

Project 2015

A Tool Kit for Community Action

Community Handbook

2003

Reissued 2007

Community Handbook

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Project 2015: A Tool Kit for Community Action
Community Handbook

I. Background: *Project 2015* and the *2015 Tool Kit*

Local efforts to prepare for an aging, more diverse population need to be grounded in the unique demographic characteristics of a county or region. *Project 2015* is a participatory process that provides a successful, demonstrated model to help states and communities in preparing for dynamic demographic change. To that end, the information contained in the *2015 Tool Kit* is designed to support Area Agencies on Aging (AAAs) and other community leaders in planning the steps and approaches that individual counties or regions can take to both identify and address population change issues in the context of unique county demographic profiles.

The *Project 2015: A Tool Kit for Community Action (2015 Tool Kit)* provides a package of information that is based on the success of New York State government's *Project 2015* initiative. To guide a local *Project 2015* process, AAAs have the statutory authority and many have the expertise that is needed to convene large-scale, across-sector activities in an aging-related county planning effort. Working closely with county leaders and constituent networks, it is envisioned that AAAs will convene and guide local *Project 2015* processes to prepare communities for the impacts of the aging and increasing diversity of our population. The *Project 2015* process is designed to bring together various sectors and constituent networks to work in concert to address the impacts of dynamic population change on major policies, programs, and products at the community level.

AAAs are in a position where they can be lead planners who bring focused attention to the needs and the strengths of older adults in communities across the state, act as stewards for assuring the design and delivery of quality programs and services for older adults across systems, and bring together constituent networks to address the impacts of major demographic change. An important first step is to convene a core group of key community leaders – for example, from government, the nonprofit service sector, business, academia, the public, and others – to engage in a dialogue about the impact of our changing demographic profile on the community at large.

II. Community Handbook: Overview

While *Project 2015* is particularly effective when used to bring together a variety of stakeholders to consider the aging and increasing diversity of the population, it is anticipated that a wide range of approaches will be taken by localities in using the *Project*

2015 model at the community level. Once implemented, county-level experiences will be a valuable source of information and ideas to help our state to be collectively and cumulatively wiser and better able to meet the needs and build on the strengths of our state's residents into the future.

As part of the *2015 Tool Kit*, this *Community Handbook* is included to outline demographic and process-related information that may be useful to potential conveners who are considering the range and scope of activities that may be undertaken as part of a 2015 Community Action initiative.

Information outlined in this *Community Handbook* includes:

- The imperative and opportunities presented by the *Project 2015: A Tool Kit for Community Action* initiative and materials.
- Information to assist localities in setting realistic goals and outcomes.
- New York State government's experience, lessons learned, and key components to successful *Project 2015* strategic planning and action.
- Options about how to organize a *Project 2015* strategic planning initiative locally.
- How to sell your message about the importance of preparing for demographic change.
- The importance of evaluation for such a strategic planning initiative in order to demonstrate success.

. In addition to this *Community Handbook*, the *2015 Tool Kit* publication includes templates and presentation materials that may be used and adapted locally during implementation of the *Project 2105* planning process.

In preparing to launch such an initiative, Area Agencies on Aging (AAAs) or other conveners should carefully assess their organization's ability to be the lead agent in any local strategic planning effort that is envisioned. In some cases, partnering with other organizations may be useful to consider for successful implementation, as is the role of the county or regional executive or leader.

III. Demographic Trends and Implications

The Demographic Imperative Nationally

A number of significant, converging trends illustrate the demographic challenges our nation will be facing in the coming years, including the overall aging of our population, particularly the aging of the baby boom generation into the elder boom, our increasing

longevity, the proportional shift between the generations, and our increasing diversity across communities.

Aging:

The number of older persons and their lifespan will increase dramatically over the coming 30 to 50 years:

- Nationally, the number of persons 65 and older will nearly double between 2000 and 2030, from 11 to 20 percent. In 2030, one in five Americans will be over age 65.
- Of this group, the oldest old (85 and older) will grow nearly five times by the year 2040, from 4.3 million to 19.4 million.
- Older Americans will also be living longer. By the year 2050, older men will live to age 86 on average (compare to age 73 now) and older women will live to age 92 (compared to age 79 now).
- There will be three times the number of moderately or severely disabled older persons in 2040 compared to 1986, increasing from 5.1 million to 22.6 million.

Health and Social Services: With these increases, health and social costs will increase in the next five years:

- For every dollar spent on health care in the U.S. now, all but 10 cents (90 percent) is spent on the care of persons 65 years of age and older. Economists project that health care costs will reach \$3.1 trillion by the year 2012 (compared to \$1.4 trillion in 2002), the equivalent of \$10,000 per year for every American.

Labor Force: There will be major shifts in the labor force with potentially a negative economic impact over the next 50 years:

- The ‘elderly dependency ratio’ (the number of persons 18-64 versus 65 and older) will fall 40 percent (6.5:1 to 3.5:1) between 2000 and 2050.

Baby Boomers: Research shows that incoming cohorts of older persons, the ‘baby boomers,’ will have different needs and desires than older persons today.

- Boomers will be more likely than the preceding cohort to enter old age without spouses and more will be childless or parents of only children.

- The delay in marriage and child bearing for this cohort will mean a longer span between the generations than that experienced by today's elderly.
- Most women boomers will enter old age with, like men, a work history spanning all their adult lives.
- Boomers may not want to retire fully; they may have more expendable income, time and energy, and may wish to pursue other educational or workplace opportunities.

An Aging and Diverse New York State:

(Excerpted from Robert Scardamalia in Project 2015: State Agencies Prepare for the Impact of an Aging New York – White Paper for Discussion, “The Face of New York,” 2002)

New York’s demographic structure reflects the results of some of the same major demographic forces that have shaped the nation’s population. However, the State’s population characteristics are unique in many ways. New York’s population size, distribution, and composition have been driven by very dynamic demographic events both internal and external to the State.

Such forces as foreign immigration, high levels of domestic in- and out-migration, and the high fertility levels of the baby boom generation have shaped New York’s population and will continue to do so in the future.

Age Structure: New York’s population is getting older. The State’s median age increased from 30.3 years in 1970 to 32 years in 1980 and now exceeds 36 years. This increase is due to the aging of the baby boom, the leading edge of which (those born in 1946) has now reached the early retirement age of 55. However, high rates of out-migration among the 30 to 65 year old age groups have diminished the size of the baby boom cohort in New York. Projections follow.

- The proportion of the population age 0 to 19 will remain relatively stable between 2000 and 2015 making up approximately 27 percent of the total population in both years.
- The population aged 20 to 44 years old will decline from 37 percent of the total to 33 percent by 2015 as the tail end of the baby boom leaves this cohort.
- The youngest of the baby boom will be over 50 years old by 2015 while the oldest will approach 70 years old. The baby boom cohort will increase from 18 percent in 2000 to nearly 24 percent by 2015 in New York State.

Migration: Foreign and domestic migration patterns have been significant demographic forces affecting the size and composition of the population. New York has traditionally

been a high turnover state benefiting from being an entry point for large pools of in-migrant population, but it also has lost population through heavy out-migration to other locations in the nation.

- Most of New York's out-migrants seek Florida and other Southern states as their destination (approximately 45 percent of all out-migrants).
- The highest rates of net out-migration occur among young adults (age 20 to 35) and among the middle and older ages (age 40 to 75). The frail elderly tend to move back to New York for family and services.

Diversity:

New York's population is becoming increasingly diverse with growing numbers of racial subgroups and foreign-born residents. The trends will impact significantly the profile of New York's elderly.

- The number of minority elderly in New York will increase over 50 percent between the year 2000 and 2015, reaching a total of 1.1 million.
- The most significant growth will be in the number of older Asians and Pacific Islanders (208 percent increase). The number of Hispanic elderly will increase 150 percent and the number of African American elderly 53 percent.
- Across all ages, nearly five million New York residents (28 percent) speak a language other than English at home. While data are not available by age, the percentage within the elderly population is expected to be similar or even greater.

Racial, Ethnic, and Cultural Profile of Older Adults: The next generation of older adults will be very different from that of the current older population. The younger, working age population is also increasingly diverse, and has an interactive affect with our older population:

- Older adults like the U.S. overall will become increasingly diverse. Racial and ethnic elderly subgroups will represent 34 percent of the older population by 2050 compared to 15 percent in 1995.
- The number of older Hispanics will increase over three hundred fold (328%) between the year 2000 and 2030, the number of older Asians and Pacific Islanders will increase nearly 200 fold (185 percent), and the number of older African Americans will increase over 100 fold (131 percent).

The Implications for Counties

- The implications of these demographic and social trends are significant across sectors - - yet communities are largely uninformed and unprepared.
- Health promotion and independent living will become essential goals if communities are to afford the economic consequences of increased illness and disability.
- The proportional shift between generations (fewer young persons relative to the number of older adults) will require new approaches to providing care to frail older adults.
- Increased diversity will require that services be provided in culturally and language sensitive ways.
- Communities will need to create living environments that attract, retain, and engage aging baby boomers if they are to maintain a viable tax base, business marketplace, and vibrant civic life.
- Of particular concern to New York State and local governments are projected, significant increases in health care costs, and Medicaid costs specifically.
- Overall, estimated health expenditures nationally are projected to increase from \$1.5 to \$3.1 trillion by the year 2012. Currently, 90 percent of these costs are spent on persons aged 65 years and older.
- Medicaid expenditures for persons 65 years and older in New York State are projected to double by the year 2015, increasing from \$5 billion to over \$10 billion.
- Other trends with important implications for communities relate to labor force ratios, caregiver burden, rates of disability, and family structure.
- The dependency care ratio (persons 85 years and older versus those 45 to 65 years of age) in New York will increase by over 70 percent between 2000 and 2050, impacting the human resources needed to support a growing population of elderly.
- The population support ratio (persons 85 years and older versus those of working age, 18 to 64 years) will decrease by 40 percent over the same time period, impacting the economic resources available to sustain aging communities.

- The number of persons age 65 and older relative to the number of homecare workers will increase from 7 elderly persons per caregiver to 24 per caregiver by 2050.

The Challenge

Collectively, these trends pose significant challenges that, if not addressed, could have detrimental consequences for the economic and social health of New York communities and residents across the age spectrum. The nature of this challenge is well articulated in the *Project 2015: State Agencies Prepare for the Impact of an Aging New York – White Paper for Discussion*, “*The Face of New York*” chapter written by Vanderlyn Pine, PhD:

“Today, government agencies, commissions, and departments are in a difficult bind. Most programs are under stable management, have been “long-” or “fairly long-established,” have well-developed protocols and deeply entrenched methods for accomplishing their stated goals. Unfortunately, a stable management model is not always the most effective system to deal with rapid and dynamic social change.

Furthermore, most programs for the older population were developed and implemented to address or solve what was seen to be or perceived as a problem for everyday life at that time. ... Those programs may no longer be relevant or appropriate, but to change them is likely to be difficult. All units of government should now be considering what the needs are likely to be in 2015 and what can we do today to be prepared for them at that time. In addition, it will be essential to assume a more adaptive system for dealing with social changes so that as government agencies are confronted with obstacles in the years to come, they will be better able to deal effectively with the needs at hand, simultaneously re-addressing the then future needs.”

The Opportunity

With most every challenge, there is also opportunity. In preparing for an aging, more diverse society, the opportunities are many and interrelated. Most important is the opportunity to foster the health of our State’s aging and increasingly diverse population by putting in place changes that promote healthy living, focus on prevention, and create effective outlets for the growing resource that greater number of retirees represents. With this is the opportunity to develop economically and socially healthy communities that attract and retain young people and aging baby boomers into their retirement years and, with these groups, a more stable tax and human resource base. Employers also have the opportunity to create more flexible and creative work opportunities for growing numbers of retirees who prefer some level of employment and new opportunities for growth. Educational institutions have the opportunity to engage growing numbers of active elderly in continued education and training.

On a practical level, the experience of New York State in successfully implementing the *Project 2015* model provides the opportunity for counties to begin initiatives locally using the State's experience as a guide or stimulus for local work. Efforts by Area Agencies on Aging (AAAs) under *Project 2015* provide the opportunity for collaboration and the exchange of ideas among county leaders to address similar issues at the county level.

Finally, engagement in *Project 2015* provides the opportunity for the aging network to become even more solidified around shared goals and even more of a presence in counties. To this end, the New York State Office for the Aging (NYSOFA) is committed to providing technical assistance and fostering information sharing among participating localities. Working together, we can help to ensure the vitality of individuals and communities in our diverse and aging society. We owe the population of New York State, young and old, no less.

IV. Setting Realistic Goals and Outcomes

At each stage in your local planning process, it will be critical to set, refine and periodically update short, mid-term and long-term goals that are realistic. These goals should be achievable, affordable, of high priority and also have the potential for broad-based support. Launching a new effort such as *Project 2015's* strategic planning process locally is also bolstered by early 'wins;' visible successes that reinforce the importance of the effort, the credibility of its organizers, and the potential for meaningful impact. To ensure success, it also will be critical to develop and review detailed, operational work plans on a regular basis to ensure that any local effort is achievable and accounts for financial and human resource constraints.

The most important overarching goal for *Project 2015* is community engagement around issues of aging and diversity. What is defined as 'engagement' will vary by county. For all localities, engagement begins with an educational effort about demographic change among key stakeholders as a first step toward a wide-scale planning process. The PowerPoint presentations that are provided in the *2015 Tool Kit* offer detailed information about how to use such demographic material and offer options about what localities may wish to highlight. As a locality considers what it is prepared to undertake, several options are possible:

- A locality may undertake an evaluation or assessment process to learn more about the changing population profile and needs in a community, county, or region.

- Engagement may occur by linking the impact of the aging and increasing diversity of the population to issues already under review locally, such as long term care reform, government restructuring, and/or budget reductions.
- A locality may have well structured planning processes in place that address or include the consequences of population change. Engagement in this instance may mean bringing key local government and other local stakeholders together to identify needed changes in policies, programs and structures and develop a county-wide strategic plan.
- A locality may be prepared to replicate or adapt the *Project 2015* process to bring together all sectors as a unified group in order to prepare for major demographic change.

Short-Term Goals

Realistic goals for the first six months of a local *Project 2015* initiative are likely to focus on:

- Bringing attention to the issues of demographic change.
- Developing a structured process based on the *Project 2015* model, or using the process in connection with an existing, complementary planning effort).
- Developing and initiating a time-limited, structured work plan for activities and partners in the process.
- Developing a media plan (see Media Supplement).

Examples of possible short-term goals follow.

- Conduct an initial scan to evaluate local population trends.
- Identify major issues that will have an impact on the locality, and consider who should be involved in ‘issue raising’ and/or a planning initiative.
- Bring public attention to the issues of population change through public forums, hearings and local press.
- Establish a core steering group of committed leaders from the county or locality, including the area agency on aging, county executive, and other public and private leaders to plan and oversee a *Project 2015* effort.
- Identify, train and equip a core staff to manage local activities.

- Secure the commitment and leadership of officials in positions of influence who can assure the involvement of the wide range of government and non-government agencies that will be impacted by your county's changing demographics. Consider the role of planning departments in your county.
- Convene a working group across relevant agencies to analyze and describe the impact of population change in your county on programs and services.

Mid-Term Goals

Goals for the first 6- to- 12 month period of a local *Project 2015* initiative may include some of those suggested under short-term goals, and/or some of the following goals:

- Compile and release a report on county findings to key individuals, agencies and/or the public.
- Create opportunities for public input, such as town meetings and community forums.
- Develop a strategic vision that identifies priorities and cross cutting opportunities for planning and change in your locality.
- Develop a strategic plan with priority goals, objectives, strategies, time frames, budget, and accountabilities.
- Create a plan for public communication and input on findings, with a plan to incorporate the findings into action steps.
- Begin to implement priority elements of a strategic plan.

Long-Term Goals

Ultimately, the outcomes intended for a local *Project 2015* initiative are to:

- Implement needed changes in programs, policies, products, infrastructure, and other areas that will positively impact the lives of all persons in our communities as our population ages and become more diverse.

- Provide localities with a structure for ongoing self-assessment and planning so that counties and communities may continue to respond to population changes over time, as well as to changes in external economic, policy and other environments.

By building socially and economically healthy, livable communities that meet the needs of our population over time, our counties will, collectively, make New York stronger.

V. New York State Government's *Project 2015*: Process & Lessons Learned

Within a nine-month period in 2002, 36 cabinet-level agencies of New York State government completed a tightly knit, intensive planning process that resulted in a unified policy direction and framework for creating livable and sustainable communities in an aging and increasingly diverse New York. The process and substance of the State's initiative offer a rich source of information and tools that can guide counties through localized analyses of the impact of population change.

To replicate or adapt the successful strategic planning and development process used by New York State, *Project 2015: Guide to New York State Government's Planning Initiative* is included in this *2015 Tool Kit*. It provides information that may be useful to counties that want to engage in a comprehensive strategic planning initiative.

What follows is a brief overview of the process used by New York State government in *Project 2015*, including key themes, findings, and lessons learned. Sample materials and templates used by the State are also included in this *2015 Tool Kit*.

Project 2015: New York State's Process & Structure

Later in the *2015 Tool Kit*, a flow diagram and timeline are provided that illustrate the nine-month period in which New York State government agencies conducted internal scans about the potential impact of demographic trends on their programs, policies and services, identified priority issue areas, and set forth action steps and their intended outcomes. The process included the following:

Before the first meeting of 36 state cabinet agencies that were participating in New York State government's *Project 2015* initiative, the managing team for *Project 2015* from the New York State Office for the Aging developed a concise plan for how the state-level planning process would unfold, including the planning structure, specific questions for agencies to address, expected products and timelines, and submission formats. For the 36 participating agencies, agency work during the nine-month structured process was organized into the development of a three-part Brief:

Part I: Internal Scan

Consider the impact of the State's changing demographics on your agency. What are your agency's overarching policy issues, direction, program considerations, changing constituency needs, and management issues related to these changing demographics?

Some agencies may have already begun to address the impact. If yours has done so, what is your agency currently doing to address or respond to these anticipated changes?

Part II: Prioritization Process

From Part I (Internal Scan): Select up to three of your agency's top priority issue areas that need to be addressed by your agency.

Part III: Action Steps and Response Plans

For each of the top priority issue areas identified: What recommended actions could your agency take in the next five to seven years to address the priorities you have identified that reflect the impact of anticipated demographic changes? Also, consider collaborative approaches among state agencies and how such collaborations could fit into an overall state planning process.

What are several results you expect to achieve through your recommended actions?

The Briefs that were prepared by each participating agency were compiled and are included in the publication, *Project 2015: State Agencies Prepare for the Impact of an Aging New York – White Paper for Discussion*, which can be found on the New York State Office on Aging's Web site:

<http://www.aging.state.ny.us/explore/project2015/index.htm>.

Key Elements of Success & Lessons Learned

Several key elements of success and lessons emerged from the State's process that may prove valuable to any process a local community may undertake. A summary chart of elements appears on the next page. A copy of the *Project 2015: White Paper for*

Discussion chapter that provides a synopsis of agency findings is included in *2015 Tool Kit*.

Emerging Themes

Four themes emerged across State agencies that carry implications for local as well as state governments and service networks. They are:

1. Optimal Fit: It is important to optimize the fit between what is provided by government and the diverse set of consumers being served by government in order to support the overall well being of individual citizens and the state as a whole.
2. Collaboration: Using existing and developing new partnerships is critical in handling the specific actions and task identified as priorities.
3. Technology: Making better use of existing and new technologies is a method of improving communication and interaction with consumers, streamlining service and product delivery, increasing access to services, assisting people with disabilities and impairments, and responding to increased consumer demand.
4. Workforce: It is important to examine the implications of the current aging workforce, the mass retirements expected across the state in coming years, the shrinking younger labor pool, and the changing demographic characteristics of the future labor pool.

Project 2015: Elements of Success

The following 13 components can be characterized as the major building blocks, or basic framework, of New York State government's successful *Project 2015* planning initiative:

36 Participating Agencies – *cabinet-level, selected by the Governor*

One Lead Managing Agency – *designated by the Governor*

Dedicated Management Team – *remained constant throughout project*

Kick-Off Meeting – *initial charge to Commissioners given by the Governor*

Agency's Project Designee – *selected by each Commissioner*

Agency-Specific Work Plans – *completed/submitted first month of project*

Current and Projected Demographic Data – *provided to all agencies*

Monthly Interagency Work Group Meetings – *attended by all Designees*

Individualized Technical Assistance – *provided by Management Team*

Three-Part Brief – *written by each agency*

White Paper Developed and Printed – *compilation of 36 Briefs and articles*

Governor's Symposium – *Project 2015's next steps deliberated*

White Paper Distributed to Wider Audience – *as basis for further discussion/action*

Implications for Localities

A critical message from the state-level experience for localities that are addressing the impact of the changing demographic profile is to design a clearly defined process with clear goals that best fits your county. Important considerations include local mechanisms for change, the key stakeholders in your county and their approach to issues about planning for the future, existing structures and partners that might support an awareness raising and/or planning initiative, and competing priorities. This *2015 Tool Kit* and ongoing technical assistance through New York's aging network are designed to support AAAs and other local leaders in taking the appropriate next steps that will enable your locality to prepare for an aging and increasingly diverse population.

VI. How To Organize Locally

There are many approaches to organizing locally, but for all approaches, there are core questions that can help guide decisions about what, when and how to proceed. A “Local Options” Diagram and Checklist of Issues to Consider are provided at the end of this *Community Handbook*. These may be useful to you during the early planning stages of your local project.

Several variables will determine your effectiveness in getting a message across and inspiring action.

- What are the most dramatic demographic changes your county will experience? Incorporating these into your presentations, promotional and communication materials will strengthen them. Identifying ‘wow’ factors – both State and county components of population change – aging, immigration and migration, ethnic and racial profiles, family structure and household composition – presents a compelling picture. A ‘wow’ factor is one that sends an alert and sense of urgency around one or more impacts of our aging and increasingly diverse population locally.
- Lay out the *consequences of inaction* for your community and the *potential positive outcomes of taking action*.
- Adapt and use the PowerPoint presentations provided in the *2015 Tool Kit*, with different audiences to reinforce your message.
- Design and promote a ‘can do’ project that minimizes cost, time and human resources yet promises significant returns.
- Most importantly, communicate, communicate, communicate to keep all parties informed and engaged.

VII. “Selling” Your Message

The PowerPoint presentations included in the *2015 Tool Kit* are for use or adaptation locally in order to help deliver a message that best supports locally established goals and target audiences/stakeholders. The version titled “Attention!” is designed as a presentation that focuses on the demographic imperative of aging and diversity in New York State. The version title “Prepare!” includes demographic information and also provides four *optional* sets of presentation slides that counties may use in a variety of combinations to share information and prepare for a local strategic planning process.

How you elect to use and adapt these presentations will depend on your individual plans for *Project 2015*.

VIII. The Importance of Evaluation Feedback

As your organization launches a *Project 2015* strategic initiative in a form that best fits the needs of your county or region, it will be extremely valuable for you to receive and provide feedback about your initiative in concert with your local counterparts. Suggested forms for doing such are included in the *2015 Tool Kit*. The New York State Office for the Aging would welcome information about your use of the *2015 Tool Kit* and your experiences with implementing the *Project 2015* model

FIRST STEP

Local demographic profile –

*Education
&
Presentations*

LOCAL OPTIONS Using the 2015 Model

TAKE LEADERSHIP ROLE

*Use changing demographic
profile as basis for strategic
planning initiative.*

CURRENT INNOVATIONS

*Review and analyze ‘quality
communities’ initiatives.
Consider applicability to ‘this’
county for improving
community vitality.*

LINK Demographic Profile & Aging Network Issues

*e.g., Budget advocacy,
Long Term Care Reform*

LOCALLY DESIGNED OPTION

*e.g., Coalition building,
community forums.*

COUNTY SNAPSHOT

*Based on demographic profile,
determine county’s priority
issues and focus. Consider
conducting survey about
priorities.*

Questions to Consider: Checklist

✓ <u>Checklist</u>	<u>Questions to Consider</u>
Leadership	<p>What is the commitment/level of involvement important to our county from county leadership? Which agency, and which individual(s) will lead? Is there a commitment to devote the time and resources (staff, planning, etc.) to assure follow through and attend to the details of a planned initiative? Should there be lead partners?</p>
Core (small) planning group	<p>Who has the commitment & time? Who brings needed expertise? Who has access to decision-makers? Who has resources? What mix reaches target audiences?</p>
Local trends	<p>What data need to be developed from available sources to describe county aging and diversity trends? Are these data sufficient? What resources are available to help our county to analyze major trends in our county? Which trends are most dramatic for our county? Do we need to create or add to trend information and how?</p>
Needs Assessment	<p>Do we know the county priorities for our aging community locally? Are these tied to our changing demographic profile? Should some form of needs assessment be conducted? How and by whom?</p>
Political Landscape	<p>On what issues are local campaigns being run? Does or might aging/diversity factor in? Should and how should political leaders be engaged? What are the most visible community issues? How does aging/diversity relate or compete?</p>
Goals	<p>What are realistic short and longer-term goals to undertake? What is the scope of issues that are reasonable to undertake, and during what time period?</p>
Current Efforts	<p>What if any local planning efforts or structures exist? Does/how might aging/diversity fit in? How receptive is the community to planning?</p>

✓ <u>Checklist</u>	<u>Questions to Consider, continued</u>
Resources	<p>What human and/or financial resources are needed that are not available?</p> <p>What is the plan for securing such resources?</p> <p>What other resources might be leveraged (e.g. interns, students, academics, planning departments, regional data centers).</p>
<p>Key stakeholders</p> <p>(e.g. government, nonprofit agencies, consumers, business, politicians, media)</p>	<p>Who are the primary audiences and/or individuals we want to reach? What is our purpose in reaching them?</p> <p>Who are the key stakeholders needed to reach them?</p> <p>What are their priorities now?</p> <p>Which key stakeholders might be receptive, resistant, or unaware of aging concerns?</p> <p>Who should we approach and how?</p>
Structure and Participants	<p>What planning structure best suits our goals?</p> <p>Does it maximize input and efficiency?</p> <p>Who should be involved in which elements?</p> <p>Who will be accountable for different elements?</p>
Timing	<p>What timing best fits the normal pace of the community and participants?</p> <p>How should start-up be timed around competing activities or events?</p>
Potential barriers and strategies	<p>What financial, political or other factors might mitigate against progress?</p> <p>How might they be avoided or managed?</p>
Communication	<p>What vehicles will be used to ensure smooth communication internal to the project? Who will be accountable?</p> <p>What should be communicated externally to target audiences, stakeholders, the public, and others? How?</p> <p>Who will be accountable?</p>