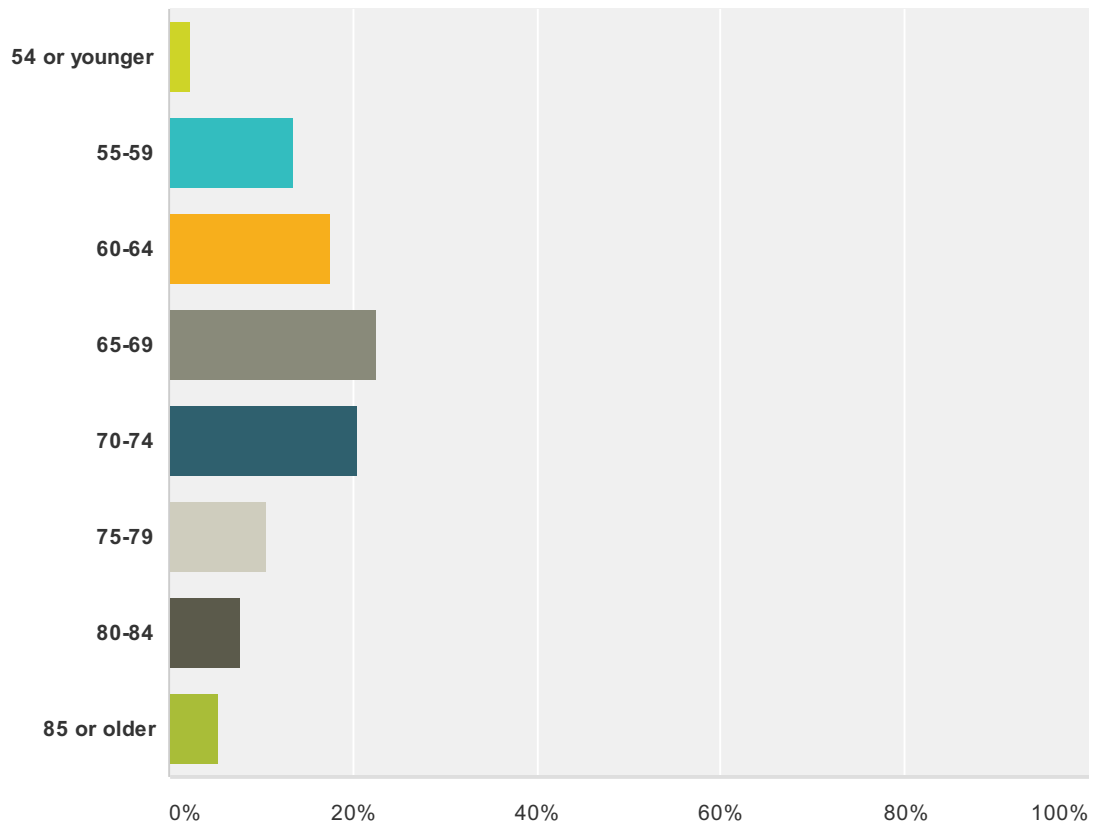
EXHIBIT B

AGE FRIENDLY SAUSALITO SURVEY RESULTS

Age-Friendly Sausalito Questionnaire

Q1 Which category below includes your age?

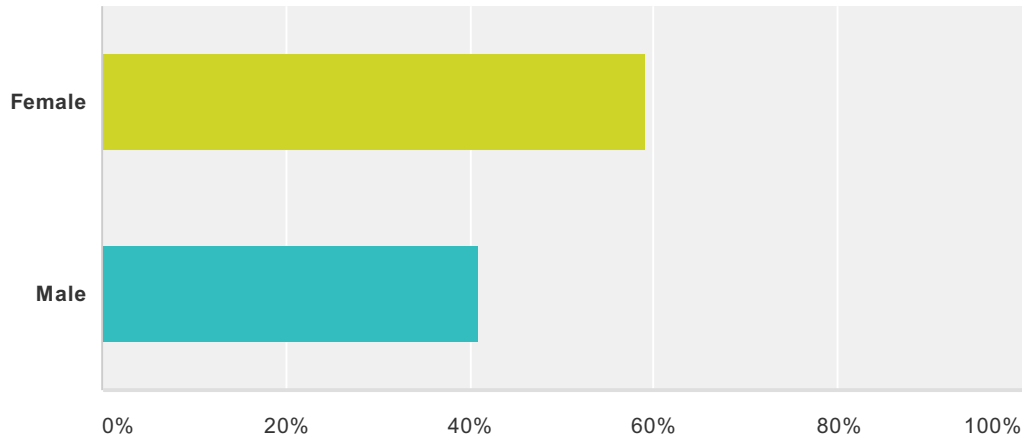
Answered: 1,176 Skipped: 13



| Answer Choices | Responses |
|----------------|--------------|
| 54 or younger | 2.30% 27 |
| 55-59 | 13.52% 159 |
| 60-64 | 17.52% 206 |
| 65-69 | 22.45% 264 |
| 70-74 | 20.41% 240 |
| 75-79 | 10.54% 124 |
| 80-84 | 7.74% 91 |
| 85 or older | 5.53% 65 |
| Total | 1,176 |

Q2 What is your gender?

Answered: 1,170 Skipped: 19

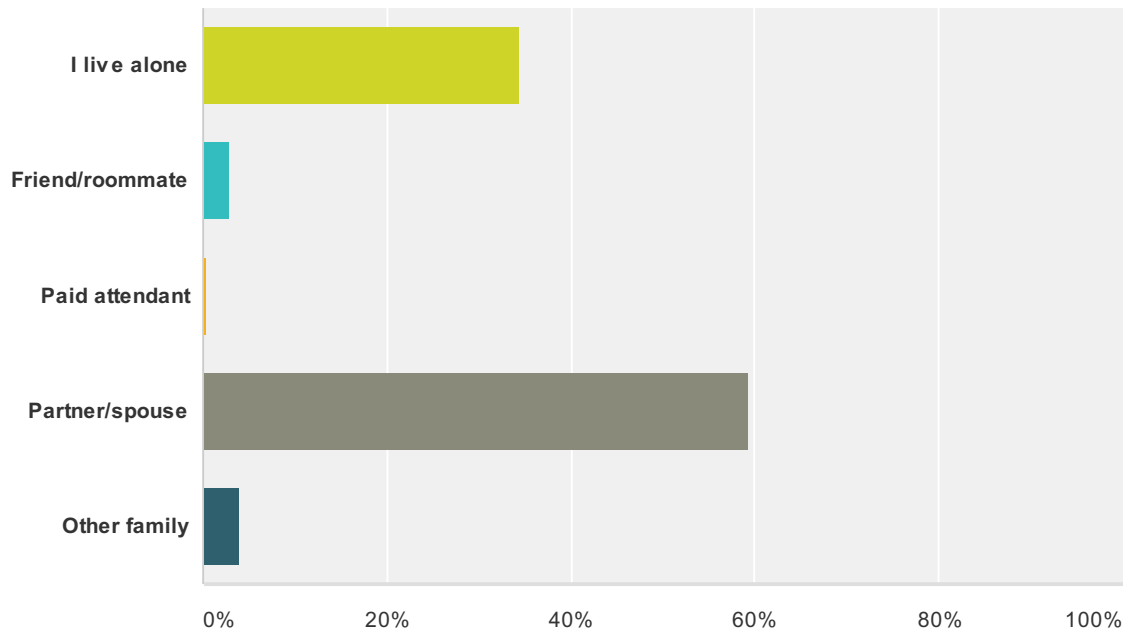


| Answer Choices | Responses |
|----------------|--------------|
| Female | 59.06% 691 |
| Male | 40.94% 479 |
| Total | 1,170 |

Age-Friendly Sausalito Questionnaire

Q3 I live with: (check all that apply)

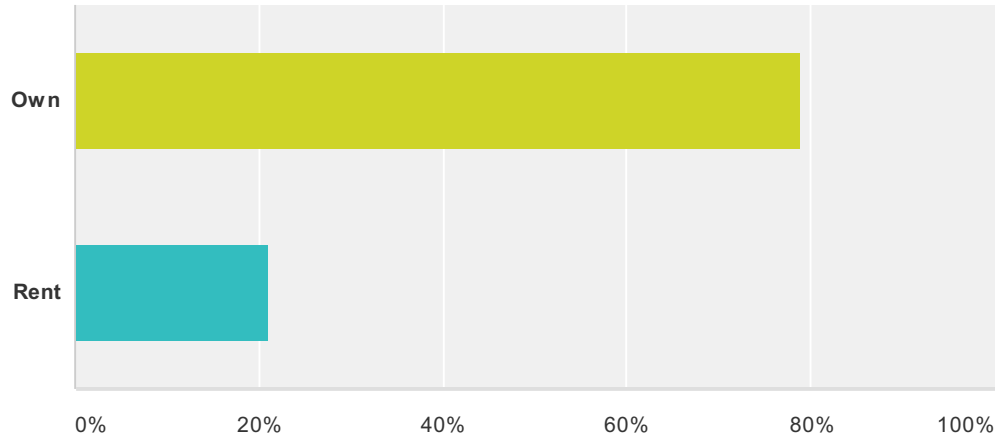
Answered: 1,163 Skipped: 26



| Answer Choices | Responses |
|---------------------------------|------------|
| I live alone | 34.39% 400 |
| Friend/roommate | 3.01% 35 |
| Paid attendant | 0.34% 4 |
| Partner/spouse | 59.33% 690 |
| Other family | 3.96% 46 |
| Total Respondents: 1,163 | |

Q4 Do you rent or own the place where you live?

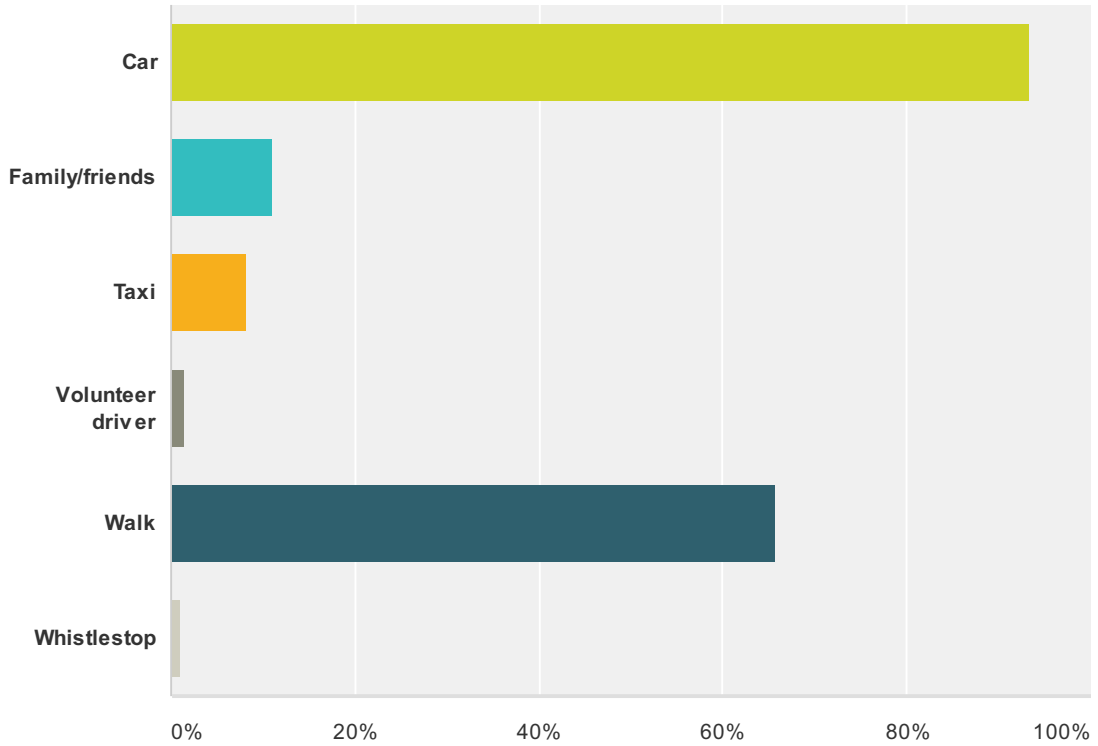
Answered: 1,159 Skipped: 30



| Answer Choices | Responses |
|----------------|--------------|
| Own | 78.95% 915 |
| Rent | 21.05% 244 |
| Total | 1,159 |

Q5 What transportation do you use WITHIN Sausalito? (check all that apply)

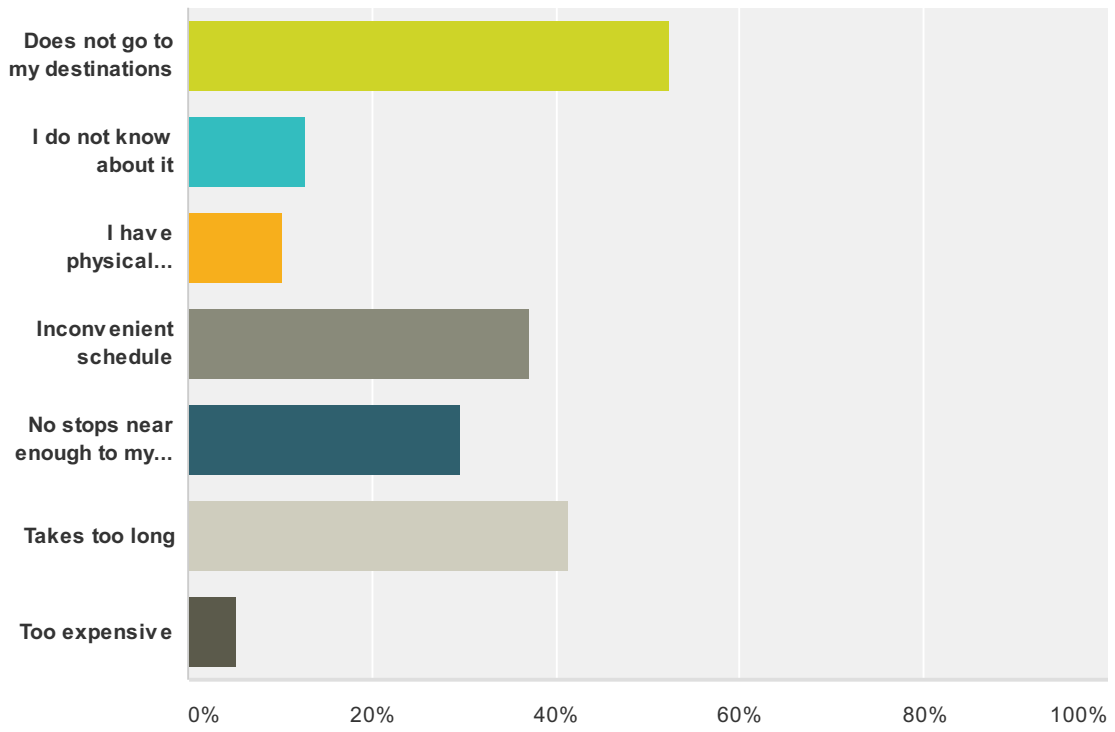
Answered: 1,166 Skipped: 23



| Answer Choices | Responses | Count |
|---------------------------------|-----------|-------|
| Car | 93.40% | 1,089 |
| Family/friends | 10.98% | 128 |
| Taxi | 8.23% | 96 |
| Volunteer driver | 1.37% | 16 |
| Walk | 65.87% | 768 |
| Whistlestop | 1.03% | 12 |
| Total Respondents: 1,166 | | |

**Q6 If you do not use public transportation currently, what prevents you from using it?
(check all that apply)**

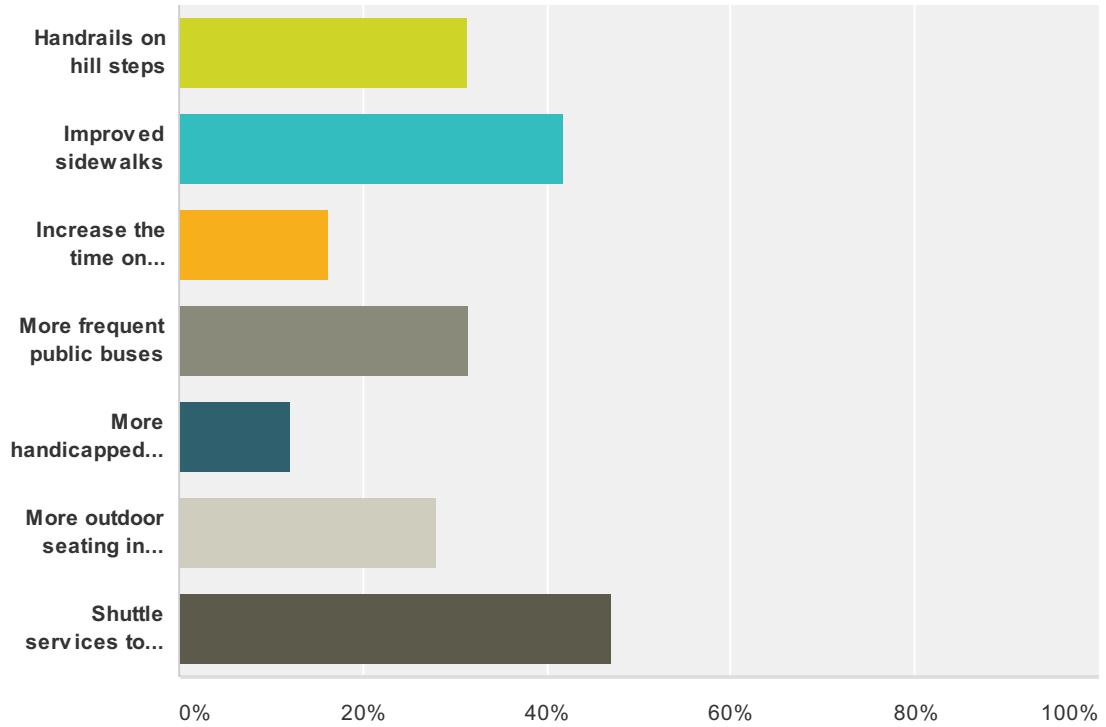
Answered: 760 Skipped: 429



| Answer Choices | Responses |
|---------------------------------|------------|
| Does not go to my destinations | 52.37% 398 |
| I do not know about it | 12.76% 97 |
| I have physical limitations | 10.26% 78 |
| Inconvenient schedule | 37.24% 283 |
| No stops near enough to my home | 29.74% 226 |
| Takes too long | 41.32% 314 |
| Too expensive | 5.26% 40 |
| Total Respondents: 760 | |

Q7 What would make Sausalito more accessible to you? (check all that apply)

Answered: 821 Skipped: 368

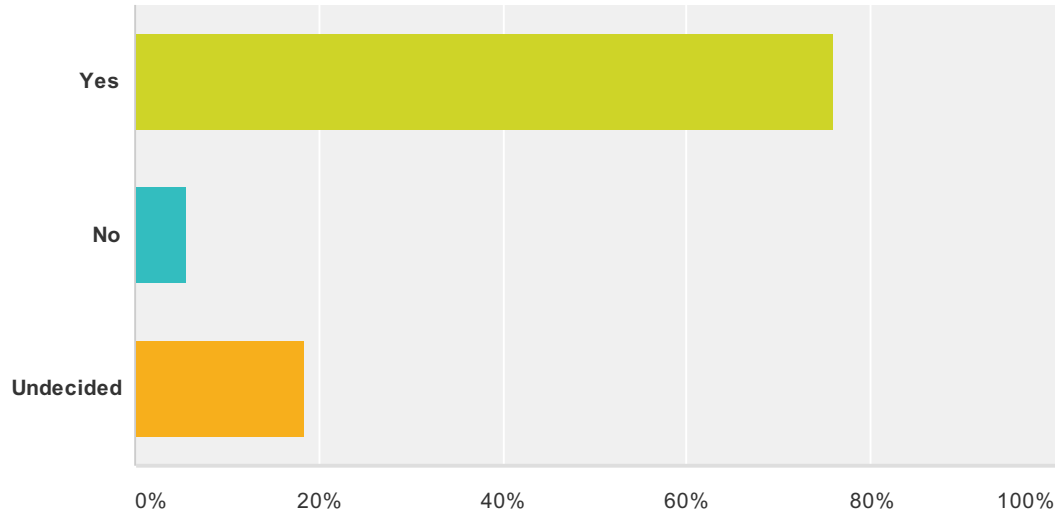


| Answer Choices | Responses |
|---|------------|
| Handrails on hill steps | 31.30% 257 |
| Improved sidewalks | 41.78% 343 |
| Increase the time on crosswalk traffic lights | 16.32% 134 |
| More frequent public buses | 31.43% 258 |
| More handicapped parking spaces | 12.06% 99 |
| More outdoor seating in public areas | 27.89% 229 |
| Shuttle services to Caledonia and Bridgeway | 46.89% 385 |
| Total Respondents: 821 | |

Age-Friendly Sausalito Questionnaire

Q8 Do you plan to remain in your current residence as you age?

Answered: 1,177 Skipped: 12



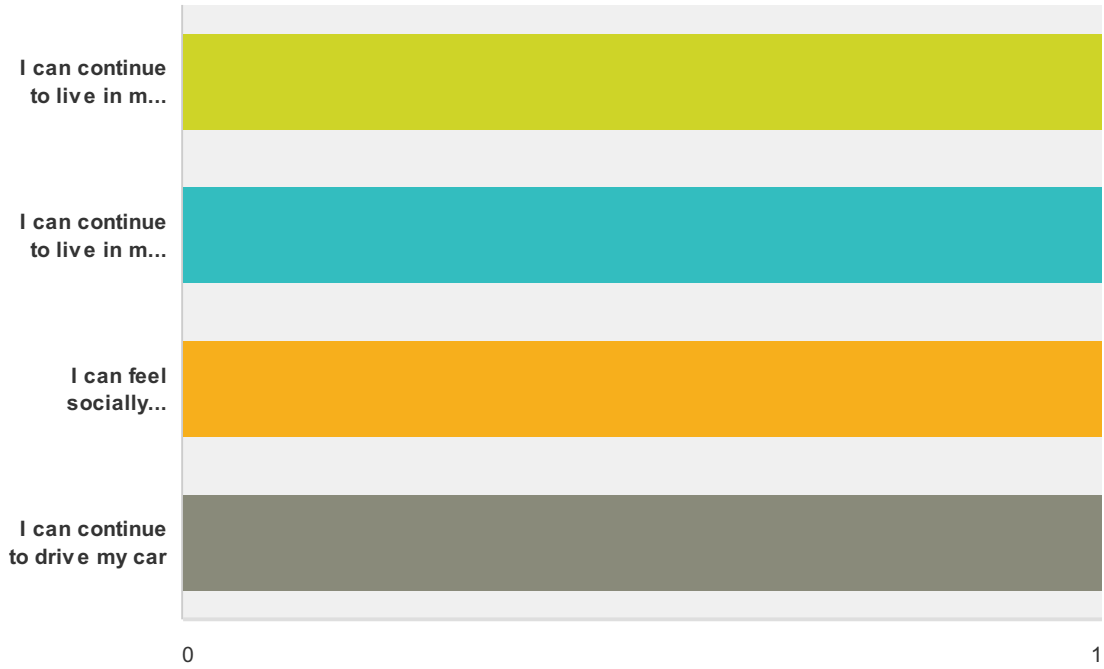
| Answer Choices | Responses |
|----------------|--------------|
| Yes | 75.96% 894 |
| No | 5.61% 66 |
| Undecided | 18.44% 217 |
| Total | 1,177 |

Q9 If you do not plan to remain in your own home, what is the major reason?

Answered: 259 Skipped: 930

Q10 As you age, how important are the following?

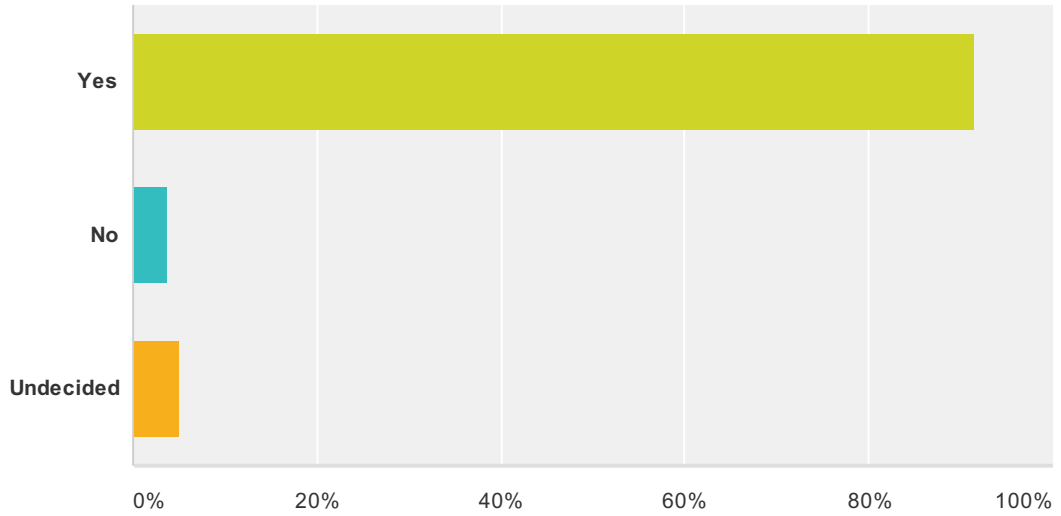
Answered: 1,177 Skipped: 12



| | Very Important | Somewhat Important | Not Important | Total | Average Rating |
|--|----------------------|----------------------|--------------------|-------|----------------|
| I can continue to live in my community | 81.13% 933 | 16.87% 194 | 2% 23 | 1,150 | 1.00 |
| I can continue to live in my present residence | 74.20% 857 | 21.13% 244 | 4.68% 54 | 1,155 | 1.00 |
| I can feel socially included in my community | 65.63% 741 | 28.88% 326 | 5.49% 62 | 1,129 | 1.00 |
| I can continue to drive my car | 77.39% 876 | 16.43% 186 | 6.18% 70 | 1,132 | 1.00 |

Q11 Do you think of Sausalito as your 'home' community?

Answered: 1,164 Skipped: 25

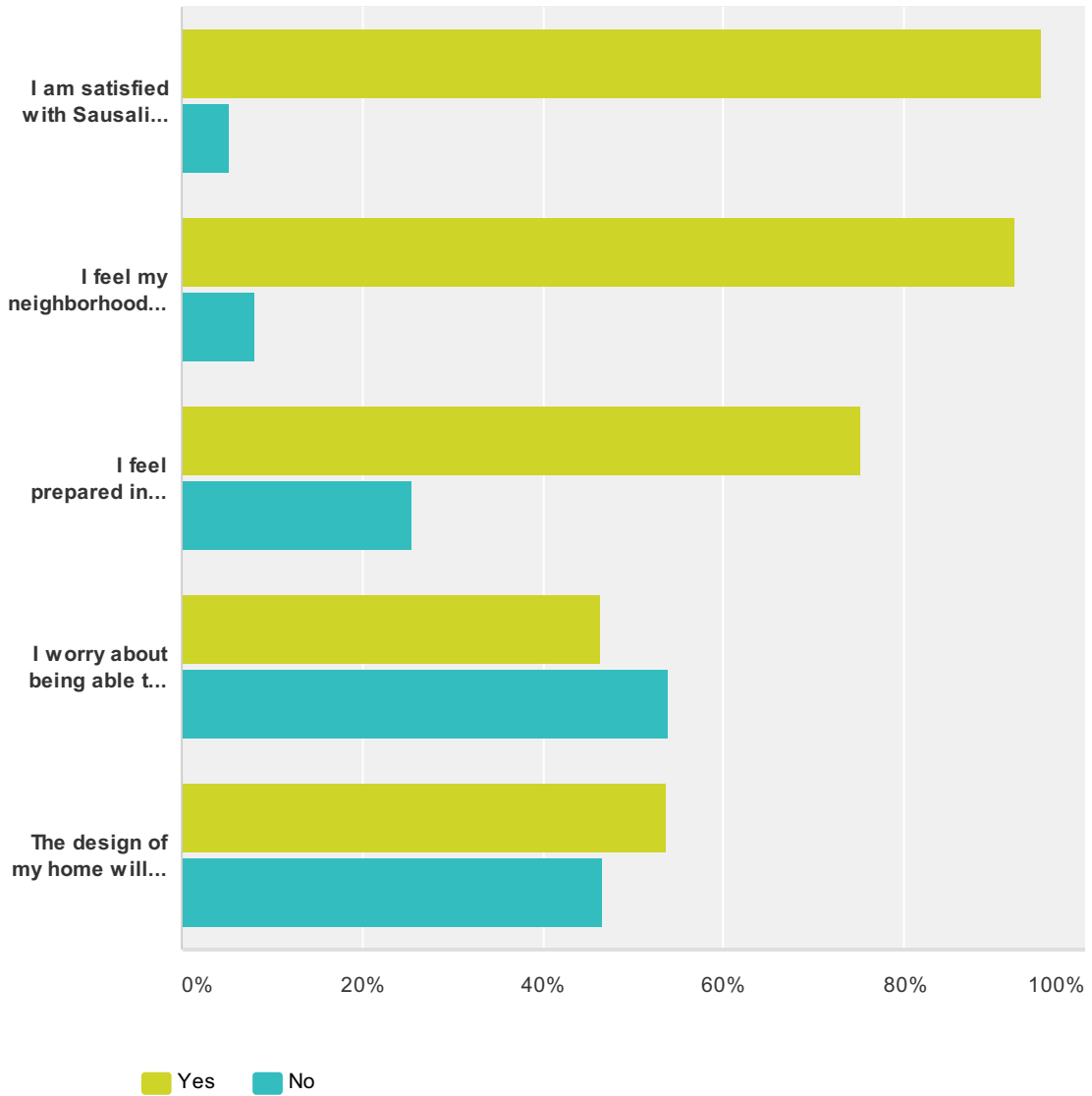


| Answer Choices | Responses | |
|---------------------------------|-----------|-------|
| Yes | 91.41% | 1,064 |
| No | 3.69% | 43 |
| Undecided | 5.07% | 59 |
| Total Respondents: 1,164 | | |

Age-Friendly Sausalito Questionnaire

Q12 Please respond to the following statements about living in Sausalito

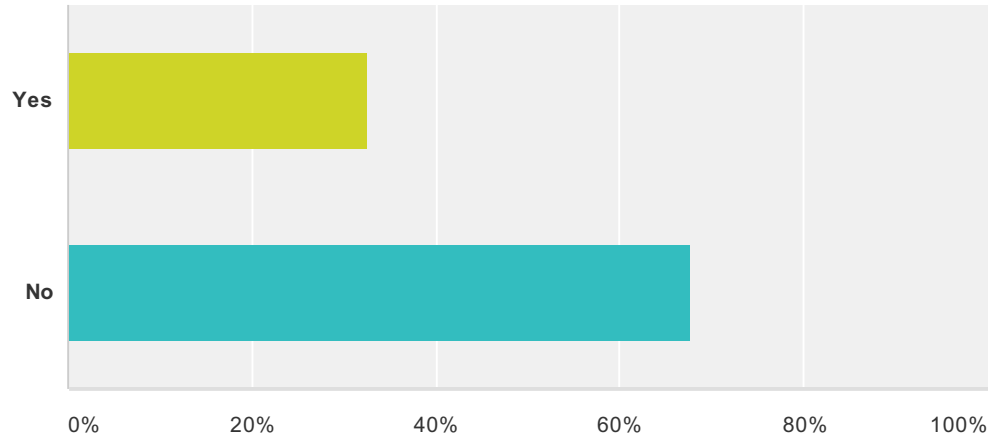
Answered: 1,177 Skipped: 12



| | Yes | No | Total Respondents |
|--|-----------------|---------------|-------------------|
| I am satisfied with Sausalito as a place to continue to live | 95.21% 1,094 | 5.22% 60 | 1,149 |
| I feel my neighborhood is safe from crime | 92.29% 1,053 | 8.06% 92 | 1,141 |
| I feel prepared in case of an emergency | 75.18% 821 | 25.37% 277 | 1,092 |
| I worry about being able to afford my housing as I age | 46.28% 517 | 53.89% 602 | 1,117 |
| The design of my home will make it easy for me to remain in it | 53.68% 584 | 46.60% 507 | 1,088 |

Q13 Have you ever taken any classes offered by the City of Sausalito?

Answered: 1,158 Skipped: 31

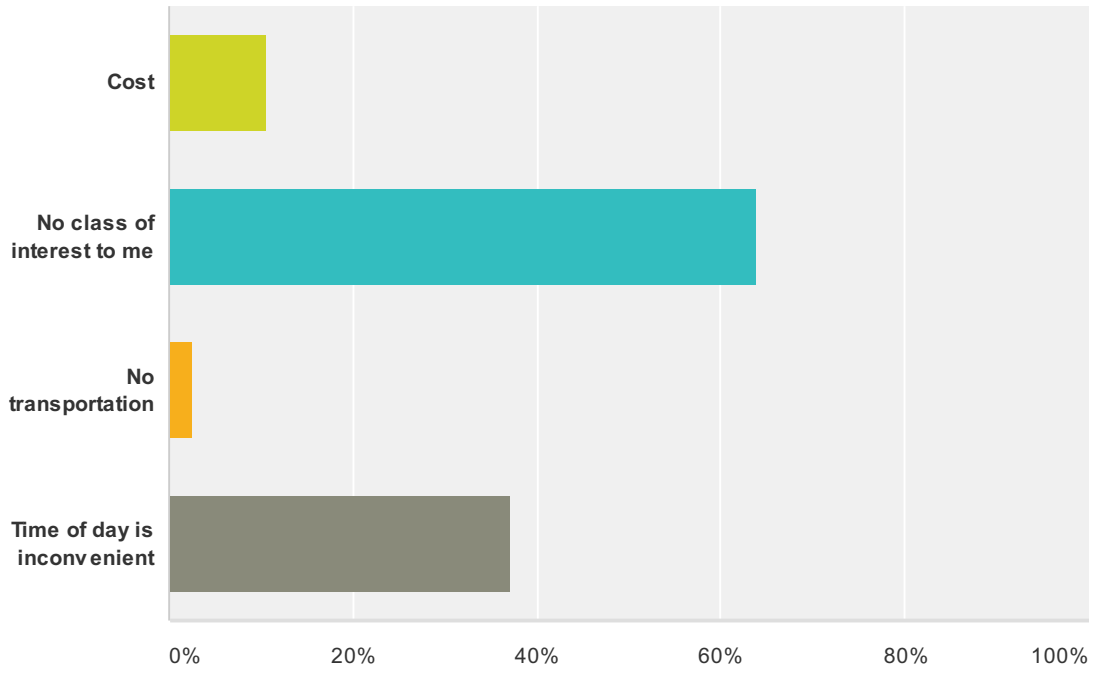


| Answer Choices | Responses |
|---------------------------------|------------|
| Yes | 32.47% 376 |
| No | 67.62% 783 |
| Total Respondents: 1,158 | |

Age-Friendly Sausalito Questionnaire

Q14 If Not, Why Not? (check all that apply)

Answered: 499 Skipped: 690

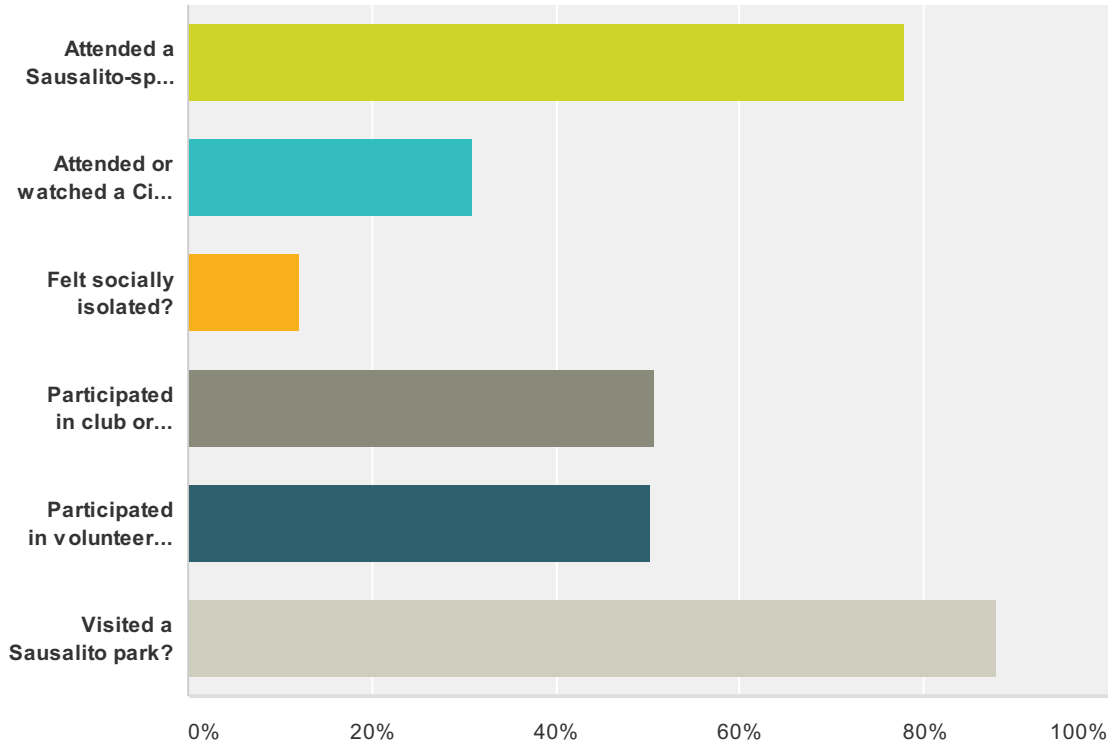


| Answer Choices | Responses |
|-------------------------------|------------|
| Cost | 10.62% 53 |
| No class of interest to me | 63.93% 319 |
| No transportation | 2.61% 13 |
| Time of day is inconvenient | 37.07% 185 |
| Total Respondents: 499 | |

Age-Friendly Sausalito Questionnaire

Q15 During the last 12 months have you: (check all that apply)

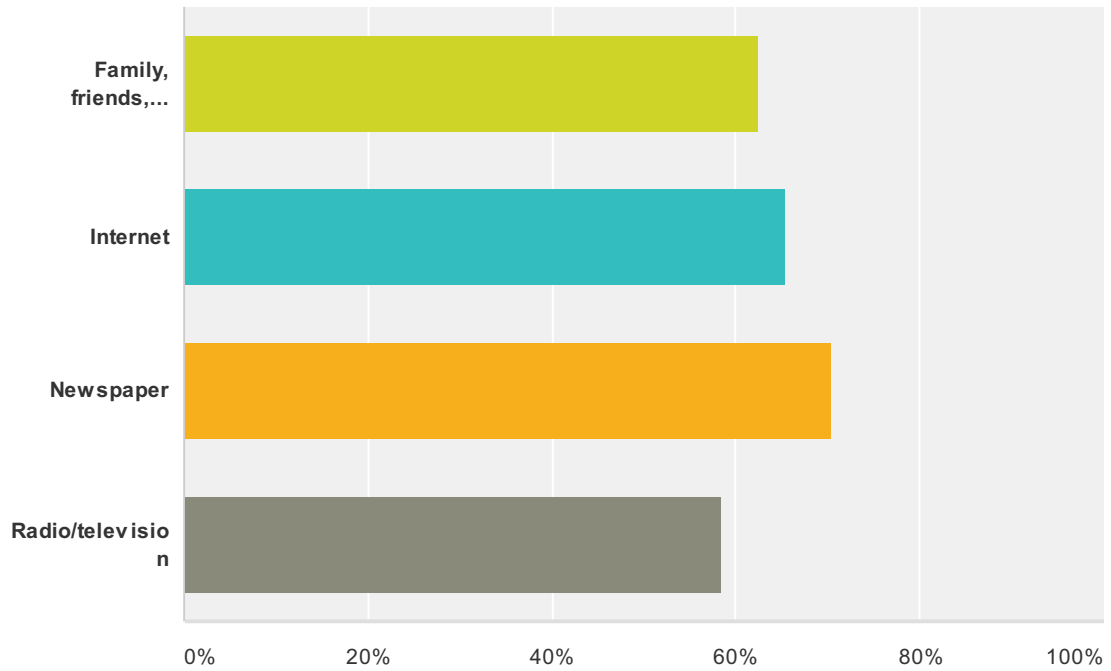
Answered: 1,107 Skipped: 82



| Answer Choices | Responses | Count |
|--|-----------|-------|
| Attended a Sausalito-sponsored event? | 77.96% | 863 |
| Attended or watched a City Council meeting? | 30.98% | 343 |
| Felt socially isolated? | 12.01% | 133 |
| Participated in club or civic organization activities? | 50.68% | 561 |
| Participated in volunteer activities? | 50.23% | 556 |
| Visited a Sausalito park? | 87.90% | 973 |
| Total Respondents: 1,107 | | |

Q16 How do you get your LOCAL news and information? (check all that apply)

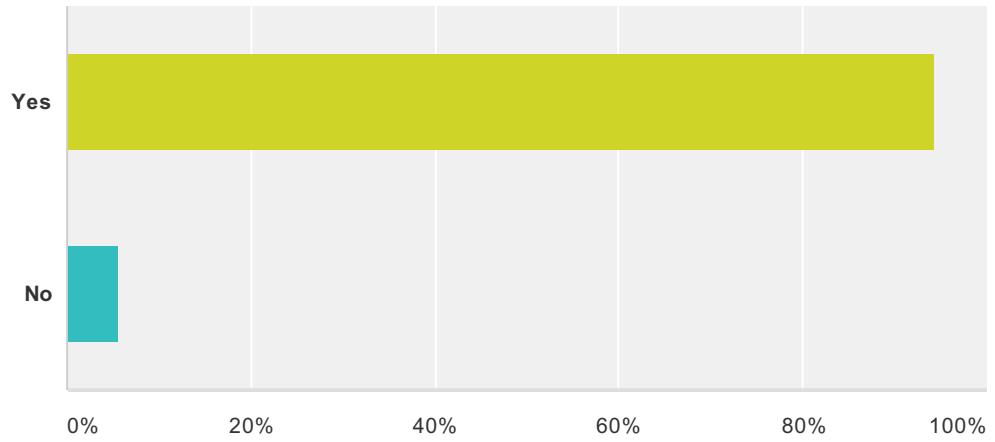
Answered: 1,163 Skipped: 26



| Answer Choices | Responses | |
|---------------------------------|-----------|-----|
| Family, friends, neighbors | 62.34% | 725 |
| Internet | 65.43% | 761 |
| Newspaper | 70.42% | 819 |
| Radio/television | 58.56% | 681 |
| Total Respondents: 1,163 | | |

Q17 Do you know how to use a computer?

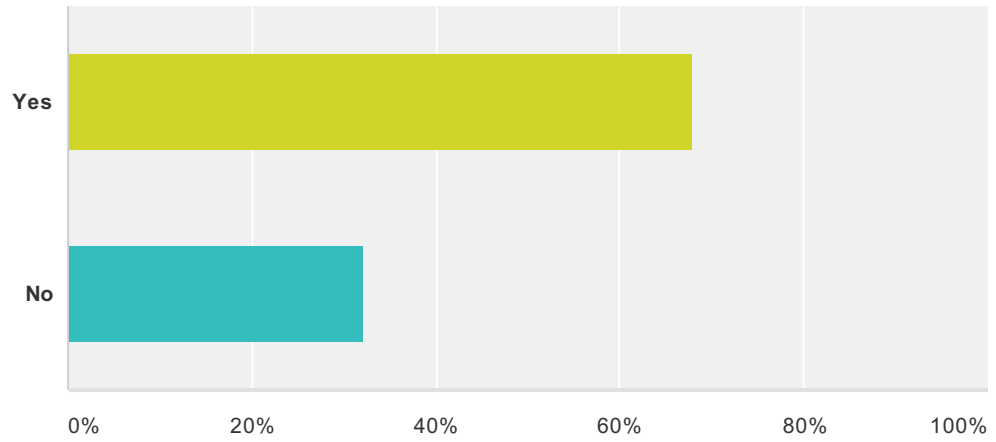
Answered: 1,158 Skipped: 31



| Answer Choices | Responses |
|---------------------------------|--------------|
| Yes | 94.39% 1,093 |
| No | 5.70% 66 |
| Total Respondents: 1,158 | |

Q18 If No, would you like to learn?

Answered: 134 Skipped: 1,055

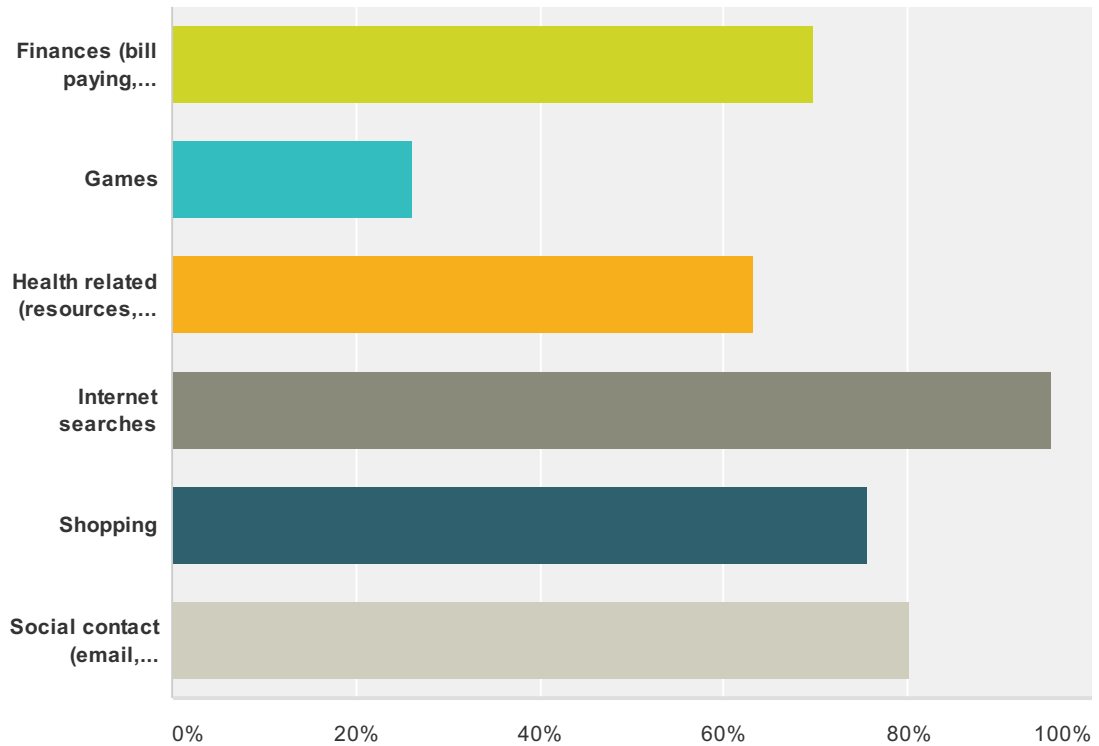


| Answer Choices | Responses | |
|-------------------------------|-----------|----|
| Yes | 67.91% | 91 |
| No | 32.09% | 43 |
| Total Respondents: 134 | | |

Age-Friendly Sausalito Questionnaire

Q19 If Yes, what do you use the computer for? (check all that apply)

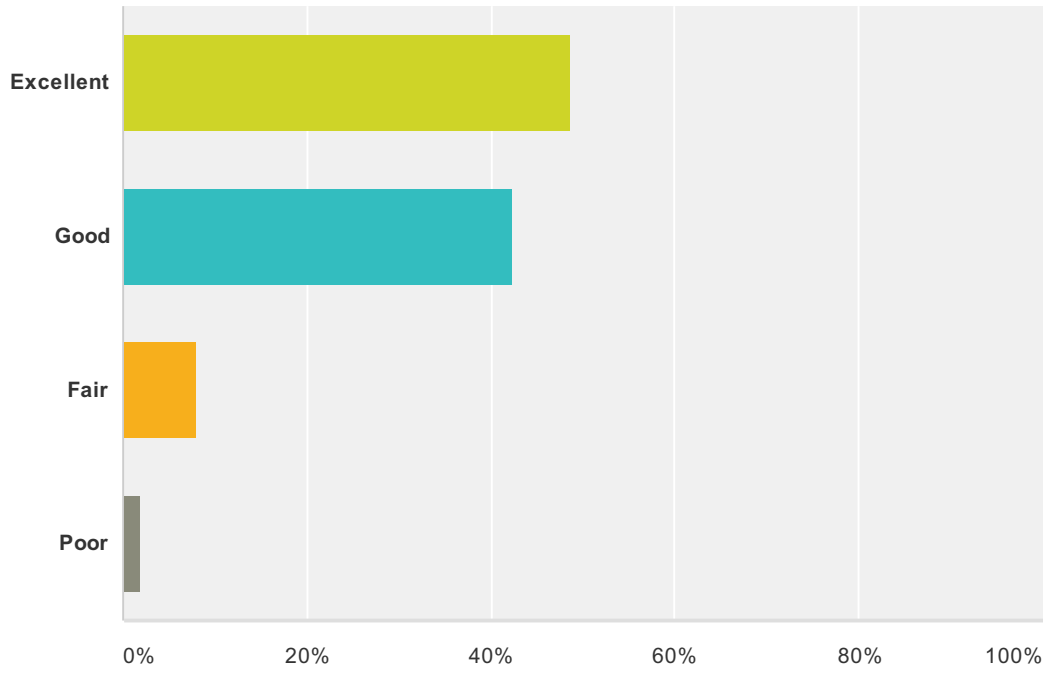
Answered: 1,084 Skipped: 105



| Answer Choices | Responses |
|--|--------------|
| Finances (bill paying, banking, etc) | 69.74% 756 |
| Games | 26.01% 282 |
| Health related (resources, communicate with doctor, etc) | 63.19% 685 |
| Internet searches | 95.66% 1,037 |
| Shopping | 75.65% 820 |
| Social contact (email, Facebook, Skype, etc) | 80.07% 868 |
| Total Respondents: 1,084 | |

Q20 How would you rate your health?

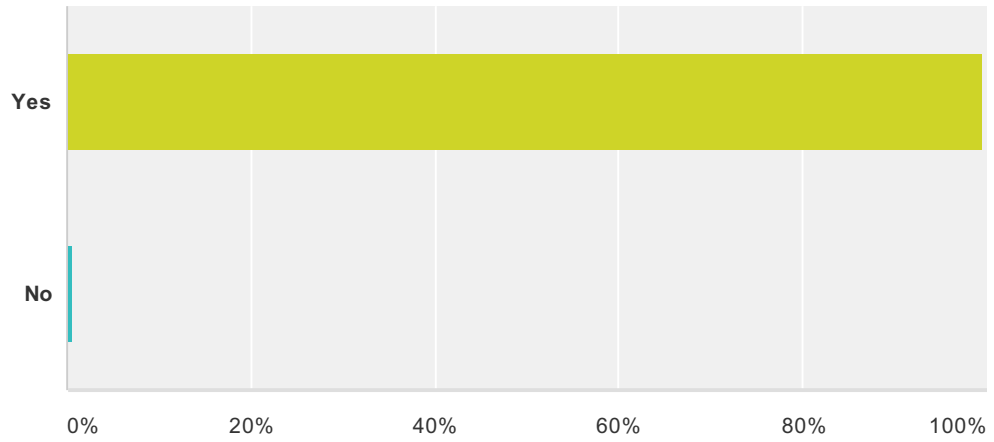
Answered: 1,173 Skipped: 16



| Answer Choices | Responses |
|---------------------------------|------------|
| Excellent | 48.59% 570 |
| Good | 42.37% 497 |
| Fair | 7.93% 93 |
| Poor | 1.88% 22 |
| Total Respondents: 1,173 | |

Q21 Do you have access to healthy foods?

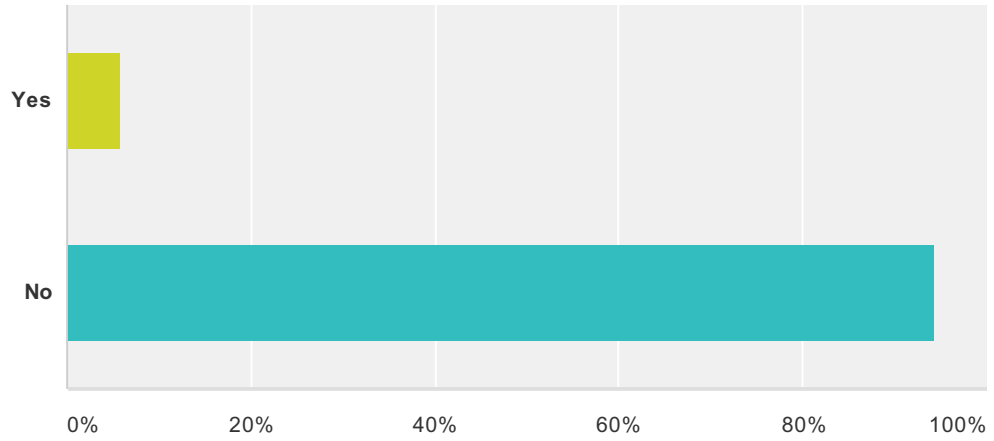
Answered: 1,170 Skipped: 19



| Answer Choices | Responses |
|---------------------------------|--------------|
| Yes | 99.49% 1,164 |
| No | 0.60% 7 |
| Total Respondents: 1,170 | |

Q22 Do you rely on assistance at home for basic activities of daily living?

Answered: 1,171 Skipped: 18

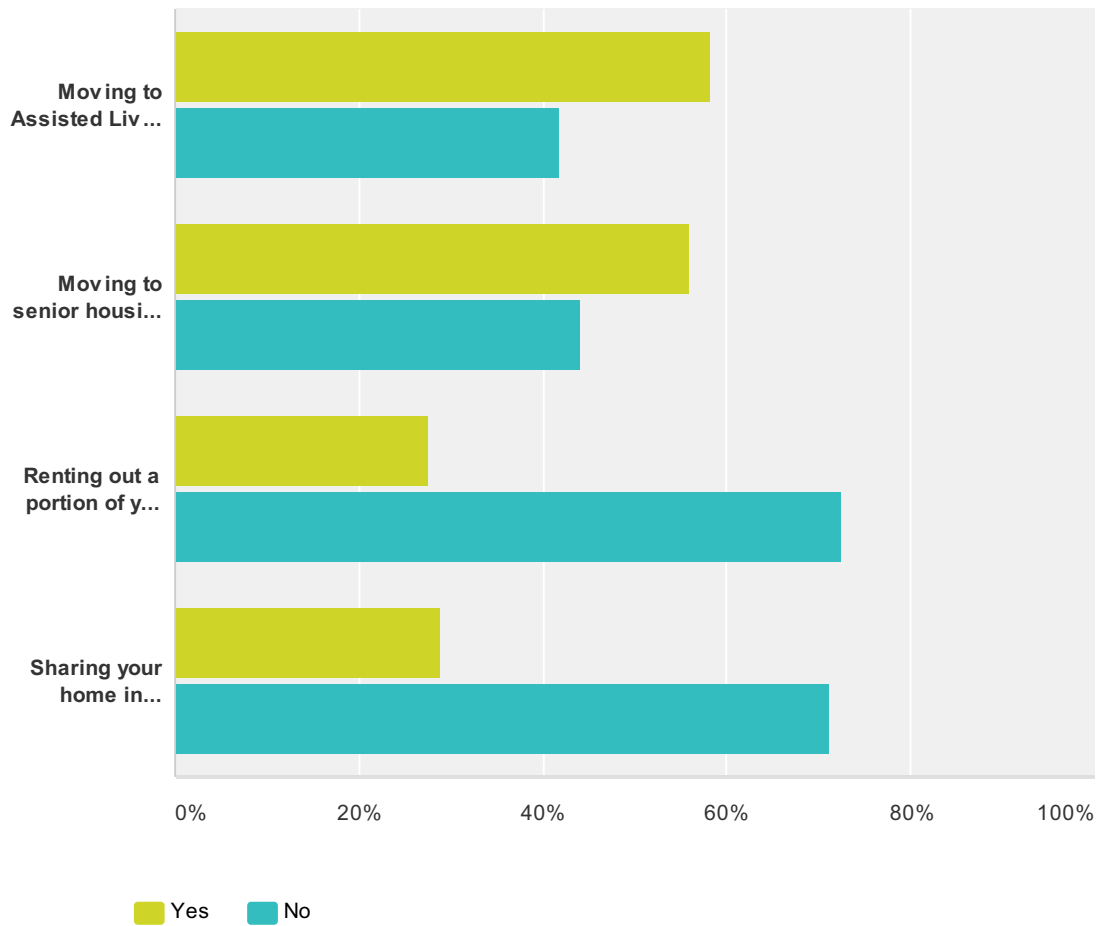


| Answer Choices | Responses |
|---------------------------------|--------------|
| Yes | 5.81% 68 |
| No | 94.28% 1,104 |
| Total Respondents: 1,171 | |

Age-Friendly Sausalito Questionnaire

Q23 Would you consider any of the following now or in the future?

Answered: 1,150 Skipped: 39

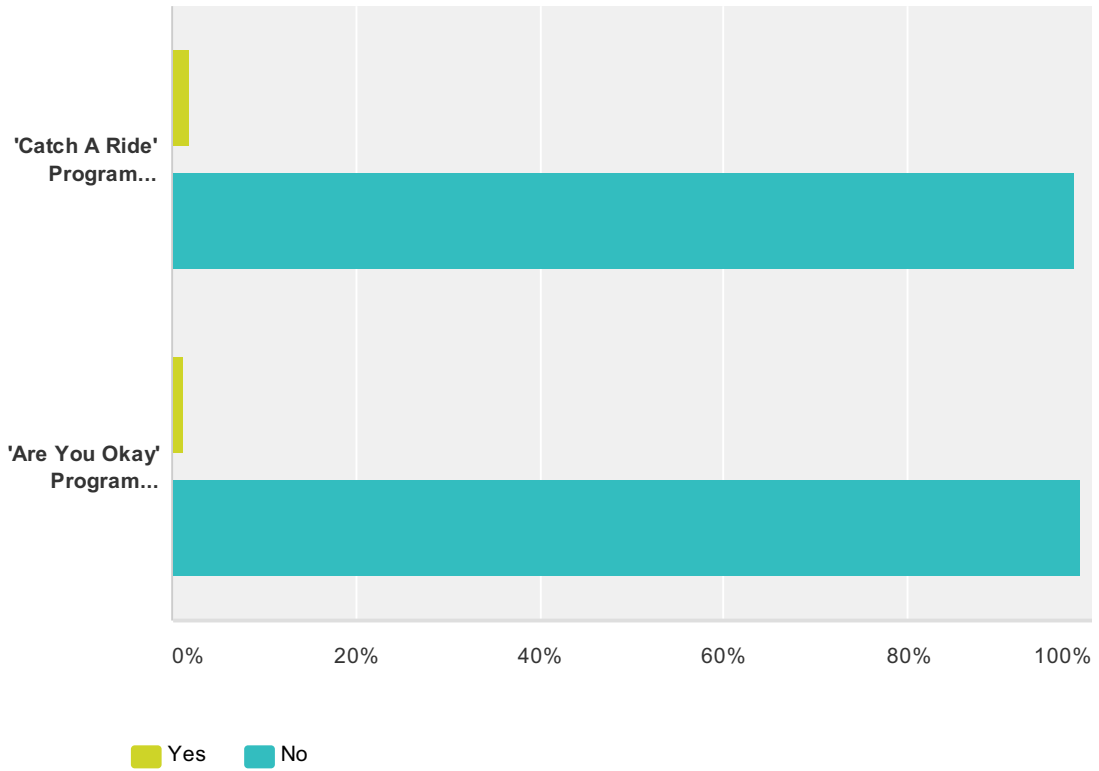


| | Yes | No | Total |
|---|---------------|---------------|-------|
| Moving to Assisted Living if it were in Sausalito | 58.35% 615 | 41.65% 439 | 1,054 |
| Moving to senior housing in Sausalito | 55.91% 601 | 44.09% 474 | 1,075 |
| Renting out a portion of your home to a boarder/tenant | 27.57% 284 | 72.43% 746 | 1,030 |
| Sharing your home in exchange for help around the house | 28.85% 292 | 71.15% 720 | 1,012 |

Age-Friendly Sausalito Questionnaire

Q24 Have you ever used the following:

Answered: 1,151 Skipped: 38



| | Yes | No | Total |
|---|-------------|-----------------|-------|
| 'Catch A Ride' Program (discount taxi vouchers) | 1.84% 21 | 98.16% 1,123 | 1,144 |
| 'Are You Okay' Program (check-in daily phone calls) | 1.32% 15 | 98.68% 1,119 | 1,134 |

Age-Friendly Sausalito Questionnaire

Q25 Are there any other thoughts or concerns you would like to share about how Sausalito could be more age-friendly including topics that have not been addressed in this questionnaire?

Answered: 947 Skipped: 242

EXHIBIT C

SUMMARY OF STAKEHOLDER INTERVIEWS

AGE-FRIENDLY SAUSALITO STRATEGIC ACTION PLAN
2015 STAKEHOLDER INTERVIEW SUMMARIES

As part of the research for the Age-Friendly Sausalito Strategic Action Plan, 31 interviews were conducted with Marin County officials, City of Sausalito Councilmembers and administrative officials, and community leaders. These interviews yielded diverse and rich input that helped shaped Age-Friendly Sausalito’s goals, strategies, activities, and outcomes.

Marin County Officials

- District 3 Supervisor

Emphasized the importance of communities working together through the Aging Action Initiative, Villages, and Age-Friendly Community initiatives. She expressed the need for these efforts to include a focus on the non-safety net population. Specific areas of interest mentioned were wellness, housing (home sharing, home modification, in-law units), and policy change to encourage housing adaptation rather than only new home construction.

- Director of Aging and Adult Services

Promoted the concept of an Age-Friendly Marin that includes the Aging Action Initiative, Villages, and individual Age-Friendly Community initiatives. He saw this as a framework to bring in municipalities across the County, support local variation, and foster City/County collaboration. He also highlighted the upcoming Age-Friendly start-up grants soon to be available from the Marin Community Foundation with community matching funds.

- Public Health Officer

Emphasized the important role the Age-Friendly movement can have in improving overall health in Marin County. He commented that the built environment is being influenced by Age-Friendly thinking and that a “choreographer” is needed to help align the aging-related initiatives in the County: the Aging Action Initiative (which includes healthy eating, active aging, dementia, etc.), Villages, and Age-Friendliness. He suggested creating an opportunity for these initiatives to be presented to the City Managers meeting in Marin. He also offered to assist the Age-Friendly Sausalito Task Force with its evaluation and metrics. He has strong data that can help “make the case” for the link between good health and the importance of social and non-medical supports.

- Senior Mobility Analyst, Marin Transit Authority

Highlighted the many transportation challenges there are in Marin County for older adults and the efforts the County has made to address them (see Marin in Motion – A Guide to Transportation in and around Marin County). The concept of “the last mile” is a particular issue. Not all transportation services – particularly vans and buses – are able to negotiate hilly, windy

roads and driveways and so can't take people all the way to their front doors. He was enthusiastic about Call A Ride for Sausalito Seniors (CARSS); in addition to solving the "last mile" problem, CARSS is free, uses volunteer drivers, builds community, and is both cost-effective and replicable.

City of Sausalito Councilmembers

- Mayor at the time this research was done for the Age-Friendly Sausalito Strategic Action Plan

Mayor stated that the City Council recognizes the power of older adults in Sausalito and their vital roles in informing decision-making and raising consciousness within the community. In his guidance to the Age-Friendly Sausalito Task Force, he stressed that the Age-Friendly Sausalito Strategic Plan be integrated with other City plans and that it become part of the General Plan – a legal document – to have lasting impact.

- Vice Mayor at the time of this research was for the Age-Friendly Sausalito Strategic Action Plan

Vice Mayor commented that the City is currently discussing the issue of short-term rentals, such as VRBO and Airbnb. For older adults, options such as accessory dwelling units may be an interesting aging-in-place option. In addition, she: 1) acknowledged the support that churches provide in connecting with hard-to-reach populations and how the shift to more digital communication might exclude some residents; 2) raised the question of how local businesses can cater to local older adults as well as tourists; 3) felt that free city-wide wi-fi and internet access would be a benefit to Sausalito; and 4) stressed that Age-Friendly Sausalito needs strong leadership and good volunteers to be sustainable.

- City Council

Provided the following input: 1) The library is a fantastic resource. The hours are good, but it needs to simplify e-learning, be more user-friendly, and make it easier to find information you need. 2) The proposed home modification permit process for older adults is a good idea. 3) The City's disaster information is good; the focus on encouraging people to watch out for each other is important. 4) Nutrition for older adults should be an education topic through the library, Sausalito Village, and Age-Friendly Sausalito. Through caring for her mother, she learned that medication regimens can require dietary changes. Senior cooking classes and tips for ordering food in a restaurant would be valuable. 5) Seniors enjoy events held in downtown Sausalito. How can businesses make it more comfortable for people using canes or wheelchairs?

- City Council

Stressed the importance of intergenerational programs. "Kids," he said, "don't look up to older adults for their wisdom." He recommended that Age-Friendly Sausalito be sure to advocate for itself within existing city procedures.

- City Council

Emphasized his total support for Age-Friendly Sausalito; “I wouldn’t think of not doing it.” His comments included the following: 1) Thinking about senior livability enhances things for everyone; initiatives such as park improvements will benefit all city residents. 2) The Age-Friendly Sausalito Strategic Action plan must be part of the General Plan. 3) State housing policy needs to catch up to what’s really happening in communities. Why doesn’t the State’s focus on affordability include people staying in their homes through home sharing and other ways? 4) The City may be overemphasizing digital communication with city residents. Not all have access, but it is hard to know who is negatively impacted. 5) It is hard to target seniors who are not prepared for emergencies, even though the City has done a good job of setting up emergency systems. Is this a topic that needs more study? 6) “I applaud the good work of the Age-Friendly Sausalito Task Force.” We need to strengthen neighbor-to-neighbor and person-to-person connections and integrate this approach into the work of the Police Department, Fire Department, and City Hall. Each stakeholder in the community needs to be integrated and neighborhoods are the foundation for doing that.

City of Sausalito Administrative Officials

- City Manager

Expressed his support and appreciation for the work of the Age-Friendly Sausalito Task Force and encouraged the Task Force to work toward embedding Age-Friendly components into the City’s General Plan, Budget, ADA Transition Plan, and Strategic Plan. Additional “takeaway” messages were that Age-Friendly Sausalito needs to be sustainable, leverage existing funding and initiatives, and be realistic by not taking on more than it can handle with the first Strategic Action Plan.

- Community Development Director

Discussed the work he is doing to improve the home modification permit process for older adults, how these improvements can be communicated to the public, and how Sausalito residents can be educated about options such as home sharing, assisted living, etc. He further suggested: 1) adding an Age-Friendly section to the Housing Element of the General Plan when it is updated in 2018; 2) reviewing the municipal code as needed to understand existing residential zoning requirements; 3) thinking about a way to provide subsidized home assessments for older adults.

- City Librarian and Assistant City Librarian

Reviewed the Library’s extensive array of existing services and programming. Looking forward, They discussed additional ways to intersect with Age-Friendly Sausalito by utilizing CARSS more

for library events. They would also like to expand and strengthen remote access to digital resources; the challenge is managing the multiple platforms they have for electronic resources. They also said the Library needs to address ADA compliance issues and the need for additional meeting, storage, and program space.

- Emergency Services Manager, Police Department

Reviewed the City's current emergency planning activities and ways to distribute information to community residents. His main concern is that in spite of efforts to identify those seniors who would be the most vulnerable in an emergency, he finds that seniors don't want to complain and are hesitant to ask for help. He hopes to find ways to encourage neighbors to know each other better. Community emergency preparedness awareness runs high when something happens, but diminishes as people start to forget.

- Former Administrative Services Director

Emphasized the need to make Age-Friendly Sausalito sustainable by seeing if any city funds can be relabeled for Age-Friendly Sausalito activities. Examples are maximizing intersections between the ADA Transition Plan and Age-Friendly Sausalito and creating a special Age-Friendly Sausalito assessment district. He further stressed that older adults are the "content silent majority." They need to be involved more in making Sausalito age-friendly, including participation in budget meetings and other issues that come before the City Council.

- Public Works Director

Recommended that Age-Friendly Sausalito: 1) Leverage funds where possible, i.e., the ADA, federal transportation funds such as Complete Streets, and the Circulation Element of the General Plan. 2) Participate on the ADA Transition Plan Stakeholder Group to prioritize the work that needs to be done and impact how funding dollars are utilized. 3) Collaborate with other Sausalito initiatives such as the Sustainability Commission. 4) Engage schools and parents in Age-Friendly Sausalito activities to emphasize that changes made for older adults also benefit families.

- Community Programs, Police Department

Emphasized that there are a number of accessible public tools older adults can use to ensure that a local entity is aware of their circumstances in the event of an illness or accident. These include R U OK?, Batch Geo, the Telephone Reassurance Program, the Postal Alert Program, and the Vial of Life. Few people use these services. She suggested enhancing collaborative efforts between community organizations, such as Sausalito Village, and public entities, such as the Police and Fire Departments, to be sure these programs are better known to Sausalito's older adults.

- Parks and Recreation Director

Highlighted the City's commitment to supporting older adults in Sausalito with accessible and affordable programming. The Parks and Recreation Department will continue its collaborations with Sausalito Village, CARSS, the Edgewater Senior Center, and service organizations. It will also continue utilizing city communication channels to ensure that programming information is available throughout the City and encourage new services such as grocery, meal, and dry-cleaning delivery services and senior discount days. As a strong supporter of Age-Friendly Sausalito, he encouraged the Task Force to be realistic, set attainable goals, be sustainable, and show its progress.

- City Clerk/Assistant City Manager

Targeted communication and understanding municipal code sections as important areas for Age-Friendly Sausalito. Sausalito has many communication channels, but with the move toward more information being online, are people being left out? On the housing side, Age-Friendly Sausalito's interest in alternative housing options for older adults may require revisions to the municipal code related to transitional housing, supportive housing, permanent supportive affordable housing with restoration, group and multi-family units, residential care facilities for the elderly, and home modification. Age-Friendly Sausalito also has an opportunity to impact the General Plan in housing, transportation, and other areas.

Community Leaders

- City of Sausalito Representative, Marin Commission on Aging; Member, Age-Friendly Sausalito Task Force

Stressed the importance of including less affluent and hard-to-reach residents in each domain of the Age-Friendly Sausalito Strategic Action Plan; the need for alternative housing options such as assisted living, home sharing, scattered-site housing, etc.; and the importance of maximizing city-wide communication with older adults through a variety of channels.

- CEO, MarinSpace/Aging Action Initiative

Focused on the potential for collaborative efforts between Age-Friendly Communities, Villages, and the Aging Action Initiative's four focus areas (Information Assistance & Referral Network, Mental Health & Dementia, Food & Nutrition, Economic Security). She suggested that the eight Age-Friendly domains be cross-referenced with existing program opportunities and requirements such as the Older Americans Act, the Affordable Care Act, municipal General Plans, philanthropy initiatives, the ADA, and Livable Communities. She recommended that the Marin County Age-Friendly movement intersect with the 2016-2020 Marin County Area Agency on Aging Plan, the Health and Human Services Department Strategic Plan, and hospitals' five-year community benefit assessments.

- CEO, Chamber of Commerce

Noted the Chamber's support for Age-Friendly Sausalito and the commitment of members to provide in-kind support and donations to Sausalito Village and other aging-related services and activities. While Sausalito businesses recognize the importance of older adults to the Sausalito economy, it is not always clear what they should do and what the ROI would be. Sausalito Village has been a Chamber member since it opened in 2010. She encouraged Sausalito Village and Age-Friendly Sausalito to be clear about what the differences between them are so that residents and businesses know how they can participate.

- Director, HomeShare Program, Episcopal Senior Communities; Amy Appleton, Executive Director, SHARE Sonoma County

Described Episcopal Senior Communities's home sharing model and her work to date in Sausalito. In doing three presentations at City Hall in 2015, she found that residents want to stay in their own homes and value their privacy. The main challenge has been how to get people to consider and embrace the idea. She is eager to work with Age-Friendly Sausalito, particularly focusing on isolated seniors. Share program in Petaluma has attracted a larger number of interested Sonoma County residents and may be a model for Sausalito or Marin County to explore.

- Rector, Christ Episcopal Church

Addressed the need for a greater sense of community in Sausalito. He emphasized that communities form around organizations, such as churches, service organizations, and social clubs. He urged that existing organizations in Sausalito open themselves up to different forms of membership and participation. He further recommended that the City encourage the formation of new types of gatherings, such as a city-wide bridge club and more social and affinity groups.

- President, Edgewater Senior Club

Commented on the importance of community. She is concerned that the membership of the Edgewater Senior Club is declining due to member deaths and fewer younger aging residents joining. Some members have gone to Sausalito Village. In retirement, she misses the many opportunities she had to meet people through her work. She appreciates knowing her condo neighbors; there is a culture of them watching out for each other. She is appreciative of CARSS, but concerned that there is not equally accessible transportation beyond Sausalito for less expensive shopping options, medical appointments, etc.

- Pastor, Sausalito Presbyterian Church

Focused on issues related to a sense of community in Sausalito. Sausalito is a city of mixed economic levels trying to create community. Many seniors are trapped at home and are ashamed of their financial circumstances; accepting assistance is difficult. Affordable home modification is critical. While organizations like Sausalito Village are trying to serve hard-to-reach older adults, it's hard to know who they are. People in church congregations tend to be connected. The Library and Parks and Recreation programs provide gathering spaces, but more would be helpful. What more could the businesses do to serve the community?

- President, Sausalito Woman's Club

Noted that the Sausalito Woman's Club (SWC) is a service organization that could intersect with Sausalito Village and Age-Friendly Sausalito. Its membership is aging, but active. The average member age is 70 and they provide a huge support group for each other. Many volunteer at community events and some are volunteer drivers for CARSS. She is interested in developing a stronger community focus for the Club.

- Member, Sausalito Disaster Preparedness Committee; Board Member, Southern Marin Fire Protection District

Focused on gaps in disaster preparedness that may exist for older adults in Sausalito. Neighborhood meetings draw only a small number of people. While information is available through the City website, Sausalito Currents, and Sausalito Magazine, it's hard to know how many people read these materials. It's important that neighbors know each other and perhaps pair up in the event of a disaster. Funding is limited for new ideas and outreach. The Volunteers in Public Safety program utilizes primarily older volunteers between 50 and 70. The Disaster Preparedness Committee has a good connection with the Sausalito's Women's Club and the Chamber of Commerce. He suggested that a Sausalito Aging Fair might be of value.

- Founding Member of Sausalito Village

Noted the strong connection between Age-Friendly Sausalito and Sausalito Village and how the collaboration could grow in the future. She would like to see all Sausalito's older adults be members of Sausalito Village if it were financially and administratively possible.

- Board Member, Sausalito Beautiful

Talked about the importance of communal living and how to make Sausalito a beautiful and livable city for all residents. Sausalito Beautiful's goal is to help the City with volunteer-based, civic projects through a positive approach to solving problems; "When people come together in a positive way, a lot happens." She is a member and supporter of Sausalito Village. As seniors age, her concerns are what happens to their well-being when they become isolated due to the death of a spouse or of friends and how older adults and people with disabilities can be prepared for emergencies.

EXHIBIT D

AGING IN MARIN LITERATURE REVIEW

AGE-FRIENDLY SAUSALITO LITERATURE/RESOURCE REVIEW

The following documents were a rich resource as we prepared to develop a plan to meet the needs of our community. This literature/resource review comprises a range of reports, studies, and online tools that may help other Marin County communities develop their Age-Friendly Strategic Action Plans. Some of the reports are updated yearly and a more recent version may be available. Reports that may have been subsequently removed from the Internet, may be available in paper format from the authors. The resources provided are organized into the following categories:

SECTION 1: MARIN COUNTY

SECTION 2: RURAL AGING

SECTION 3: AGE FRIENDLY COMMUNITY PLANNING, IMPLEMENTATION, AND EVALUATION

SECTION 4: BIGGER PICTURE RESOURCES

SECTION 1: MARIN COUNTY

1. MARIN COUNTY GRAND JURY REPORTS

- Aging in Marin - What's the Plan? – a Marin Civil Grand Jury, 2014 – Report and response <http://www.marincounty.org/~media/files/maringov/board-actions/2014/aug/201408197caoagingreport.pdf>

Purpose: To address the persistent lack of attention to issues of aging in Marin County, and the apparent absence of long-term plans to address associated demands. In particular, the report highlights demographic indicators that show that many Marin seniors may struggle economically, but fall above the Federal Poverty Level, making local safety nets a vital part of allowing seniors to “age in place”. The report acknowledges the importance of affordable housing, though the issue fell beyond the scope of the report’s assessment.

Methodology: Literature review conducted on elder care programs inside and outside of Marin County, interviews with 34 stakeholders including staff from the Department of Health and Human Services, non-profit employees, healthcare providers, and a member of the Board of Supervisors. Members of the Grand Jury also utilized information and referral phone lines to assess efficiency, adequacy, and accuracy of the services.

Findings/Recommendations: Report contains 8 findings and 4 recommendations. Recommendations include: 1) that the County assume leadership in development of a long-term strategic plan, 2) that the County work with federal and state governments and nonprofits to adequately fund mandated services, 3) that the County work to improve access to key services, and 4) that the County develop a contingency plan for funding services in a climate of economic volatility at the state and federal level.

- Response to 2014 Grand Jury Report <http://www.marincounty.org/~media/files/maringov/board-actions/2014/aug/201408197caoagingresponse.pdf>

Purpose: To respond to the Grand Jury Report, “Aging in Marin: What’s the Plan?”

Methodology: Not specified.

Findings/Recommendations: The Marin County Board of Supervisors addressed the 8 Findings and 4 recommendations put forth in the Grand Jury Report. The Board of Supervisors disagreed partially with two findings, F2 and F4. The Board partially disagreed that Marin County does not have a long-term strategic and financial plan to address the growth of the senior community, highlighting the 2012-2016 plan developed by the Marin County Aging and Adult Services' Area Agency on Aging under requirements of the federal Older Americans Act, which is updated annually. Additionally the Board highlighted the Aging Action Initiative announced in March 2014 by Aging and Adult Services. The Board also partially disagreed in the Grand Jury's finding of a lack of recognized leadership to address senior needs in Marin County, highlighting the collaboration across organizations. The Board indicated that two of the Grand Jury's recommendations have been implemented (R1, R2), one will be implemented in the future (R3), and one will not be implemented (R4).

- ☐ Aging in Marin, An Essay in Uneasiness, Marin Grand Jury, 2007_ http://www.marincounty.org/~media/files/departments/gj/reports-responses/2006/aging_report.pdf

Purpose: To bring the "Silver Tsunami" approaching Marin County to the attention of policymakers, who are currently prepared neither for the increase in 65+ population, nor for the ways in which elders of the future will differ from elders of today.

Methodology: Interviews conducted over six months with 50 stakeholders, including county officials, department and division heads, members of the District Attorney's Office, representatives from the business and non-profit sectors, health services researchers, hospital executives, directors of senior centers and retirement facilities, among others. Areas of research include: 1) access to services, 2) isolation and loneliness, 3) adequate and affordable health care, 4) elder abuse, financial, physical and self-abuse, 5) alcohol and substance abuse, 6) roadblocks to good home care, 7) social support, and 8) community engagement.

Findings/Recommendations: Report contains 21 findings of fact and 12 recommendations, including that the Board of Supervisors create a Task Force on Aging, and that the Marin County Department of Health & Human Services, the Marin Community Foundation and the Buck Institute for Age Research formalize a partnership to serve on the Task Force. Other recommendations include: pursuing a telephone information line and web services for help and advice, that stakeholders make a definitive decision regarding establishment of a Senior Access facility in San Raphael, and that the county administration and the Marin Community Foundation address funding issues.

2. MARIN COMMUNITY FOUNDATION AGING-RELATED REPORTS

- ☐ Successful Aging in Marin - the Marin Community Foundation, 2013, <http://media.baycitizen.org/uploaded/documents/2011/7/marin-aging-brief/aging-brief.pdf>

Purpose: Marin Community Foundation publication outlining basic facts about older adults in Marin, including population demographic information. The report highlights the essential role of nonprofit aging service sector organizations in supporting the community, especially members of vulnerable communities.

Methodology: Not specified, but based on Harder+Company Community Research

Findings/Recommendations: Residents of particular populations – lesbian, gay, bisexual, transgender individuals; older adults whose primary language is one other than English; elderly living in rural settings; those living with dementia; and caregivers – face barriers to accessing services that can be mitigated through culturally sensitive service providers. Key issues include affordability of services, transportation, appropriate health care, as well as social and geographical isolation. Finally, the report highlights the need to find financial support for nonprofit organizations amidst financial uncertain times.

- Assessing Services Aimed at a Diverse Aging Population - Marin Community Foundation, 2013, https://www.marincf.org/sites/default/files/downloadable/Mission-Possible---Improving-The-Lives-of-Older-Adults-in-Marin_0.pdf

Purpose: Marin Community Foundation report, written in collaboration with the Center for Health Professions, UCSF and in partnership with nonprofit service providers, to assess and understand current organizational capacity of nonprofit providers to serve Marin’s diverse older population. The report highlights the “significant disparities in income, health, and longevity in the county based, among other factors, on race and ethnicity,” and considers ways to increase the ability of Marin nonprofits to increase their cultural competence.

Methodology: A community-based participatory research approach, utilizing mixed methods (survey of organizations, interviews of leaders, and focus groups with older adults), was used to identify strategies for improving delivery culturally competent services to older adults. A 12-member community advisory board (CAB) representing diverse communities in Marin was established to participate in and guide the research.

Findings/Recommendations: Findings were categorized into four organizational domains where cultural competence can manifest: 1) leadership and governance, 2) community engagement, 3) infrastructure, and 4) services. The report notes that, “organizational survey results suggested a more favorable impression of organizations’ cultural competence than did the results from interviews with organization leaders.” Key findings included: 1) the need for governing structures to embrace and make cultural competence a priority and 2) the identification of gaps in community engagement, particularly a lack of consultation between organizations that provide gathering places (such as faith-based organizations) and agencies serving older adults.

- A Report on Services for Older Adults in Marin, 2008, <http://harderco.com/wp-content/uploads/Marin-Cmty-Fdn-Cmty-Summary.pdf>

Purpose: Marin Community Foundation-commissioned report, prepared by Harder+Company Community Research to examine older-adult services in Marin County. The report is intended to stimulate community-wide conversation and to serve as a platform to develop a county-wide action plan.

Methodology: Findings of community interviews presented in three main areas: services, access, and social engagement.

Findings/Recommendations: Within the category of services, findings included: 1) the need for more affordable home care of Marin’s elder population, as well as support for caregivers, 2) scarcity of affordable residential care, and 3) concern surrounding the perceived shortage of health care providers. Under the category of services, the report identified: 4) the need to incorporate pedestrian-friendly zones into transportation planning, 5) demand for a one-stop source for reliable information, and 6) identification of opportunities to improve cultural competency across Marin’s diverse social, cultural, and linguistic communities. In terms of social engagement, the report found: 7) that older adults benefit from social engagement.

3. LIVE LONG, LIVE WELL PLANNING DOCUMENTS (AREA AGENCY ON AGING PLANNING)

- Live Long, Live Well: Area Agency on Aging Area Plan FY 2016–2020, 2016, https://www.marinhhs.org/sites/default/files/files/servicepages/2016_03/areaplan20162020.pdf

Purpose: Area Agencies on Aging Area Plan for PSA 5 administered by the Marin County Department of Health and Human Services, Aging and Adult Services Area. Goals for 2016-2020 include: 1) Enhance the quality of life, safety, and security for older adults; 2) Support and promote local efforts to create livable communities for all; 3) Improve visibility and usability of information, services, and resources; and 4) Encourage innovative approaches to policy and services through community collaboration and advocacy.

Methodology: Needs assessment conducted by AAA, partner agencies, and the Marin County Commission on Aging (MCCOA) including gathering survey responses from over 3,000 people.

Findings/Recommendations: Six top concerns were identified by survey respondents, irrespective of income: falls, cognition/dementia, feeling lonely/depressed, financial security, elder/financial abuse, and end of life planning.

- ❓ Fiscal Year 2015-2016 Update - Live Long, Live Well: Area Agency on Aging Area Plan FY 2012-2016 - Marin County Aging & Adult Services https://www.marinhhs.org/sites/default/files/files/servicepages/2015_09/psa5.apu_fy1516.revisions.final1ps.pdf

Purpose: The Marin County Commission on Aging is the federally mandated advisory council to the Marin County Board of Supervisors, covering Planning Service Area (PSA) 5. In line with the requirements of the Older Americans Act, the Marin County Board of Supervisors as the Area Agency on Aging (AAA) for PSA 5 is required to submit an Area Plan to identify priority areas and establish goals for the AAA and the Commission on Aging. The *Fiscal Year 2015-2016 Update* is the third and final update to the to the *Live Long, Live Well: Marin County Area Plan for Aging 2012-2016* planning cycle.

Findings/Recommendations: The 2015-2016 Update reports on new projects, collaborations, and objectives established by the AAA and the Commission on Aging, the launch of an Aging Action Initiative, and the expansion of Aging and Adult Services’ Information, Assistance, Intake, and Referral Unit. The Cities of Sausalito and Fairfax obtained World Health Organization Age-Friendly City designation, and many other townships in Marin similarly seek this designation.

The WHO outlines 8 features for “age-friendly” cities: 1) Transportation; 2) Housing; 3) Outdoor Spaces and Buildings; 4) Social Participation; 5) Civic Participation and Employment; 6) Respect and Social Inclusion; 7) Community support and Health services; and 8) Communications and Information. Commencement of the Aging Action Initiative (AAI) will bring together service providers to plan for increasing demand. Key issues for the AAI include: 1) Older adult mental health and well-being; 2) Dementia; 3) Food security and access to nutrition; 4) Care and system coordination; and 5) Economic disparities of those ineligible for government services but lacking sufficient resources to meet needs independently. Another major change in the PSA involved the initiation of Project Independence Plus (PI Plus), which aims to address the gap in transition care services. Major changes in the area agency on aging were reported on the following issues: 1) redesigning the Information, Assistance, Intake, and Referral (IAI&R) program; 2) initiating planning and feasibility study on creating an Aging and Disability Resource Center (ADRC) in Marin; 3) evaluation and consultation of the Congregate Meal program by the San Geronimo Valley Community Center (SGVCC); and 4) the 2015 Request for Proposal (RFP) for Older Americans Act Title III-E Family Caregiver Support Program funds and the Alzheimer’s Association bid submission in collaboration with eight community-based organizations.

- Fiscal Year 2014-2015 Update - Live Long, Live Well: Area Agency on Aging Area Plan FY 2012-2016 - Marin County Aging & Adult Services_ https://www.marinhhs.org/sites/default/files/files/servicepages/2014_09/psa5_apu_fy1415_approved_9-15-14_revised3_2.pdf

Purpose: The Marin County Commission on Aging is the federally mandated advisory council to the Marin County Board of Supervisors, covering Planning Service Area (PSA) 5. In line with the requirements of the Older Americans Act, the Marin County Board of Supervisors as the Area Agency on Aging (AAA) for PSA 5 is required to submit an Area Plan to identify priority areas and establish goals for the AAA and the Commission on Aging. The *Fiscal Year 2014-2015 Update* is the second update to the to the *Live Long, Live Well: Marin County Area Plan for Aging 2012-2016* planning cycle.

Findings/Recommendations: The 2014-2015 Update highlighted health equity issues across Marin communities resulting from income inequality, housing needs, and prescription drug practices as priorities for the AAA. Major changes in the PSA included the discontinuation of the Community-Based Care Transitions Program (CCTP). Major changes in the area agency on aging included: restructuring to become part of the Division of Social Services within the Health and Human Services Department, the impact of Federal budget sequestration resulting in an ~7% cut in baseline funding for the Older Americans Act (\$73,600 cut in Marin AAA funding) and the ability of Marin County Board of Supervisors to backfill the deficit thereby averting negative consequences to programs and beneficiaries, and the addition of two additional congregate meal sites to fulfill demand.

- Fiscal Year 2013-2014 Update - Live Long, Live Well: Area Agency on Aging Area Plan FY 2012-2016 - Marin County Aging & Adult Services_ https://www.marinhhs.org/sites/default/files/files/servicepages/2013_10/area_plan_13-14_final.cda_approved.pdf

Purpose: The Marin County Commission on Aging is the federally mandated advisory council to the Marin County Board of Supervisors, covering Planning Service Area (PSA) 5. In line with the

requirements of the Older Americans Act, the Marin County Board of Supervisors as the Area Agency on Aging (AAA) for PSA 5 is required to submit an Area Plan to identify priority areas and establish goals for the AAA and the Commission on Aging. The *Fiscal Year 2013-2014 Update* is the first update to the to the *Live Long, Live Well: Marin County Area Plan for Aging 2012-2016* planning cycle.

Findings/Recommendations: The 2013-2014 Update presents new data reflecting health indicators and cultural/language needs as well as outlines improvements in the service system achieved through collaboration with community partners and continued integration of the Division of Aging and Adult Services. This report highlighted incidence of falls, Alzheimer's and dementia, as well as nutrition and food insecurity as priorities for the AAA. Major changes in the PSA include: the effect of federal 'sequestration' budget cuts on Older Americans Act funding and changes to the provision of congregate meal and home-delivered meal programs funded through the Older Americans Act.

- Live Long, Live Well: Area Agency on Aging Area Plan FY 2012–2016, 2012, https://www.marinhhs.org/sites/default/files/files/servicepages/2013_09/areaplan2012_16_aproved.pdf

Purpose: Consistent with the Older Americans Act and Older Californians Act, Area Agencies on Aging (AAA) submit an Area Plan every four years for their Planning Services Area (PSA). This report, produced by the Department of Health and Human Services, Division of Aging and Adult Services (DAAS), guides the work of the AAA.

The Marin County Division of Aging and Adult Services, lies within the Marin County Department of Health and Human Services (DHHS), and coordinates the Area Agency on Aging's programs and services, oversees the Adult Protective Services, In-Home Supportive Services, Public Guardian, and Veteran's Services. AAA subcontracts with agencies providing services to older adults in the community and is supported by Federal grants including the Older Americans Act.

The Planning Committee of the Commission on Aging, an oversight committee from the AAA, was comprised of appointees of City Councils and Board of Supervisors. Based on the Planning Committee's Needs Assessment Advisory Group recommendations, priority areas and goals were developed for the *Area Agency on Aging Area Plan for Fiscal Year 2012-2016*.

Methodology: Information gathering, needs assessment, prioritizing, and goal setting. Needs assessment included in-depth community survey (response rate over 22%), targeted community forums, and a large community stakeholder meeting.

Findings/Recommendations: The Area plan goals for Fiscal Year 2012-2016 included goals to: 1) Promote an effective, well-coordinated, and comprehensive system of care and support that is responsive to the needs of adults with disabilities, family caregivers, and older persons; 2) Utilize effective methods and best practices to enhance access to and dissemination of information about resources; 3) Mobilize action at the community level to address the unique needs of its people. Key areas identified include: services to isolated adults; need for nutrition programs; activities for older adults; need for volunteer engagement, special needs of the LGBT older adult population; improvements in accessing information and resources; and the support for continuation of current service delivery system.

4. AGING ACTION INITIATIVE

The Aging Action Initiative (AAI) is a collective of aging service providers, funded by the County of Marin and coordinated by MarinSpace, collaborating for an age-friendly environment. Its mission is to promote a county-wide age-friendly environment, especially for those in need, collectively created by a strong network of service providers and funders through public education, policy advocacy, and service coordination. More than 65 community agencies, services providers, and grassroots organizations participate in the Initiative. As the name implies, the focus of the Initiative is on action. The unique implementation strategy, however, is all about building relationships through coordinated and collective effort.

AAI was launched by the Marin County Board of Supervisors in 2014. During the initial six-month planning process, local expertise was leveraged to cultivate a shared understanding of the county's aging landscape, community needs, program/service strengths and challenges, and future opportunities. Four workgroups formed to develop plans for collective actions that 1) meet important community needs, 2) are "doable" within a one-year time frame, and 3) build and strengthen inter-agency relationships. The four workgroups are: Information Assistance & Referral Network, Mental Health & Dementia, Food & Nutrition and Economic Security.

AAI's work is well documented at <http://aginginmarin.org/a-a-i/>. The following documents are available:

- [Aging Action Initiative Fact Sheet](#) – An overview of AAI's first year of activity
- [AAI Trains with Inform & Connect Workshops](#) to educate front line workers about older adult information and services across the county
- [AAI Advocates at State Capitol](#) for increases to supplemental security income (SSI) which benefits older adults
- [AAI Educates with Detect & Connect Workshops](#) on mental health and dementia issues in older adults
- [AAI Hosts Convene & Connect](#) to explore "What's Next for Aging in Marin?"
- [Aging Action Initiative 3rd Convening Presentation](#) – The slide deck presented on April 20, 2016
- [Aging Action Initiative 2nd Convening Presentation](#) – The slide deck presented on April 2, 2015
- [Aging Action Initiative: The First Six Months](#) – This is the final planning report from the first 6 months of the Aging Action Initiative
- [Aging Action Initiative: Overview & Context](#) – This document outlines the long term vision and goals of the Aging Action Initiative
- [Area Agency on Aging \(AAA\) Area Plan 2016-2020](#) – The area plan on aging from Marin County Aging and Adult Services (AAS) who acts as the Area Agency on Aging (AAA) for Marin County
- [Marin Community Foundation "Older Adults Healthy Eating Active Living" Needs Assessment](#) – The Presentation, report, and appendix

5. SERVICE-ORIENTED REPORTS AND INFORMATION

- Whistlestop 2014 Directory of Older Adult Services" – http://www.whistlestop.org/dev/wp-content/uploads/2014/01/WSD_2014_ForWeb.pdf

Purpose: 26th Edition of the Marin County Directory of Older Adult Services by Wistlestop, a charitable senior-focused organization. Resources covered range from adult day care programs, companionship, food and nutrition, to health care, home care, and end of life issues.

- Choices for Living 2013-2014 - Marin County Aging & Adult Services, https://www.marinhhs.org/sites/default/files/files/servicepages/2013_08/choices_for_living_2013.pdf

Purpose: Marin Health & Human Services, Aging and Adult Services resource to help families and older adults explore housing options, including independent living options, skilled nursing facilities, residential care homes, among other models.

- Marin County Stroke Resource Directory, 2014, <http://www.strokeinfomarin.org/>; https://www.maringeneral.org/upload/MGH_Stroke_Resources_Booklet.pdf

Purpose: Currently compiled by Marin General Hospital with the assistance of Nancy Boyce, the original Marin County Stroke Resource Directory was first published in 1988 and outlines the basics of stroke etiology, stroke prevention, health care, rehabilitation and multi-service resources, as well as case-management, legal services, transportation and other services. The purpose of the booklet “is to make it easier for all those touched by stroke to find the various support services now available and helpful for successful recovery.”

- Final Report: Senior Mobility Action and Implementation Plan, 2010, <http://www.marintransit.org/pdf/paratransit/MARIN%20Seniors%20AI%20FINAL%2005-06-2010.pdf>

Purpose: The Marin Senior Mobility Action and Implementation Plan, sponsored by Marin Transit and other community agencies, in collaboration with the Marin County Health and Human Services Department, Division of Aging and Adult Services, is tasked with identifying gaps in transportation services as well as measures to be taken by Marin County and transportation agencies to support mobility of seniors.

Methodology: Strategies currently implemented as well as those identified through public outreach are prioritized into Tier I (likely to be implemented) and Tier II (difficult to implement) categories based on financial criteria (cost, cost per beneficiary, funding availability and sustainability, leveraging resources), implementation criteria (time-frame, staging, coordination), transportation benefits criteria (number of problems and trip types, number of beneficiaries, unserved needs, measurable benefits), and community criteria (support, acceptability, acute needs, unserved groups).

Findings/Recommendations: Ten Tier I strategies are identified and described according to need addressed, potential lead or participating agencies, potential funding sources, and next steps. The impact of changing federal transportation law on funds for public transportation is noted. Tier I strategies include: 1) Community Bus for Seniors; 2) Flexible Transit Services; 3) Walkable Communities for Seniors; 4) Subsidized Taxicabs; 5) Community-Based Volunteer Driver Programs; 6) Encouraging Use of Transit; 7) Safe Driving; 8) Information & Assistance; 9) Walking Groups for Seniors; and 10) Planning Policies for Senior Housing.

- Sausalito Village Resource list for Seniors, <http://nebula.wsimg.com/d3ea985f9dfc4bd0cdba056316720bb3?AccessKeyId=42D5C1EB032B61073412&disposition=0&alloworigin=1>; <http://www.agefriendlysausalito.com/resources-for-sausalito-seniors.html>

Purpose: Sausalito Village is a member of the World Health Organization Global Network of Age Friendly Cities and Communities. This resource list provides information on key resources such as the Senior Help Line, Whistlestop Help Desk, United Way social services, Case Management and Home Care Services, Financial Assistance, Housing, Legal/Advocacy, Nutrition, Social Activities, and Transportation services.

- Marin Villages, <http://www.marinvillages.org/>

Purpose: Formed in response to a 2007 Marin Grand Jury Report on Aging, Marin Villages is a non-profit organization that seeks to help seniors age in place by addressing service gaps. The volunteer-supported member organization is currently comprised of 7 local Villages, part of the over 200 Villages operating nationally.

6. Other Reports

- ② The Challenge of Change - Senior Access Advisory Council Report, 2013; <http://www.senioraccess.org/sites/senioraccess.org/files/Advisory%20Council%202013%20Report.pdf>

Purpose: 2013 Senior Access Advisory Council Report on an interdisciplinary group meeting concerned with age-related memory loss exploring experiences and issues facing the community.

Methodology: One-day work group meeting comprised of 45 people addressing questions around memory care and aging in Marin. Questions addressed included: what would a county-wide coordinated response look like? Who would be involved? What would change the way we communicate and work together? How would we look differently at our capacity to mount a common effort?

Findings/Recommendations: Training needed to address emotional as well as physical distress associated with age-related memory loss. "Cultural shift" at the county level needed that focuses on "building forgetfulness friendly communities of care giving." Efforts needed to bring non- and for-profit sectors together, as well as to bridge child and senior care.

- ② Pathways to Progress 2013: Taking Action for a Healthier Marin" - Healthy Marin Partnership; <http://marinspace.org/reports-and-resources-related-to-aging-in-marin/>; <http://healthymarinpartnership.org/>; <http://healthymarinpartnership.org/MCNA/MCNA-2013/index.htm> 2013 Community Health Needs Assessment, Kaiser Foundation Hospital, San Rafael; http://share.kaiserpermanente.org/wp-content/uploads/2013/09/San-Rafael-CHNA_2013.pdf

(Above links combined)

Purpose: 2013 Marin County Community Health Needs Assessment conducted through Healthy Marin Partnership (Marin General, Novato Community, & Kaiser Permanente).

Methodology: Review of ~150 health outcomes, needs, and indicators. Key informant interviews, focus group meetings, & Market Basket Surveys of grocery stores throughout Marin

County. Results compared to state and national averages, and where possible, mapped to census track.

Findings/Recommendations: 25 key informant interviews of Healthy Marin Partnership leadership and representatives from hospital and health organizations, funding institutions, government, business, education, and community based agencies were conducted between April and June, 2012. Interviews focused on underserved populations, challenges in achieving and maintaining good health, current capacities and gaps within healthcare systems, best practices, and opportunities. For each topic area, the key informant interview report outlines current conditions, proposed solutions, and best practices. Focus groups concentrated on healthy eating and active living were held between April and May, 2012. Surveys about community health were disseminated to those taking part in the focus groups, and 103 English and 50 Spanish responses were obtained. Health needs in Marin County were prioritized as follows: mental health, substance abuse, access to health care/ medical homes/ health care coverage, socioeconomic status (income, employment, education level), healthy eating and active living (nutrition/ healthy food/ food access/ physical activity), social supports (family and community support systems and services; connectedness), cancer, and heart disease.

- Marin County 2013 Point in Time Count Comprehensive Report Findings on Homelessness, 2013; https://www.marinhhs.org/sites/default/files/files/servicepages/2013_09/2013_point_in_time_count_full_report.pdf

Purpose: Biennial census of persons experiencing homelessness in Marin County. Required by U.S. Department of Housing and Urban Development (HUD) of communities receiving federal Continuum of Care homeless assistance grants. Marin County expanded to a broader census of populations not formally recognized as homeless by HUD.

Methodology: Marin County utilizes HUD guidance for counting sheltered and unsheltered populations, and conducts a detailed survey of each individual counted. Methodology based on a housing survey.

Findings/Recommendations: Nearly 700 surveys were administered across 50 locations and programs throughout Marin County. A total of 933 people were counted as homeless on January 24, 2013. 693 of the total number of people counted met HUD's definition of homeless, residing on the street, in emergency shelters or transitional housing programs. 240 individuals were sheltered in settings not recognized by HUD, such as motels, jail, hospitals, or temporary residence with friends or family. 4,389 persons were found to be at risk of homelessness and counted as precariously housed. The average age of people experiencing homelessness in the 2013 count was 40 years old.

- A Portrait of Marin, Marin County Human Development Report - Marin Community Foundation, 2012, <http://www.measureofamerica.org/marin/>; http://www.measureofamerica.org/docs/APOM_Final-SinglePages_12.14.11.pdf

Purpose: Marin County Human Development report commissioned by the Marin Community Foundation exploring the "complexities of life in Marin County" particularly focusing on issues of health, education, and income.

Methodology: Human Development Approach which incorporates various metrics of richness, rather than solely economic activity. The Human Development Index combines measures of health, education, and income.

Findings/Recommendations: Investigation focused on three areas of life: health, access to knowledge, and living standards and examined results at both the County level as well as by neighborhood and race/ethnicity. At a county level as measured by the American Human Development Index, Marin is a leader. At the neighborhood level, examined by proxy at the census tract level, Marin evidences great variability, including both the top and bottom rankings as compared to ranked states on the American Human Development Index. By race/ethnicity, the report found that Asian Americans fared best by the Human Development approach, followed by Whites, African Americans, and Latinos. The report notes that while Latinos have the lowest score on the Index, Latinos in Marin fare better than Latinos in California as a whole. The report posits that three important drivers of health disparities in Marin include diet, neighborhood conditions, and inequality. In terms of access to knowledge, the report concludes that greater emphasis needs to be placed on educational equity, which will also foster economic opportunities. This would also entail expanded access to early childhood education and efforts to address high school dropout rates. Finally, the need for good jobs and incentives for savings is paramount. Issues of housing and transportation are integrally linked to issues attempting to raise standards of living equitably across Marin.

- Health Inequities and Poverty Masked by Affluence in Marin County, California, 2011; http://www.healthymarin.org/javascript/htmleditor/uploads/LifeExp_Income_Educ_CSTE_Poster_2011.pdf

Purpose: Poster by Marin Department of Health and Human Services Epidemiology Program exploring health inequities in Marin.

Methodology: Prevalence of health risk factors and health outcomes calculated from California Health Interview Survey Data (CHIS 2005-2007) by education and income among Marin residents 25 and older. Comparisons of life expectancy, average per capita income, and prevalence of college degree were mapped.

Findings/Recommendations: Income and educational attainment correlated with health outcomes. Individuals in the lowest education and income groups were significantly more likely than individuals in the highest income and education groups to be in fair or poor health. The poster emphasizes that county-level health statistics can hide significant community- or demographic-level variability. Policies supporting equitable education and economic development are needed to reduce health disparities in Marin County.

SECTION 2: RURAL AGING

The Rural Health Information Hub, <https://www.ruralhealthinfo.org/topics/aging>, is a comprehensive, “one stop shopping” website that addresses the unique needs of rural communities and their older residents. This website includes publications, organizations, websites and tools, maps, funding opportunities, news, events, frequently asked questions, and models and innovations.

SECTION 3: AGE FRIENDLY COMMUNITY PLANNING, IMPLEMENTATION, AND EVALUATION

- American Community Survey, <https://www.census.gov/acs/www/data/data-tables-and-tools/>

Purpose: Ongoing survey of the American population that helps determine how federal and state funds are distributed annually.

Methodology: Data profiles available for 2012, 2013, and 2014, and include social, economic, housing, and demographic data. Statistics are available by state and Congressional District. Narrative Profiles covering 15 different topic areas are also available, and provide estimates for geographic areas.

- Checklist of Essential Features of Age-friendly Cities, WHO, 2007; http://www.who.int/ageing/publications/Age_friendly_cities_checklist.pdf

Purpose: Based on the results of the WHO Global Age-Friendly Cities project consultation in 33 cities and 22 countries, the Essential Features Checklist provides a tool for self-assessment by individuals and groups focused on making their city more age-friendly.

Findings/Recommendations: Checklist topics include: Outdoor spaces and buildings, Transportation, Housing, Social participation, Respect and social inclusion, Civic participation and employment, Communication and information, and Community and health services. The WHO checklist may be used as a springboard for communities wishing to implement age-friendly city programs.

- Evaluating Your Age-Friendly Community Program – A Step-by-Step Guide; AARP, 2014; <http://www.aarp.org/content/dam/aarp/livable-communities/documents-2014/NAFC-Conference/AARP%20Network%20of%20Age-Friendly%20Communities%20Evaluation%20Guidebook.pdf>

Purpose: Prepared for AARP Livable Communities by the Portland State University Institute on Aging, this document facilitates city or community documentation and evaluation of progress towards becoming more age friendly. The AARP Network of Age-Friendly Communities is an affiliate of the World Health Organization’s (WHO) Global Age-Friendly Cities and Communities program. Members of the AARP Network of Age-Friendly Communities adhere to a five-year planning cycle. Submission of an evaluation report is mandatory. This document offers a step-by-step plan for evaluation, as well as case examples.

- Finding the Right Fit, Age-Friendly Community Planning, Ontario, Canada, 2013; http://www.seniors.gov.on.ca/en/resources/AFCP_Eng.pdf

Purpose: Developed collaboratively by the Ontario Seniors' Secretariat (OSS), the Accessibility Directorate of Ontario (ADO), and the University of Waterloo and McMaster University, the publication provides background on the Age-Friendly Community concept, key characteristics, as well as how communities can utilize the guide. The Age-Friendly Community process is outlined, and Age-Friendly Community experiences in Ontario are offered as case studies.

Findings/Recommendations: Eight age-friendly community dimensions are highlighted: outdoor spaces and public buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, and community support and health services. The guide provides a template for communities to follow, from defining local principles, to the planning and execution of a needs assessment, development of an action plan, through implementation and evaluation. The World Health Organization's eight dimensions of age-friendly cities provides the basis for the guide's assessment tools.

- Global Age-Friendly Cities: A Guide, WHO, 2007; http://www.who.int/ageing/publications/Global_age_friendly_cities_Guide_English.pdf

Purpose: Report outlining World Health Organization age-friendly cities. Research resulted in the identification of core features common to age-friendly cities. This report "describes the converging trends of rapid growth of the population over 60 years of age and of urbanization."

Methodology: 35 cities participated in the WHO project that led to the Global Age-Friendly Cities Guide. Methods used to generate the guide include focus groups comprised of older people aged 60 years and older from lower- and middle-income areas. 1485 participants were organized among 158 focus groups between September 2006 and April 2007. In addition to focus groups with older people and caregivers, focus groups were also conducted with service providers (250 caregivers and 515 service providers). Discussion topics included features of the environment, services, and policies that reflect the determinants of active ageing.

Findings/Recommendations: 8 topic areas were identified that reflect age-friendly cities: transportation, housing, social participation, respect and social inclusion, civic participation, communication and information, community support and health services, and outdoor spaces and buildings. For each topic, barriers, gaps, and suggestions for improvement were gathered from focus group participants. A checklist was generated based on core features across themes.

- Guiding Principles for the Sustainability of Age-Friendly Community Efforts, Grantmakers in Aging, 2015; http://www.giaging.org/documents/160107_Sustainability_Principles.pdf

Purpose: A product of the Pfizer Foundation-funded Community AGEnda initiative of Grantmakers in Aging, this publication outlines an interconnected framework of five principles communities might employ to foster sustainable age-friendly efforts. Sustainability is taken to include both financial and non-financial resources/investments. Examples of successful implementation of the principles are given.

Findings/Recommendations: Five sustainability principles are offered in response to various aspects of the overarching question, "What is required to sustain an age-friendly program?" The five sustainability principles include: 1) build public will; 2) engage across sectors; 3) utilize metrics; 4) secure resources; and 5) advance age-friendly public policies, practice, and funding.

- Livable Community Indicators for Sustainable Aging in Place, MetLife Mature Market Institute and Stanford Center on Longevity, 2013; <https://www.metlife.com/assets/cao/mmi/publications/studies/2013/mmi-livable-communities-study.pdf>

Purpose: This report provides an indicator system developed using existing research that local governments can use to examine information inexpensively and quickly. The characteristics included in the indicator system are interrelated. Indicators may be adapted to meet the needs of local communities.

Methodology: Criteria for community indicators included: the strength of research evidence, strength of support by aging in place experts, ability to measure the indicator using existing data sources, potential for multiple benefits, and the degree of adaptability of the indicator to different types of communities.

Findings/Recommendations: Characteristics of a community that promote aging in place have the potential to benefit this entire population. Initial assessment focuses on the existence of key goods, services, and infrastructure. It may not be feasible for a community to address all the community characteristics simultaneously, but incremental change with an outlook to removing barriers toward future implementation may be tractable. Indicators are broadly organized into three categories of characteristics: housing, access/transportation, and supports and services.

ONLINE RESOURCES

- AARP, Age Friendly Communities, <http://www.aarp.org/livable-communities/network-age-friendly-communities/info-2014/an-introduction.html>

Purpose: An affiliate of the WHO’s Age-Friendly Cities and Communities Program, the AARP Network of Age-Friendly Communities program “supports AARP’s goal of being recognized by elected officials and others as a leading resource for how to improve the livability of communities for people 50+ and their families. The program emphasizes both the built environment and the social environment, and helps refine what it means for AARP to have a community presence. The AARP Network of Age-Friendly Communities program is a tool that can be used by AARP staff and others to help local leaders prepare and ultimately change their communities to become great places for everyone to live.” The AARP Network website contains resources to help communities join the movement, learn about the program life cycle, funding organizations, program evaluation, and sustainable growth.

- AARP, Livable Communities, <http://www.aarp.org/livable-communities/>

Purpose: “AARP Livable Communities supports the efforts of neighborhoods, towns, and cities to become great places for people of all ages. We believe that communities should provide safe, walkable streets, age-friendly housing and transportation options, access to needed services, and opportunities for residents of all ages to participate in community life.” The AARP Livable Communities website provides information of key initiatives, publications, booklets, brochures, and other resources.

- Grantmakers in Aging Resource Center, <http://www.giaging.org/resources/results>

Purpose: “Grantmakers In Aging is an inclusive and responsive membership organization that is a national catalyst for philanthropy, with a common dedication to improving the experience of aging.” Resources available on the Grantmakers in Aging website run the gamut, from publications, to policy briefs, to conference summaries.

- WHO, Towards an Age-Friendly World, <http://www.who.int/ageing/age-friendly-world/en/>

Purpose: “An age-friendly world enables people of all ages to actively participate in community activities and treats everyone with respect, regardless of their age. It is a place that makes it easy for older people to stay connected to people that are important to them. And it helps people stay healthy and active even at the oldest ages and provides appropriate support to those who can no longer look after themselves.” The WHO Age-Friendly website provides support to cities and communities striving to become more age-friendly, offering online guides, tools, and practical information.

SECTION 4: BIGGER PICTURE RESOURCES

- A Shattered System: Reforming Long Term Care in California, 2015; <http://sd25.senate.ca.gov/sites/sd25.senate.ca.gov/files/AgingLong%20TermCareReport.pdf>

Purpose: Report of the Senate Select Committee on Aging and Long-Term Care to the California State Senate outlining 30 legislative recommendations for immediate action and advocating for person-centered long-term care.

Findings/Recommendations: Recommendations fall under eight issue areas: state leadership, legislative leadership, system integration, fragmentation/lack of integrated data, infrastructure, workforce, funding, and federal issues. The top ten policy areas outlined in the report include: health care, long-term care, long-term care financing, family caregivers, transitional care, wellness and mental health, Alzheimer’s Disease and related dementia, housing, transportation and mobility, and employment and retirement. Key recommendations at the level of state leadership include: 1) that fragmentation be addressed through the creation of a California Department of Community Living, 2) That a long-term care “Czar” be appointed from within the Health and Human Services Agency, 3) that HHS develop a state long-term care plan. The state plan should address: managed care expansion, family caregivers, person-centered planning, comprehensive long-term care workforce strategy, reducing nursing home placements, planning for long-term care needs, and enhancing guidance on elder justice and elder abuse prevention, end-of-life planning, and regional innovations. Recommendations are also outlined for legislative oversight, system integration, fragmentation, infrastructure, workforce development, and funding.

- Aging, Agency, and Attribution of Responsibility: Shifting Public Discourse about Older Adults, FrameWorks Institute, 2015; http://www.frameworksinstitute.org/assets/files/aging_ffa_final_090215.pdf

Purpose: Inaccurate representations of aging in the media do a disservice to advocates attempting to foster greater understanding among the wider community. Shifting public

discourse about aging will require intentional effort to reframe narratives. Alternative sources of information, such as websites, magazines, newsletters, reports, etc. may provide other routes to shifting perceptions of aging among the public. This report suggests communication strategies that can be used to shift narratives to promote the well-being and full participation of older adults in American society.

Methodology: The research was developed by a collaborative of the following eight national aging organizations: AARP, the American Federation for Aging Research, the American Geriatrics Society, the American Society on Aging, Grantmakers in Aging, the Gerontological Society of America, the National Council on Aging and the National Hispanic Council on Aging. It was supported by grants from: AARP, The Atlantic Philanthropies, Rose Community Foundation, The Retirement Research Foundation, The John A. Hartford Foundation, The Archstone Foundation and The Fan Fox/Leslie R. Samuels Foundation. The FrameWorks Institute conducted the research. Three questions guided the research: 1) What are the narratives that advocacy organizations are telling about aging, and how are these narratives structured? What stories are the media telling about aging, and how are these narratives structured? 2) What are the similarities and differences between these sets of narratives? 3) What strategies can advocates use to expand and shift media stories in more productive dimensions? After coding data sources, cluster analysis was used to identify narratives as they appeared in the text.

Findings/Recommendations: Advocate and media discourses inaccurately portray aging as narratives that are either idealistic or overwhelmingly negative. Further, media is likely to focus on the problems associated with aging as private concerns, whereas advocacy organizations focus more on the public sources of those problems. Narrowly focused presentations that bifurcate broader issues misrepresent the underlying complexities. Individuals are not exclusively responsible for issues they face in aging, just as issues at the population level that are not concretely tied to policies that affect individuals is equally unrealistic. This report suggests that shifting the aging discourse may be achieved by: telling complete stories, avoiding narratives focused solely on the individual by instead incorporating and explaining the role of social supports, and by avoiding stories of impending demographic crises.

- Aging and Urbanization, McGraw Hill Financial, Global Institute, 2016;
http://media.mhfi.com/documents/AgingUrbanization_1+15.pdf

Purpose: The World Health Organization has identified 24 principles that promote active participation, health, security, and independence for people of all ages. This publication outlines principles for creating sustainable, growth-oriented and age-friendly cities.

Methodology: Global survey of 6,077 people ages 18-65 living in medium, large, or very large cities in the United States, the United Kingdom, China, Japan, or Brazil between November and December, 2014.

Findings/Recommendations: McGraw Hill Financial, Global Institute outlined four principles to guide investments: 1) Infrastructure and transportation that accommodates citizens of all generations; 2) Housing that allows residents to age in place; 3) Robust community health programs, and 4) Opportunities for continuing work, education, and recreation for all ages. Immediate action is needed to: Develop an economic case for aging in place; Provide

opportunities for innovation; and Create incentives for intergenerational policies and investments.

- An Aging World, U.S. Census Bureau, 2016; <https://www.census.gov/content/dam/Census/library/publications/2016/demo/p95-16-1.pdf>

Purpose: This report provides an update on the world's older population and the demographic, health, and economic aspects of global aging.

Methodology: Analysis of multiple sources of demographic trends and projections around the world.

Findings: 1) In 2015, 17% of the world's population will be 65+ compared to 8.5% in 2015. 2) Europe will remain the oldest region through 2050, though Asia and Latin America will catch up. Africa will remain considerably younger. 3) Some countries will experience a quadrupling of the 85+ population from 2015 to 2050. 4) Declining fertility levels have been the main propeller for population aging and rates of decline vary by region and country. Currently the total fertility rate is near or below the 2.1 replacement level in all regions except Africa. 5) Global life expectancy at birth reached 68.6 years and is projected to rise to 76.2 years in 2050. Regions and countries vary drastically, with current life expectancy exceeding 80 years in 24 countries but less than 60 years in 28 countries. 6) Across the globe, countries will confront the challenges of increased longevity, chronic disease management, the cost of long term care, the demands on family caregivers, and financial security.

- Gauging Aging: Mapping the Gaps Between Expert and Public Understandings of Aging in America, FrameWorks Institute, 2015; http://www.frameworksinstitute.org/assets/files/aging_mtg.pdf

Purpose: This report presents research done in collaboration with the Leaders of Aging Organizations, which seeks to develop a new evidence-based narrative around aging in the United States. Interviews were conducted in order to map gaps between expert and public understandings of aging.

Methodology: The research was developed by a collaborative of the following eight national aging organizations: AARP, the American Federation for Aging Research, the American Geriatrics Society, the American Society on Aging, Grantmakers in Aging, the Gerontological Society of America, the National Council on Aging and the National Hispanic Council on Aging. It was supported by grants from: AARP, The Atlantic Philanthropies, Rose Community Foundation, The Retirement Research Foundation, The John A. Hartford Foundation, The Archstone Foundation and The Fan Fox/Leslie R. Samuels Foundation. The FrameWorks Institute conducted the research. Expert interviews were conducted with 11 advocates, policy experts, and researchers. Cultural models interviews consisted of 20 in-depth interviews conducted in four locations, and were supplemented by 30 10-minute interviews.

Findings/Recommendations: Gaps between expert and public understandings of aging include: 1) understanding of ecological vs. individualist role in shaping experience, 2) attitude of embracing vs. battling aging, 3) implications of increased longevity understood in terms of collective vs. individual, 4) need for infrastructure vs. already there mentality in terms of

opportunities, 5) broad vs. absent policy implications, 6) perspective on Social Security between holistic and viable vs. for older adults and doomed, and 7) in terms of ageism, an important concern vs. absent from thinking. Opportunities to reframe are outlined in terms of five key challenges.

- Report to the President: Independence, Technology, and Connection in Older Age, President's Council of Advisors on Science and Technology, 2016; https://www.whitehouse.gov/sites/default/files/microsites/ostp/PCAST/pcast_independence_tech_aging_report_final_0.pdf

Purpose: This report identifies technologies and policies that will maximize the independence, productivity, and engagement of older adults in the United States.

Methodology: The report looks at three areas where older adults experience change: social engagement and connectivity, cognitive function, and physical ability. It includes four cross-cutting recommendations that span a wide range of technologies and eight targeted recommendations concerning specific applications to improve mobility, cognitive function, and social engagement. Internet access, telehealth, monitoring technology, emergency preparedness systems, and intentional design are some of the technologies that will support healthy aging for all Americans. The report focuses on near-term Federal actions to advance these possibilities.

Findings/Recommendations: Recommendations are made in the following categories: integrating federal action, engagement and social connectivity, monitoring technology for frail and vulnerable elders, research to spur further integration, education and training in online technologies, emergency response and communications, financial services, cognitive training, improved regulation and payment to reflect innovation in telehealth, home design to sustain independence, improving product design for older adults' needs, and the future role of assistive and robotic technologies.

- The Aging Network in Transition – Hanging in the Balance, 2016, National Academy of Social Insurance; https://www.nasi.org/sites/default/files/research/Aging_Network_in_the_Balance.pdf

Purpose: The purpose of this report is to spotlight transformative initiatives now underway in the Aging Network.

Methodology: This paper broadly describes the role of the Aging Network today. The report covers key developments that are re-shaping the Network and includes case studies highlighting the work of the Aging Network in Florida, Massachusetts and California.

Findings/Recommendations: Changes required. 1) The Aging Network needs to transform itself into a business-oriented enterprise that can brand, broker and deliver its services through contractual arrangements with health care organization partners and to older adults as direct consumers. 2) To do this, the Network must establish an array of new capabilities and secure public funding to create a far more robust, sophisticated technological infrastructure that can support data collection and reporting of quality metrics that link to electronic health records, and which can be used to analyze the combined impact of health and social services on

beneficiary outcomes. 3) Also needed, but lacking so far, is public and private funding to develop and steward performance metrics that can accurately capture the role of Aging Network services in changing (and hopefully reducing) total care costs.

Strengths of the Aging Network. AAAs and ADRCs are already a trusted point of access and provider of services in communities across the country. In addition, the Network's mission and services can be adapted to fit traditional HCBS waivers, managed Medicaid LTSS, and other types of innovative arrangements and financing models.

New directions in policy. At the national level, there are hopeful signs that policymakers are beginning to realize that reliable community-based LTSS is essential to keeping Medicare beneficiaries with complex chronic conditions from repeatedly cycling in and out of high-cost health care settings. Given these factors, expanding the mission of the Aging Network over the next decade to serve millions of additional vulnerable older adults in need of basic, low-cost community supports is likely to yield broad benefits to society in the form of stabilized overall costs and higher quality of life for millions of long-lived Americans.

EXHIBIT E

MAYOR'S LETTER TO THE WORLD HEALTH ORGANIZATION



CITY OF SAUSALITO

420 Litho Street • Sausalito, CA 94965

Telephone: (415) 289-4100

www.ci.sausalito.ca.us

January 30, 2014

World Health Organization
Global Network of Age-friendly Cities and Communities
Avenue Appia 20
1211 Geneva 27
Switzerland

Dear Committee Members:

Sausalito is a small town on the north side of the Golden Gate Bridge across the Bay from San Francisco, California. Our permanent resident population numbers just over 7,000 and represents one of the **fastest aging cities in the County of Marin**. Between 2000 and 2010, the number of **Sausalito residents age 60 and older increased by 72%**. At this time, over 21 percent of the residents are 65 and older and over 42 percent are 55 and older. Our picturesque hillside landscape represents obstacles in many domains of urban living as our residents face mobility issues and aging issues.

Every day, Sausalito swells with the arrival of thousands of tourists from all over the World who travel by bus, ferry, motor vehicle and bicycle. They represent all ages and physical abilities.

In response to the growing needs of our residents and visitors, the Sausalito City Council voted unanimously to formalize an Age-Friendly Sausalito Task Force committed to planning for the future of our aging community by taking the steps necessary to become a member of the World Health Organization's Global Network of Age Friendly Cities.

The City of Sausalito understands and commits to the Cycle of Continual Improvement as outlined in the WHO Global Network of Age-Friendly Cities application. Specifically, The City of Sausalito commits to :

1. Establishing mechanisms to involve older people in all stages of the Age-Friendly Cities Process
2. Developing a baseline assessment of the age friendliness of Sausalito

FAX NUMBERS:

Administration: (415) 289-4167
Recreation: (415) 289-4189

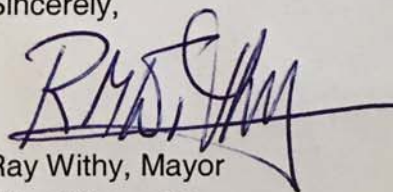
Community Development: (415) 339-2256

Library: (415) 331-7943
Public Works: (415) 289-4138

3. Developing a three-year City-wide plan of action based on the findings of our assessment
4. Identifying indicators to monitor progress against the plan

Continually improving Sausalito's Age-Friendliness for its residents is a priority for our City. Our tourist population will also receive the benefit of our age-friendly improvements. I am happy to endorse the efforts of the Age-Friendly Sausalito Task Force and echo the commitment of the City Council who voted unanimously to move Sausalito forward as an Age Friendly City.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Ray Withy', with a long horizontal flourish extending to the right.

Ray Withy, Mayor
City of Sausalito