

***SIERRA MADRE SENIOR MASTER PLAN
2007***



Table of Contents

	Page
THOSE RESPONSIBLE FOR THE MASTER PLAN.....	4
THE SENIOR MASTER PLAN PROCESS.....	6
GUIDING PRINCIPLES.....	7
THE MATURE ADULTS OF SIERRA MADRE	
<i>An Overview</i>	8
<i>Demographics</i>	9
<i>Preparing for the Future</i>	11
SUCCESSSES ARISING FROM THE 2000 MASTER PLAN.....	12
THE ACTION PLAN.....	18
<i>An Overview</i>	
GOAL 1. <i>SENIORS IN SIERRA MADRE ARE SAFE</i>	21
GOAL 2. <i>SENIORS IN SIERRA MADRE ARE HEALTHY</i>	23
GOAL 3. <i>SENIORS IN SIERRA MADRE HAVE ACCESS TO QUALITY, CONSTRUCTIVE ENVIRONMENTS</i>	25
GOAL 4. <i>SENIORS IN SIERRA MADRE HAVE ACCESS TO ADEQUATE TRANSPORTATION</i>	30
GOAL 5. <i>SENIORS IN SIERRA MADRE HAVE ACCESS TO QUALITY PHYSICAL AND EDUCATIONAL ACTIVITIES</i>	33
GOAL 6. <i>SENIORS IN SIERRA MADRE ARE WELL INFORMED ABOUT COMMUNITY RESOURCES AND OPPORTUNITIES</i>	36
SUSTAINABILITY GOALS.....	39
2007 SENIOR MASTER PLAN RECOMMENDATIONS.....	41

CHALLENGES AND INDICATORS OF SUCCESS.....42

APPENDICES.....43



Those Responsible for the 2007 Senior Master Plan

Sierra Madre City Council

John Buchanan, Mayor
Enid Joffe, Mayor Pro Tem
Joe Mosca, Councilmember
Donald Watts, Councilmember
Kurt Zimmerman, Councilmember

Senior Community Commission

Pat Birdsall, Chair
Nancy Walsh, Vice Chair
Ann Bixel, Commissioner
Theresa Daley, Commissioner
Ann Luke, Commissioner
Dr. Paul Neiby, Commissioner
Joan Spears, Commissioner

Senior Master Plan Committee

Commissioner Nancy Walsh, Chair – Recreation Programs
Commissioner (Dr.) Paul Neiby - Health & Safety
Commissioner Joan Spears
Michelle Keith, Director of Community and Personnel Services - Transportation
Colleen McKernan – Senior Assistance
Bruce Inman, Director of Public Works
Staff Liaison to Senior Community Commission

Support Staff to the Master Plan Committee

John Gillison, City Manager
Marilyn Diaz, Chief of Police
Elisa Weaver, Deputy Director of Community and Personnel Services
Rosemary Garcia, Recreation Coordinator
Matt Marquez, Planning Manager
Toni Buckner, Director of Library Services

Others Who Contributed to the Master Plan Committee

Jan Reed
Bonnie Garner
Rose Fafach
Karl Teigler
Ruth Teigler
Paul Magaris
Eph Konigsberg
Loyal Camacho
George Maurer
Karin Delman
Lisa Spigai-Perez

The senior community of Sierra Madre greatly appreciates the efforts of all those who participated in compiling the 2007 Senior Master Plan.

The Senior Master Plan Process

Following adoption of the Sierra Madre General Plan in June 1996, the City Council appointed an ad hoc Steering Committee to develop the Youth Master Plan, which was adopted by the City Council in March 1998. In January of that same year the City Council, recognizing that our community must plan to meet future senior needs, appointed a committee to develop a Senior Master Plan, which was to determine the needs and gaps in service for our growing senior population and recommend how to address these issues. The original Senior Master Plan was adopted March 27, 2000.

The principal tasks of the Senior Master Plan Committee at that time were to determine the needs of community seniors, research local demographics, obtain community input and recommend programs and measures to fill unmet needs. Those tasks remain the same for the 2007 Senior Master Plan Committee.

For 2007, community input was obtained by: 1) distributing a survey to Sierra Madre residents requesting comments on current and prospective senior programs, housing needs, health services, transportation needs and means of communicating information on programs and available resources to our residents; 2) conducting two community workshops on the aforementioned topics; and 3) reviewing comments and discussions by community members during Senior Community Commission and City Council meetings.

To evaluate the community's range of needs, the 2007 Senior Master Plan Committee divided itself into four sub-committees, addressing the following subjects: health and safety, recreation and leisure, transportation, and senior assistance. After months of analysis, each sub-committee submitted its findings, which form the basis of this document.

This document, which represents the hard work, commitment and spirit of the volunteers, as well as the input from a large number of senior community members, brings focus to the vision that brought us together...“to assist in providing amenities and services to enrich the quality of life, provide information and education and to support the emotional and physical needs of mature adults.”

CITY OF SIERRA MADRE MISSION STATEMENT

*THE CITY OF SIERRA MADRE PROVIDES QUALITY, COST-EFFECTIVE PUBLIC SERVICES
THAT PRESERVE THE SMALL TOWN CHARACTER AND ENHANCE THE HEALTH, SAFETY
AND WELFARE OF THE COMMUNITY.*

Guiding Principles

SIERRA MADRE COMMUNITY VISION FOR MATURE ADULTS

Sierra Madre recognizes the need to assist in providing services and amenities to enrich the quality of life, provide information and education, and to support the emotional and physical needs of mature adults. It is our goal to provide the commitment and leadership to identify their needs, assess existing programs, develop tangible solutions and plan for the future. This will enable mature Sierra Madreans to live in a healthy atmosphere of camaraderie, security, and enjoyment in this community they call home.

We need to:

Identify current and future needs of seniors and their caregivers;

Identify and evaluate current services available to seniors;

Involve and inform the community of these matters;

So that outcome measures will:

Inform seniors of resources and services available to them;

Identify steps the community should take to meet their needs; and

Improve the quality of life for mature Sierra Madreans.

The Mature Adults of Sierra Madre

An Overview

Sierra Madre is a unique community with a rich tradition of citizens, merchants and volunteers working together to improve the quality of life for all its residents. We treasure our heritage and celebrate our spirit. Sierra Madre takes great pride in and cares greatly about its senior population, demonstrated in the early eighties with the dedication of the Hart Memorial Park House as a Senior Center, and the creation of the Senior Community Commission. However, like most communities, Sierra Madre faces many challenges in meeting the needs of its growing senior population. As a continued commitment to meet these needs Sierra Madre has adopted this updated 2007 Senior Master Plan.

As Sierra Madre's senior population has a wide range of needs, meeting them requires varying approaches. For the purposes of this plan, senior needs were grouped into four subjects: health and safety, recreation and leisure, transportation, and senior assistance. The committee studied each of these target areas relative to seniors' needs, bearing in mind that seniors are an integral part of the larger community, and as such are also affected by general issues relating to crime, violence and economic conditions.

Through collaboration with the community, public, and private agencies the City can provide a system of support for seniors and their families that will allow them to remain independent and active for as long as possible, as well as provide proper resources for dependent seniors to maintain their dignity and be treated with respect.



Demographics

Staff has obtained the following demographic information according to the US Bureau of Census, 2000 Census of Housing and Population.

Table A

	2000		2006		2011	
	#	%	#	%	#	%
Summary						
Population	10,687		11,201		11,637	
Households	4,798		4,902		5,048	
Families	2,777		2,840		2,922	
Owner Occupied HU's	3,017		3,151		3,222	
Renter Occupied HU's	1,781		1,751		1,826	
Median Age	42.60		44.80		46.30	
Households by Income						
<\$15,000	233	4.9	182	3.7	146	2.9
\$15,000-\$24,999	371	7.7	206	4.2	126	2.5
\$25,000-\$34,999	417	8.7	327	6.7	239	4.7
\$35,000-\$49,999	648	13.5	591	12.1	432	8.6
\$50,000-\$74,999	1132	23.6	937	19.1	852	16.9
\$75,000-\$99,999	573	12.0	754	15.4	831	16.5
\$100,000-\$149,999	654	13.6	855	17.4	1043	20.7
\$150,000-199,999	312	6.5	365	7.4	448	8.9
\$200,000+	454	9.5	685	14.0	931	18.4
Median Household Income	\$65,076		\$80,460		\$96,057	
Avg. Household Income	\$91,068		\$118,159		\$144,729	
Per Capita Income	\$40,930		\$51,933		\$63,018	
Population by Age						
0-4	562	5.3	528	4.7	549	4.7
5-9	576	5.4	626	5.6	507	4.4
10-14	584	5.5	645	5.8	678	5.8
15-19	481	4.5	592	5.3	585	5.0

Population by Age (cont.)	2000		2006		2011	
	#	%	#	%	#	%
20-24	352	3.3	470	4.2	574	4.9
25-34	1,322	12.4	1,000	8.9	1,019	8.8
35-44	1,959	18.3	1,785	15.9	1,619	13.9
45-54	2,007	18.8	2,102	18.8	2,144	18.4
55-64	1,161	10.9	1,703	15.2	2,024	17.4
65-74	849	7.9	834	7.4	951	8.2
75-84	624	5.8	632	5.6	645	5.5
85+	211	2.0	284	2.5	342	2.9
Overall 55 to 85+	2,845		3,543		3,962	
Percentage of overall population in community		26.6%		30.8%		34.05%
Race and Ethnicity						
White Alone	9,140	85.5	9,092	81.2	8,997	77.3
Black Alone	123	1.2	146	1.3	164	1.4
American Indian Alone	37	0.3	42	0.4	44	0.4
Asian Alone	629	5.9	833	7.4	1,015	8.7
Pacific Islander Alone	11	0.1	13	0.1	15	0.1
Other Race Alone	322	3.0	466	4.2	612	5.3
Two or More Races	426	4.0	609	5.4	790	6.8
Hispanic Origin (any race)	1,059	9.9	1,572	14.0	2,082	17.9

The information provided in Table A is citywide census data and projections, compiled for general use and is not specific to the Community's Seniors or Senior Activities. That information can be utilized to predict trends in the community's population.

The census data shows a slight increase in the median age of the community from 42.6 to 46.3. While the data shows a gradual increase in the number of residents over age 55, the largest increase within the senior age group is in the 55-64 age group.

Projections call for a 39% increase in the number of seniors in the community, from 2,845 in 2000 to 3,962. In the year 2000, seniors comprised 26.6 percent of the community's population. By 2011, the senior population hits 34 percent. While the City's population as a whole grows by 949, or 8.8%; the Senior population increases by 1117.

Also illustrated by the census data is a steady decrease in the number of households in the income ranges up to \$74,999 annually, accompanied by an increase in the \$75,000+ income range. The median income is projected to increase from \$80,460 in 2006 to \$96,057 in 2011 an increase of over 19%. Over the same period, average household income increases from \$118,159 to \$144,729, a jump of over 22%.

Preparing for the Future

No matter how attractive a care facility or senior living facility may be, the overwhelming majority of people, regardless of their condition, will refuse to move out of their homes. Even though the design of their homes makes it difficult to cope and may even be life threatening they will opt to stay at home. Thus, as Sierra Madreans grow older, many will endeavor to “age in place.”

The community should not expect an influx of seniors arriving from other communities, as Sierra Madre property values are likely to preclude that sort of growth. However, many existing seniors, as well as “baby boomers” who are approaching their senior years are already in place. It is that population that is expected to grow. The community should begin to prepare for growth in that demographic.

Sierra Madreans aging in place may see stable housing costs, but they will experience rising costs in other areas such as utilities, medicine, and food. They will see declining health and mobility, and may need assistance in maintaining their homes and property. These issues may effect the sustainability of home ownership for some people, so as “undesirable” as senior housing may be for many of the elderly, it will increasingly become a necessity.

Finally, there are current unmet needs for the community’s seniors. The City seeks to meet those needs, and to implement strategies and programs that enhance the health, safety and welfare of the senior community.

Successes Arising out of 2000 Senior Master Plan

Master Plan Review – Senior Master Plan of March 27, 2000

As the 2007 Senior Master Plan Committee embarks on the creation of an updated Senior Master Plan, it is important to look back at the goals and recommendations of the original Senior Master Plan, as adopted March 27, 2000. An updated Master Plan would not be complete without an evaluation of the successes and failures of the original plan, with an eye towards improving the original document and updating it to meet current needs and goals.

To that end, the recommendations of the 2000 Senior Master Plan are listed herein, with a brief description as to the status of implementation of those recommendations. Some recommendations which have not been implemented in Sierra Madre, but are cross-referenced to resources in the Senior Center Resource Guide. These are described with a status of Resource Guide reference.

Other programs are simply listed as “not-implemented.” This is not to state that these programs are unimportant, unnecessary, or will never be implemented. Constraints on implementation vary, from lack of funding, lack of adequate staffing at the City level, limited number of qualified providers, and/or lack of community interest in the programs. The programs that have not been provided to date may become viable as the constraints are addressed.

Health and Safety

- The City should consider implementing as many of the following programs (A-E) as possible with the assistance of the Senior Community Commission.

<u>Program Description</u>	<u>Program Status</u>
A. <u>Fitness</u>	
Aerobics classes	<u>Aerobics classes are ongoing</u>
Walking program	<u>Not implemented</u>
Water exercise	<u>Water Exercise classes have been held.</u>
Strengthening Class	<u>Strengthening classes are ongoing.</u>
B. <u>Education/Screening</u>	
Hearing test	<u>Resource Guide reference</u>

Program Description	Program Status
Blood pressure clinic	<u>Regular blood pressure clinics have been held. Currently inactive due to loss of program provider.</u>
Vision/glaucoma test	<u>Resource Guide reference</u>
Cholesterol screening	<u>Resource Guide reference</u>
Stroke detection	<u>Not implemented</u>
Podiatry screening	<u>Resource Guide reference</u>
Nutrition	<u>Several workshops have been done, also daily lunch program</u>
Alzheimer's education	<u>Several workshops have been done.</u>
Stress reduction	<u>Not implemented</u>
Medicare information	<u>Workshops have been held.</u>
Memory enhancement	<u>Not implemented</u>
Influenza shots	<u>This program, not in 2000 Master Plan, has been implemented, and will continue as the shots are available.</u>
C. <u>In-Home Assistance</u>	
Yard/household assistance	<u>Has been implemented through community youth volunteers, however the program is not currently active.</u>
Meal service	<u>The Meals-on-Wheels program is in place and has been successful, with 15-17 current subscribers.</u>
D. <u>Residential and Long-Term Care</u>	
Residential assisted living	<u>Resource Guide reference</u>
Institutional assisted living	<u>Resource Guide reference</u>
Visiting nurses	<u>Resource Guide reference</u>
Long-term nursing care	<u>Resource Guide reference</u>
E. <u>Safety</u>	
Mature driver classes	<u>Mature Driver Courses have been held.</u>
Home security assessments	<u>Not implemented</u>
Home safety classes	<u>Not implemented</u>
Neighborhood earthquake and disaster preparedness	<u>Not implemented</u>

Program Description

Program Status

- The City should explore the benefits of holding a non-profit health fair at one or more of the City's annual events, if possible with the assistance of the many community members in the medical profession. *This was done in 2005.*
- The City should collect fire and police data on health and safety related incidents involving seniors, to determine what patterns exist in their frequency, type, and location. *Not implemented*
- *In addition to the successes in the area of health and safety listed above, the City of Sierra Madre was able to host a pneumovax immunization clinic, sponsored by the Los Angeles County Health Department and the Sierra Madre Senior Community Commission in January of 2007.*

Recreation and Leisure

- The City should review and initiate as many of the following programs as possible either through the Community Services Department or with the collaboration and assistance of other community groups and organizations.

Book Club	<u><i>A book club program is offered through the Sierra Madre Public Library</i></u>
Overnight trips (weekend or several weeks)	<u><i>Overnight trips have taken place.</i></u>
Bridge Club	<u><i>This has been done, but is not currently offered.</i></u>
Senior Travelers Assoc.	<u><i>A program providing monthly trips to destinations of interest has been developed and is ongoing.</i></u>
Sewing Clubs – <u><i>Not implemented</i></u>	
Arts and Entertainment (Music, museums, special restaurants, etc.)	<u><i>The monthly Seniors' trips often include destinations featuring the Arts, museums, and restaurants.</i></u>
Computer classes & internet access	<u><i>Computer classes are not currently offered.</i></u>

Program Description

Program Status

Newsletter – free newspaper on activities, events and programs

A newsletter entitled “Senior Moments” is currently being written by a member of the Senior Community Commission. The newsletter is distributed by mail and handouts at the Senior Center and Library at no cost to seniors.

Better publicity on existing programs (movies, bingo, trips)

Done, with press, flyers, SMTV 3

Outdoor socialize & exercise

Not implemented

Grandma / Grandpa Club

Not implemented

Walking groups, horseshoes, cycling, dog exercise, tennis, lap swimming, hiking, ¼ mile walk track Not all have been implemented. The lap swimming program has been offered but discontinued due to lack of funding. There are a number of Sierra Madre seniors participating in regular tennis classes.

Painting & Music classes

Not implemented

Transportation Recommendations

- Encourage the City of Pasadena to slightly expand the route of its ARTS system so as to include a corner of Pasadena adjacent to Sierra Madre. (Done) This would bring additional revenue to the City of Pasadena. In conjunction, the City’s Round-a-Bout service should be expanded to include a portion of Sierra Madre adjacent to a Pasadena ARTS bus stop. Such coordination would benefit all citizens, not just seniors and disabled. This was done, and is being included in the 2006/07 transportation study.

Additionally, the City of Arcadia has been approached by staff of the City of Sierra Madre to explore the possibility of expanding Arcadia's transit system into Sierra Madre in order to provide transportation to the Mall, hospital, etc. Arcadia has declined to participate.

- For more of our population to use the Foothill Transit/MTA services, these services and their routes should be adequately publicized and an educational program developed to periodically promote them. Information should be readily available and individual instruction offered as needed. Done in the transit guides.
- The Dial-a-Ride service hours should be expanded to enable seniors to attend special events that occur on Sundays and/or after current operating hours. An annual education program regarding this service will be inherent to its success. As of the publication of this Senior Master Plan, the City Council has authorized a trial program to extend the hours of Dial-a-Ride with an after hours taxi service. The program is targeted at assisting seniors needing transportation to government meetings, community clubs, church services and library programs. A pilot program was authorized for a six month period. The program was discontinued after the trial period due to a lack of users. This item is revisited in the 2006/07 Transit Study.
- A full-time dedicated driver should be assigned for the fixed-route Round-a-Bout service. The driver should be educated on special needs of seniors, such as simple courtesy, consideration, allowing ample time for entering and exiting, etc. This has been done and is in place.
- The Round-a-Bout route should be expanded to include the southwestern and southeastern portions of the City below Sierra Madre Boulevard and the northwestern and northeastern portions of the City, including Michillinda Avenue adjacent to the Albertson's shopping center. Ideally it would be nice to incorporate a portion of the Canyon areas, at the least the mouth of the Canyon near the parking lot. This has been done and is in place.
- The Round-a-Bout should operate continuously with no interruptions, to encourage and enable seniors to take advantage of the service. This has been implemented and remains in place.
- The Round-a-Bout route should be clearly marked with dedicated benches and signs denoted at all stops. The maps and brochures of the route should also include all of the MTA/Foothill Transit stops, and describe the program and its potential uses. This has been implemented and is currently in place.

Resource Guide Recommendations

- Establish a resource guide and deliver a wallet size pamphlet to all residents – This was first completed in 2000. It was updated through significant volunteer effort in 2005. The Resource Guide is available at the Senior Center/Park House. The 2005 update has not been published in a wallet sized format. The Resource Guide Table of Contents is included in the appendices of the 2007 Master Plan, as a form of outline for the types of services that are made available to the community's seniors by reference in the Guide.

- Establish a resource library at the Senior Center easily available to residents for referral Done

- Update and publish the pocket resource guide bi-annually First Edition released in 2000

- A new resource was provided to Seniors in the Community with the arrival of an attorney providing volunteer legal services for seniors at the Senior Center on a monthly basis.

Housing Recommendations

- Sites identified in the 2000 Senior Master Plan for potential locations for senior housing project development were:
 - 38 East Montecito – Existing “Artisan Square”
 - 126 East Sierra Madre Boulevard – Existing vacant lot
 - 181-183 West Sierra Madre Boulevard – Existing Commercial (Dog Wash)
 - 261 East Alegria – Existing Healing Light Center Church property
 - 38 West Sierra Madre Boulevard – Existing Renaissance Plaza
 - 186 West Highland – Former Church and Temporary YAC site
 - Mariposa Parking Lot

- The City should explore the feasibility of developing the above-identified properties for Independent living or Monitored living facilities by contacting interested developers. – A dedicated Senior Housing project is being constructed at 70-78 Esperanza Avenue as this Master Plan is being written. The 45-unit Independent Living facility is being constructed through a partnership between the City and a private developer. Completion of the project is currently set for late spring of 2007.

The 2007 Action Plan

The Action Plan supports six goals:

- GOAL 1. SENIORS IN SIERRA MADRE ARE SAFE**
- GOAL 2. SENIORS IN SIERRA MADRE ARE HEALTHY**
- GOAL 3. SENIORS IN SIERRA MADRE HAVE ACCESS TO QUALITY FACILITIES**
- GOAL 4. SENIORS IN SIERRA MADRE HAVE ACCESS TO ADEQUATE TRANSPORTATION**
- GOAL 5. SENIORS IN SIERRA MADRE HAVE ACCESS TO QUALITY PHYSICAL, SOCIAL, AND EDUCATIONAL ACTIVITIES**
- GOAL 6. SENIORS IN SIERRA MADRE ARE WELL INFORMED ABOUT COMMUNITY RESOURCES AND OPPORTUNITIES**

For each goal, the Action Plan describes the purpose of the goal and the need for action in that area. It then provides the following for each:

- **DESIRED OUTCOME:** a simple statement of what we hope to accomplish through this goal.
- **CONTINUING ACTIONS:** services and programs that we already provide, but which were indicated by community input to be indispensable.
- **SHORT-TERM STRATEGIES:** steps that should take place immediately, or begin within the first two years of Senior Master Plan implementation.
- **LONG-TERM STRATEGIES:** steps that should guide the implementation process over the next three to ten years.
- **INDICATORS OF SUCCESS:** results that will be tracked over time, to show how well the community is achieving the desired outcomes of the Plan.

Three additional areas of concern have been identified by the Senior Community Commission as the City enters into the process of updating the Senior Master Plan. Steps to address these concerns are interwoven throughout the Action Plan.

Hart Memorial Park House

The Hart Memorial Park House (Park House) has been designated as the City's Senior Center. The building is in need of significant maintenance and repairs, including (but not limited to) re-roofing, kitchen remodeling, interior and exterior paint and replacement of exterior doors.

The Park House is an historic structure and as such, is subject to a greater level of scrutiny for any proposed exterior modification of the building than would be given a non-historic building. As the City embarks on the renovation of the Park House, it must be remembered that this structure is of significant historical value. Whatever functions are assigned to this building, its general form and structure should be respected and retained intact.

While a significant source of funding has been identified that will provide for most, if not all of the maintenance items listed above, expenditure of the funds has been deferred until completion of the 2007 Senior Master Plan, to allow for Master Plan – recommended building modifications to be included in any expenditure of the identified funds. It is anticipated that this 2007 Senior Master Plan will include specific recommendations and prioritization of improvements/repairs to the Park House.

Attracting Younger Seniors to Sierra Madre's Senior Programs

The Senior Community Commission is cognizant of a need to involve younger seniors, of the age range 50-65 in senior programming. The need to provide for that burgeoning segment of the senior community was discussed at length through the Master Planning process.

A great deal of information is available on the demographics and characteristics of the "Baby Boomer" generation on a state and national level, but there is relatively little information on the Boomers in specific geographical areas. On a national level, Boomers will live longer, be more active, have more money to spend. They may have different ways of thinking and may be more socially and culturally diverse, more engaged, live healthier lives, have increased mobility, and be more independent.*

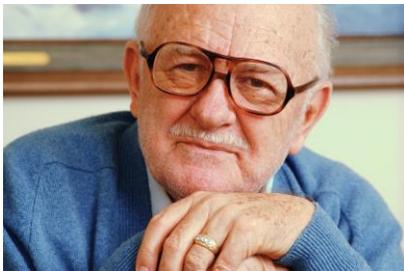
Rather than basing its local programming and services on national or state demographics, the City would be best served to follow the model of other communities, such as Palo Alto, and undertake an outreach program aimed directly at the 50-65 age group in Sierra Madre. To that end, a two-method approach to gathering information is recommended.

First, a community workshop should be held, with invitations and advertising targeted to the 50-65 age group. The workshop should be led by an experienced facilitator and should be held in the recreation Center or the YAC.

Second, a community survey should be circulated, with availability on the Internet, and advertised via local press, e-mails, and the newsletters of local service organizations and community groups.

Attracting Men to Sierra Madre's Senior Programs

The Senior Community Commission is aware of a need to involve a greater number of men in the senior programming of the community. This need is underscored by the number of men responding to the Senior Master Plan Survey (40 men vs. 93 women) and the number of senior men attending the two community workshops (12 men vs. 20 women).



*"Community Service Providers: Plan Now - the Baby Boomers are Coming"
Richard James, City of Palo Alto Community Services Director
Western Cities Magazine, April 2007

Goal 1. Seniors in Sierra Madre are Safe

DESIRED OUTCOME: Sierra Madre Seniors are aware of various hazards in the home, how to avoid them or correct them, and are informed about various devices to make their homes safer. Our seniors also have adequate instruction on emergency preparedness and on first aid and CPR basics.

PROGRESS ACHIEVED SINCE LAST PLAN

- Smoke detectors were distributed at a Health Fair held at Memorial Park
- Chief of Police Marilyn Diaz has provided a lecture on home safety and security for the senior lunch program participants.
- A Neighborhood Watch program has been implemented by the Sierra Madre Police Department
- The Sierra Madre Fire Safe Council has been created, providing education and assistance to all residents in the high fire danger areas of the City.

CONTINUING ACTIONS

- Continue and expand the Neighborhood Watch program.
- Continue educational lecture programs.



SHORT TERM STRATEGIES

- Identify common household safety hazards
 - Educate seniors concerning avoidance of hazards and means to correct the hazards. This can be done through classes and through articles in the Senior newsletter.
- Identify and obtain educational home safety videos for broadcast on SMTV 3 and distribution by Sierra Madre Library.
 - Identify and list home safety devices, such as hand rails for bathtubs and showers, smoke detectors etc.
 - List safety devices and providers in Senior Resource Guide.
 - Implement a Postal Alert Program.
 - Host a facilitated community workshop and distribute a community survey targeted to the 50-65 age group for purposes of more clearly establishing the needs of this group in the Sierra Madre demographic area. This will allow programming to be modified to make it meaningful and attractive to seniors of this younger age group.

LONG TERM STRATEGIES

- Fund and implement a locally-based Handyman program which will serve as a resource for Seniors to address home safety issues.
- Identify and pre-qualify contractors and volunteers who can assist Seniors in addressing home safety matters.
- List qualified contractors and volunteers in Senior Resource Guide.
- Implement an ongoing first aid and CPR training program.
- Continue to provide Identity Theft training, as was started in by the Sierra Madre Police Department in 2006.

CHALLENGES



- Long-term knowledge retention
- Program funding
- Community participation in programming
- Staffing
- Transportation to and from program sites

INDICATORS OF SUCCESS

- Educational activities and training programs are provided for seniors in order to increase home safety and security.
-
- Monitoring programs such as Postal Alert are in place to provide for emergency response.
 - Seniors are more aware of programs and services available to assist them.

Goal 2. Seniors in Sierra Madre are Healthy

DESIRED OUTCOME: Seniors are aware of various common disease states, how to avoid them if possible, how to detect or recognize potential health problems, how to obtain immunizations, how to obtain nutritious meals, and how to obtain support when experiencing health problems.

PROGRESS ACHIEVED SINCE LAST PLAN

- Senior fitness classes added to programming
- Updated Resource Guide
- Hosted Health Fair in Memorial Park
- Developed partnership with Intervale to ensure lunch program and Meals-on-Wheels sustainability
- Hosted pneumovax clinic
- Support groups listed in Senior Resource Guide

CONTINUING ACTIONS

- Provide or promote various health screening procedures in common use in and around our community.
- Continue Meals-on-Wheels and daily (Monday-Friday) lunch program.
- Continue to update the existing Senior Resource Guide with additional information as listed below.
- Continue existing exercise programs, such as the strengthening class, dance class, and the exercise class.
- Continue free flu shot clinics.

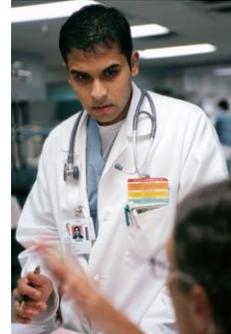


SHORT TERM STRATEGIES

- Host a facilitated community workshop and distribute a community survey targeted to the 50-65 age group for purposes of more clearly establishing the needs of this group in the Sierra Madre demographic area. This will provide guidance for tailoring health-related programs to the differing needs of the younger seniors.
- Promote nearby health fairs.
- Provide and promote informative health lectures at the Senior Center.
- Promote educational programs and lectures covering health issues that are held at City of Hope, Arcadia Methodist Hospital, and Huntington Hospital.
- Utilize Senior newsletter to promote educational events and to disseminate health-related information.
- Encourage Seniors to avail themselves of locally-offered health screening opportunities. Valuable screening programs such as bone density testing, audiometry, visual acuity and ocular tension measurement, and a screening

panel for vascular disease are offered locally and at modest cost by several nearby private entities. Many of the commonly used screening procedures are conducted by one's private physician e.g. blood counts and biochemical tests, including cholesterol levels. Have these entities listed in the Senior Resource Guide.

- Publicize existing immunization program offered by the County Health Department office in Monrovia.
- Seek continued provision of pneumovax vaccine through the L.A. County Health Department.
- Publicize low-cost immunization program offered by private entities, Tres Immune, Inc.
- Make better use of local SMTV 3, local newspapers, and Senior newsletter to remind Seniors from time to time concerning immunization procedures & when and how to obtain them.
- Increase participation by Seniors in Community Services Department's Healthy Family Fun Day program.
- Publicize exercise and other physical activity classes offered in Sierra Madre and other nearby locations.



LONG TERM STRATEGIES

- Provide transportation to nearby health fairs and health-related educational programs.
- Organize support groups for individuals suffering from health problems or for individuals caring for those with health problems. These support groups should be led by experienced professionals.
- Keep list of support groups updated in the Senior Resource Guide.
- Re-open the municipal pool for lap swim, especially in the mid-afternoon.

CHALLENGES

- Continuation of availability of pneumovax vaccine
- Program funding
- Community participation in programming
- Staffing
- Transportation to and from program sites
- Re-institution of the flu shot program

INDICATORS OF SUCCESS

- There is increased participation in Healthy Family Fun Days
- There is increased participation in fitness programs
- There are an increased number of fitness programs available.
- Additional health-related educational programs are available.
- The community's seniors are healthier and more active.

Goal 3. Seniors in Sierra Madre Have Access to Quality Facilities

Goal 3a: Hart Memorial Park House (Senior Center)

DESIRED OUTCOME: The Seniors of Sierra Madre are in need of an attractive, versatile, and comfortable Senior Center as a central location where senior needs are being addressed.

PROGRESS ACHIEVED SINCE LAST PLAN

- Increased carpet maintenance frequency.
- Re-furbished computer room (Volunteer effort)
- Repaired rafter tails (Volunteer effort)
- Installed rain gutters (Volunteer effort)
- Sealed abandoned rear door.
- Obtained significant outside funding to allow for remodeling and refurbishment of the building.
- Replaced Park House HVAC system.
- Volunteers planted and continue to maintain the planter on the west side of the Senior Center.



CONTINUING ACTION

- Continue to seek additional or outside funding for building improvements and maintenance.
- Continue volunteer staffing of senior desk
- Continue volunteer-provided building improvements

SHORT TERM STRATEGIES

- Address specific facility full-time staffing needs.
- Establish interior decorating scheme.
- Design building improvement plan utilizing existing Proposition A Maintenance and Servicing funds. Improvements shall include, at minimum:
 - Remodel kitchen, provide commercial grade appliances, range hood, counters, relocate water heater and electrical panel to building exterior.
 - Replace all exterior doors.
 - Replace flooring
 - Improve lighting
 - Provide interior handrails/grab bars as needed
 - Provide working gas log in fireplace and fireplace repair
 - Provide media/entertainment center
 - Provide relaxed sitting/conversation area.

- Provide sliding/moveable partition in main room to allow for multi-use.
- Construct a shuffleboard court in the fenced area at the north side of Park House.
- Create lounge area adjacent to fireplace.
- Host a facilitated community workshop and distribute a community survey targeted to the 50-65 age group for purposes of more clearly establishing the needs of this group in the Sierra Madre demographic area. This will enable long-term programs and uses of the Senior Center to be planned for in future modifications of the building.
- Provide upgraded exterior lighting around Senior Center to improve pedestrian safety.

LONG TERM STRATEGIES

- Construct new Senior Center
In discussing potential uses for the existing Park House, it is apparent that there is not adequate space for both a lounge by the fireplace and a dining room in the one large room. The subject of dividers has been suggested, but it has been noted that dividers may detract from the ambience and integrity of the historic building. At the most, only three activities can occur simultaneously in the building.



Preparing for and providing the lunch program takes up weekday mornings in the kitchen and the large room. Bingo takes up a large block of afternoon time in the large room twice a week. Ping-pong and card games provide other afternoon uses. As recreational, educational and social event programming grows, there will be an increasing need to offer multiple concurrent programs in the facility.

In a few years, the senior population of Sierra Madre will equal 34% with the younger seniors of today approaching their mid sixties and seventies. This is likely to have additional impacts on the use of the facility and it's limited space.

- Provide full time staffing at Senior Center
Much can be gained by improving the community's communication abilities and providing better communications to the seniors of Sierra Madre. Additionally, a number of new and continuing programs are recommended in this Master Plan. A critical component for the improvement of communications and implementation of programs will be the City personnel assigned to senior services. As the Senior Center is the base for Senior activities, it is important that there be established at

the Center a well-manned desk. Thus, any improvements to the Senior Center, either short term or long term should provide for a work area for staffing.

Personnel at the “Senior Desk” can recruit and coordinate volunteer activities, update resource lists, put seniors in contact with needed resources, plan and implement programs, schedule facility use, and be available to tackle individual requests and problems on a one-to-one basis. If seniors know that they can dial a number and obtain reliable help, they will come to trust the Center and its programs. Their sense of security will be enhanced and the entire community will benefit.

CHALLENGES

- Inadequate local funding
- Staffing

INDICATORS OF SUCCESS

- Improved, more versatile Senior Center facility
- Increased usage of the Senior Center for Senior-oriented programs.
- Increased staffing at Senior Center



Goal 3b: Senior Housing

DESIRED OUTCOME:

There is a continuing need for desirable, affordable housing for seniors. As the baby boom generation continues to age and expand the senior population into a veritable tsunami of humanity, the need for affordable residences for seniors is set to explode. As a current indicator of the necessity of new senior housing, there were approximately 450 applications for the 46 units available at the Esperanza Senior Housing project.

Safe, desirable, affordable housing alternatives shall be available for seniors. These shall include:

- **Independent living**, where residents tend to all their own needs.
- **Monitored living**, where residents live on their own, but an on-duty manager is available to check on their daily well-being and assist in the case of an emergency.
- **Assisted living**, where all services are provided, food, maid service, etc.
- **Skilled nursing**, where there is licensed medical help available 24 hours a day.
- **Shared Housing**, where Seniors combine their resources to jointly own or rent housing.

PROGRESS ACHIEVED SINCE LAST PLAN

- Began construction of 46-unit senior housing project (photo below) at 70-78 Esperanza.

CONTINUING ACTION:

- Facilities currently available in Sierra Madre to assist with Seniors' housing needs include:
 - The British Home, providing independent, monitored and assisted living.
 - The Senior Housing Project, providing independent living for low/low moderate income senior residents.



SHORT TERM STRATEGIES

- Presentations describing available facilities outside the City of Sierra Madre.
- Classes on independent living.

LONG TERM STRATEGIES

- Re-implement the Sierra Madre Home Improvement Program/Handyman Program to assist with home repairs for low/moderate income homeowners to improve health and safety, roofing, plumbing, electrical or water damage. As the senior- age population expands, there will be an increased for the rehabilitation of existing housing. The implementation of such a Handyman program would be an ideal task for a full time employee/Senior Services Coordinator.
- Identify sites for future development of Senior Housing projects. Sites that should be considered are:
 - 38 East Montecito – Existing “Artisan Square”
 - 126 East Sierra Madre Boulevard – Existing vacant lot
 - 261 East Alegria – Existing Healing Light Center Church property
 - 38 West Sierra Madre Boulevard – Existing Renaissance Plaza
 - Additional Properties on Esperanza
- Review Zoning Code for possible modification to “Granny Flat” restrictions

CHALLENGES

- Limited number of sites appropriate or available for senior housing.
- Limited local government funding for purchase of senior housing sites or development assistance. (Development assistance allows for lower housing costs/rents)
- High local real estate values.
- Environmental compliance for large housing projects.

INDICATORS OF SUCCESS

- Having a CCRC (Continuing Care Retirement Community) available to Sierra Madre seniors. This type of community offers a long term contract that provides all levels of care from independent living to assisted living to skilled nursing care, usually in one location.
- Additional affordable housing opportunities have been made available for seniors.

Goal # 4: Sierra Madre Seniors Have Access to Adequate Transportation

Seniors in Sierra Madre need affordable and user friendly public transportation. This is a pressing issue for many seniors needing to get to medical appointments as well as enjoying their day to day lives. Sierra Madre must be committed to providing affordable access to transportation resources so that all may participate in community programs, meetings, clubs, churches and other social services.

Desired Outcome: Safe, reliable transportation to local services and programs

***From City of Sierra Madre Transit Study
Adopted January 2007***

Analysis of the existing conditions for transit in the community and results of the outreach efforts show that the Gateway Commuter Loop is underutilized, and there is unmet demand for Dial-a-Ride services.

Through surveys and public meetings and in individual ways before that, members of the City's population have complained about the lack of capacity in the City's Dial-a-Ride service. Others, we know anecdotally, have given up on the City's services because those services do not meet their needs. There is no reason to doubt that demand for services exceeds capacity. The City formerly provided more service, and that service was utilized by the community. The questions now facing the City are: does the City want to meet the demand and, if so, how best to do so.

Assuming the City wants to meet some or all of the unmet transit needs, how could the City go about it? There are three ways:

- expand capacity
- better manage the existing service to increase customer satisfaction with the service
- educate residents to better utilize transit services operated by other agencies such as Access Services and MTA

PROGRESS ACHIEVED SINCE THE LAST PLAN

- The fixed route was changed from the round-a-bout to the Gateway Coach, with clearly marked vehicles and stops. When the program first launched it had transit brochures with maps and times of each route.
- Expanded the free fixed route service available to seniors including previously excluded portions of Sierra Madre, like the Canyon.
- Uninterrupted fixed route service

- Worked with the City of Pasadena to extend the Pasadena ARTS bus to the east part of Pasadena, for access by Sierra Madre. Stop currently located at Sierra Madre Blvd. and Michillinda.

CONTINUING ACTION

- Continue to provide a safe environment for seniors of Sierra Madre to move about the community independently
- Continue advertising transportation services/programs (Gateway Coach, Dial-A-Ride, Access and MTA bus routes) to the community
- Host a facilitated community workshop and distribute a community survey targeted to the 50-65 age group for purposes of more clearly establishing the transportation needs of this group in the Sierra Madre demographic area. This will provide guidance for tailoring transit-related programs to the differing needs of the younger seniors.

SHORT TERM STRATEGIES

- Begin implementation of the recommendations of the City's 2007 Transit Study
- Develop a Transportation Resource Guide for Seniors
- Transportation Education Program, including monthly Transit Training
- Saturday Dial-a-Ride Service
- Provide Access (ASI) workshops for seniors
- Maintain and enhance the City's current Curb to Curb (Dial-a-Ride) transportation program for seniors with expanded service hours Monday through Friday
- Ability to make same day non-medical reservations with Dial-a-Ride
- Marketing and education materials on all transportation options available to seniors
- Continue the AARP 55 Alive classes for seniors that drive and increase frequency
- More education to the Community on Access (ASI) Services



LONG TERM STRATEGIES

- Restore the Dial-a-Ride curb to curb service to Monday through Saturday 9 am to 5 pm
- Service to community events and meetings
- Increase frequency of the fixed route program
- Local express curb-to-curb trips

- Fixed trips to the supermarket, Trader Joe's, and other shopping

CHALLENGES

- Program funding
- Community participation in programming
- Staffing

INDICATORS OF SUCCESS

- Increased use of the City's transit programs by Sierra Madre Seniors





Goal 5. Seniors in Sierra Madre Have Access to Quality Physical, Social, and Educational Activities

The Sierra Madre Community and Personnel Department provides a variety of recreation, leisure, social programs and activities for city residents. Such programs are targeted toward pre-school, youth, adult and senior citizen age groups. Many of the current programs and services targeting seniors are accomplished by volunteers with the assistance and coordinating support of the Senior Community Commission. Existing programs include: senior day excursions, Bingo, minimal exercise programs, and more recently, poker and ping-pong. The senior population participates in special interest classes provided to the general public. Examples are: dancing, yoga, jazzercise, tennis, and arts and crafts. Survey and Community Forum results indicate the community would like additional physical, educational and leisure recreational opportunities.

DESIRED OUTCOME: Provide quality physical, educational, leisure activities in a quality environment.



PROGRESS ACHIEVED SINCE THE LAST PLAN

- Educational classes have been held
- Fitness and exercise classes have been established
- A speaker series has been held
- A community Health Fair was hosted in Memorial Park

CONTINUING ACTION

- Continue to provide monthly parties for lunch program participants.
- Continue to provide episodic musical entertainment
- Continue to implement activities appropriate to current Senior Center facility.

SHORT TERM STRATEGIES

- Plan the renovation/ restoration of the Senior Center appropriate to activities identified by Seniors
- Recruit instructors for requested activities
- Recruit a staff person to manage activities at the Senior Center
- Reintroduce a year round swimming program
- Purchase and install new computers
- Restore shuffle board court, purchase shuffleboard equipment, implement program
- Host a facilitated community workshop and distribute a community survey targeted to the 50-65 age group for purposes of more clearly establishing the programming needs of this group in the Sierra Madre demographic area. This will provide guidance for tailoring physical and educational programs to the differing needs of the younger seniors.

LONG TERM STRATEGIES

- Develop a plan for intergenerational projects/programs
- Develop and implement educational programs related to the specific interests of seniors
- Implement activities identified by seniors in the survey and community forums
- Facilitate formation of hobby or interest-centered clubs.

INDICATORS OF SUCCESS

- Renovation of the Hart Memorial Park House
- Increased senior participation in Senior Center activities
- Implementation of new recreational, physical and educational activities

CHALLENGES

- Attracting seniors ages 50-65
- Attracting men to senior programs
- Overcoming limited hours of service
- Overcoming limited space



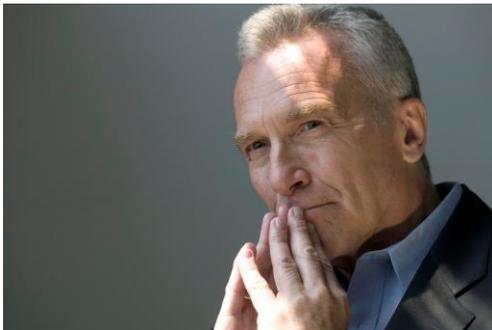
RECREATION RECOMMENDATION

The City should review and initiate as many of the suggested programs and activities as possible either through the Community and Personnel Services Department or through collaboration with and assistance of other community groups and organizations. Such review must include a comprehensive and realistic assessment of the capacity of the Hart Memorial Park House in program implementation within the context of the building's historical status.

Goal 6: Sierra Madre Seniors Are Well Informed About Community Resources and Opportunities

Seniors in Sierra Madre learn about programs and services through friends, family, and doctors. Additionally, seniors reported that most of the information they receive is from the Senior Monthly newsletter, weekly newspapers, SMTV3, and the Wistaria Vine. Most seniors reported that e-mail was not an effective tool of communication for them. They also receive information from flyers, the Senior Center and signs. However, a number of residents were unaware that resources and activities for seniors exist in the City. One indicator that we need to advertise better is that a large number of respondents requested services or programs that are already being provided.

Desired Outcome: Clear information is readily available about resources, programs and services available to seniors and their families.



PROGRESS ACHIEVED SINCE THE LAST PLAN

- A comprehensive Resource Guide was established at the Center, along with an easy-to-use pocket guide.
- A new program promoting the City of Sierra Madre sponsored Senior Excursions is shown on SMTV3. Photographs of past trips as well as information on upcoming trips will be featured.
- A senior newsletter “Senior Moments” has been developed through strong volunteer effort.

CONTINUING ACTION

- Recruit volunteers to spearhead “clubs” (i.e. Bridge, crafts, shuffleboard) as part of the Center’s on-going programs. Volunteers should report to the Senior Center staff person.
- Identify and update all community members (i.e. seniors, disabled) that would benefit from City programs. Methods should include lists from civic organizations, SMTV3, water bills, senior newsletter, trip list, housing list and word of mouth.
- Regular newsletter and e-mails to keep these seniors apprised of the activities and services being offered.
- Host a facilitated community workshop and distribute a community survey targeted to the 50-65 age group for purposes of more clearly establishing the needs of this group in the Sierra Madre demographic area. This will provide guidance for tailoring health-related programs to the differing needs of the younger seniors.

- Host a facilitated community workshop and distribute a community survey targeted to the 50-65 age group for purposes of more clearly establishing the needs of this group in the Sierra Madre demographic area. This will provide guidance for tailoring awareness programs to the differing needs of the younger seniors. Additionally, these activities can be utilized to make this age group aware of the existing services provided by the City.
- Update and re-distribute Pocket Resource Guide.

SHORT TERM STRATEGIES

- Hire a full-time staff person to be on-site at the Senior Center.
- Monthly workshops for seniors on services available.
- Partner with other Senior Centers to share ideas, resources, and contacts.
- Advertise senior programs and events on the Chamber of Commerce website, city-website and other related group sites (e.g. Woman's Club).
- Put all programs and services on SMTV3
- A volunteer force to assist seniors with minor home repairs, maintenance, or chores, possibly partner with a local church or service group.
- Provide informational outreach to British Home and Esperanza Senior Housing project.



LONG TERM STRATEGIES

- Update Directory of Community Senior Services and distribute a wallet size copy. It should include case management, counseling services, emergency/crisis, employment, food assistance, transportation, health, homebound services, housing, legal services and utilities.
- Join a consortium of senior community groups to utilize common resources, talent bank, speakers and special events.
- Get input and assistance from local

businesses and utilities to partner with for sponsoring senior events and programs. (e.g. lunch sponsors)

CHALLENGES

- Program funding
- Community participation in programming
- Staffing
- Transportation to and from program sites
- Identifying where seniors live so that they can be reached by communication efforts.

INDICATORS OF SUCCESS

- Increased use of the Directory of Community Services
- Increase in users of quality senior programs.

Sustainability Goals

A common thread throughout the challenges to success of the Senior Master Plan is that of a chronic lack of funding for Senior Programs and general maintenance and upkeep of the Senior Center/Hart Park House. While the Senior Center generates a modest revenue stream, that revenue is significantly less than the cost to maintain operate and staff the facility. Senior programs and senior center operations are thus subsidized by the General Fund of the City. Members of the Senior Community Commission have discussed the matter of Senior Center funding at their public meetings of November and December of 2006, as well as at their meetings of January and February of 2007.

Those discussions led to a more detailed discussion between members of the Master Plan Committee regarding various means of funding the maintenance and operation of the Senior Center and funding of senior programs. Recognizing that self-supporting facilities and services are critical to the success to the Master Plan, and that long term reliance on limited City General Funds for meeting the needs of a booming population of Seniors, the committee reached a consensus that a long term goal of senior program self sufficiency (sustainability) should be a part of the 2007 Senior Master Plan.

Desired Outcome: Senior services and the Senior Center are self-supporting.

SHORT TERM STRATEGIES

- Review and adjust rates charged for rental of the Senior Center facility to help offset facility maintenance costs and the impact of normal wear and tear.
- Initiate a program of “directed volunteerism” in which Community groups making regular use of the Senior Center facility are asked to provide volunteer efforts to maintain the building.

LONG TERM STRATEGIES

- Upon completion of the renovation and remodeling of the Senior Center, provide increased opportunities for facility rentals for weddings, receptions, and community events.
- As new programs and activities are developed which utilize the Senior Center, ensure that an allowance is provided for Center operational costs in any fees charged for participants.
- As Senior Center becomes more self-sustaining, consider implementation of Enterprise Funding for Senior programs. Self-sustaining models for Senior Programs would include but not be limited to “The Pasadena Model,” and the creation of a Senior Programs Enterprise Fund. See discussion below.
- Seek outside funding, through Federal, State, County, and private grant sources.

CHALLENGES

- Transitioning from heavily subsidized services to pay-as-you go will require significant community outreach and education.
- Seniors on limited incomes will have difficulty paying higher rates for activities.
- Community volunteer organizations which utilize the Senior Center may have financial limitations which will not allow them to pay higher rents.

INDICATORS OF SUCCESS

- Decreased reliance on the City's General Fund for support of Senior programs or facility maintenance.

The Pasadena Model

The City of Pasadena does not provide senior programs to their senior population. Instead, the City leases a facility to a non-profit organization which provides senior programs and operates the Senior Center. This model allows for senior programs to be operated without City oversight and without the restrictions on the use of public funds that accompany City programs. This option has been discussed by the Committee and it has been determined that at the present time senior programs in Sierra Madre would not generate enough revenue to allow this model to be successful.

The Senior Programs Enterprise Fund

The Senior Community Commission and the Master Plan Committee have expressed a strong interest in earmarking all revenue generated by the Senior Center and senior programming to go back into senior facilities and programs. This can be done by establishment of an "enterprise fund" patterned after the City's ongoing Water and Sewer Enterprise Funds.

Under this form of government accounting, all maintenance, operational and staffing costs are determined, then a revenue stream is established which covers those expenses. The revenue stream in the case of senior programs would consist primarily of Senior Center rental fees and surcharges placed on all senior programs and activities. This form of accounting would clearly track all expenses and revenues and would ensure that senior programs are self sufficient, as enterprise funds cannot be "backfilled" or subsidized from other City funding sources.

This model has the benefit of having senior programs remain under the aegis of the city, and would not require the formation of a non-profit organization and a separate board of directors.

This option has also been discussed by the Committee and it has been determined that at the present time senior programs in Sierra Madre would not generate enough revenue to allow this model to be successful.

2007 Senior Master Plan Recommendations

- 1 RENOVATE HART MEMORIAL PARK HOUSE/SENIOR CENTER**
- 2 PROVIDE FULL-TIME CITY STAFFING FOR SENIOR CENTER**
- 3 IMPROVE AND MAXIMIZE EFFICIENCY OF TRANSIT PROGRAMS**
- 4 IMPROVE SENIOR AND HANDICAP SAFETY**
- 5 EXTEND SENIOR CENTER HOURS OF OPERATION**
- 6 IMPROVE COMMUNICATION FOR SENIORS**
- 7 IMPROVE EDUCATION AND RESOURCE AWARENESS FOR SENIORS**
- 8 DESIGN AND IMPLEMENT NEW PROGRAMS**
 - HEALTH
 - EDUCATION
 - RECREATION
 - SAFETY
 - ARTS
- 9 BROADEN APPEAL OF SENIOR CENTER AND SENIOR PROGRAMS**
- 10 IMPROVE SENIOR PROGRAM SUSTAINABILITY**

CHALLENGES AND INDICATORS OF SUCCESS

Challenges

- To secure funding for desired programs and facility improvements, and new facility construction.
- To find the physical space to implement programs or new facility construction.
- To maintain credibility and enthusiasm for the Senior Master Plan with Seniors and the community.
- To involve Seniors in the programs and activities outlined in the Master Plan.
- To devise appropriate programs and activities utilizing professional, private, or volunteer efforts as necessary and available.
- To maintain an effective and working Master Plan document, revising it to reflect the ever changing needs of the community.

Indicators of Success

- Increased participation by Seniors in City programs and activities. Enrollment in Seniors' classes and activities should be monitored by the Community & Personnel Services Department and reported to the Senior Community Commission.
- An increase in support from the community; i.e., the sharing of money, goods, time, expertise, business knowledge, or volunteerism.
- More organized programs to provide the community's mature adults opportunities to fulfill their needs.
- Analysis of evaluation forms, distributed on a regular basis, should determine whether the participants are satisfied with current programs.
- An annual review of the short term and long term goals by the Senior Community Commission will ensure that the community is achieving those goals.
- Better utilization of resources.

Appendices

- A. Community Survey of Mature Adults - List of sample survey and results
- B. List of results from the Community Workshops of August 12 and 23, 2006
- C. Job Description: Senior Services Coordinator
- D. Bibliography– resources used in development of the Senior Master Plan

Appendix A

MATURE ADULT SURVEY

Surveys collected: **146**

(Many of the surveys returned had questions left unanswered or answers un-checked. Totals for most of these answers/categories will therefore not add up to 146. Staff has tabulated the results and has transcribed written comments largely verbatim.)

AGE: - 55	<u>01</u>				
55-59	<u>112</u>	SEX: Male	<u>40</u>	INCOME: -\$20,000	<u>52</u>
60-69	<u>37</u>	Female	<u>93</u>	-\$50,000	<u>59</u>
70-79	<u>49</u>			Over \$50,000	<u>22</u>
80+	<u>45</u>				

DO YOU LIVE:

In your own home, Apt. or Condo **23** Alone **74** With others **51**

Retirement Community Alone **0** With **1**

Nursing Home or homebound **None** Other **None**

Other: **At rear of daughter's property - 2**

Storage center provides housing - 2

DO YOU HAVE CLOSE FRIENDS OR RELATIVES NEARBY TO ASSIST YOU?

Yes **115** No **26**

ARE YOU DISABLED? Yes **21** No **106** If yes, Mobility **9** Other **10**

DO YOU USE THE MEALS ON WHEELS PROGRAM? Yes **11** No **120**

WOULD YOU BE WILLING OR ABLE TO PAY A MODEST AMOUNT TO PARTICIPATE IN PROGRAMS? Yes **92** No **31**

DO YOU USE DIAL-A-RIDE? Yes **53** No **75**

DO YOU USE A TAXI SERVICE? Yes **20** No **90**
DO YOU USE YOUR OWN CAR? Yes **77** No **44**
DO YOU NEED DOOR-TO-DOOR TRANSPORTATION? Yes **23** No **93**

WOULD YOU BE INTERESTED IN VOLUNTEERING TO SERVE THE
COMMUNITY OR OTHER SENIORS? Yes **55** No **69**

How could you serve? Senior Center, with meals 2
 Phone service 6
 Patrol Park 3
 Anything 2
 Maybe later 3
 Visitation 3
 Don't know 4
 Watchman
 Polling place inspector
 Senior Center, with phone
 Meals on wheels
 Teach
 Grocery shopping
 Depends
 Driving
 Senior desk
 Greeter, player, supporter
 Typing
 City Hall, Police
 Assistance during the summer
 Lead Chi Gung
 What are the needs?

One respondent, who indicated they would not be interested in volunteering stated "Too old."

One respondent indicated that they currently teach computer at the library.

What do you consider the best way for communication of new and ongoing programs, services, and events for seniors to be aware that they are available and where to join in?

TV Channel 3	<u>78</u>
Monthly senior letter	<u>91</u>
E-mail	<u>31</u>
Weekly Newspaper	<u>85</u>
Wisteria Vine Quarterly magazine	<u>77</u>
Other:	<u>Senior Center</u>
	<u>Flyers</u>
	<u>Signs</u>

DO YOU PARTICIPATE IN SIERRA MADRE'S SENIOR PROGRAMS?

Yes 98 No 34

If not, why?

Lack of transportation – 4

Busy at Women's Club – 2

Busy – none I am interested in

Not enough time or energy

Already involved in community, church and club events, some of them in Arcadia

Lack of time, few choices, attend other city

Busy at Curves

Not interested in Bingo-what else is there?

Went to LA museum once

Too busy

Not much there

Involved in Arcadia's senior programs

Working

Not yet a senior

Too new and temporarily disabled

“I have in the past, but at present other projects preclude my participation.”

“At this point I do what I have to do.”

“Trips sometimes. I think you have wonderful programs. Sometimes I need a ride.”

“Not till the Last Offerings of Lloyd Wright Tour and the Arts Tour at the Huntington, but notice should come earlier – attending free concerts, lectures and exhibits in Pasadena.”

What new programs would engage your interest?

Exercise 5

Dancing

Things for men 2

Saturday bus service

Cards 2

Bingo

Trips 2

Travel

Global Investing

Day trips

Any program visiting different sites in Southern California

Travel-visit-would like to have non-walking trips

Crafts

Strength training with Claudia

Bridge 2

Light aerobics

Strength training

Crafts for needy seniors

A really good sewing class

Computer

“Do not want to be involved with people who continually talk about their aches and pains. I want to be around positive people. Also intelligent people.”

“Perhaps noon time speakers: doctors on subjects such as headaches, arthritis; more common issues, heart disease: and subjects on safety, security, in-home management, etc.”

“More senior travel opportunities – both local and long distance.”

OF THE FOLLOWING PROGRAMS THAT COULD BE OFFERED OR ARE BEING OFFERED TO SENIORS WHICH WOULD YOU BE MOST INTERESTED IN?

HEALTH SCREENING

Hearing: 48
Cholesterol: 69
Vision: 52
Podiatry: 44
Blood Pressure: 90
Other: Diabetes 2

CONTINUING EDUCATION

Computers: 37
Lectures: 35
Guest Speakers: 61
Memory Enhancement: 39
Other: Music 2
News
Music Appreciation
Singing
Playing Piano
Book Club
Classes-Externet, DSL
New Computers
Update computers
Workshops on Crafts
Workshops on Painting

PHYSICAL RECREATION ACTIVITIES

Dancing: 23
Aerobics: 62
Water Exercise: 53
Walking Program: 57
Shuffleboard: 65
Horseshoes: 39
Other: Ballet

Chair exercise

Any kind of exercise – 2

Bicycling

Hiking

Gardening

Strength training

Tai Chi – 2

Yoga

LEISURE ACTIVITIES

Bingo: **82**

Movies: **53**

TV: **16**

Cards: **28**

Puzzles: **36**

Trips: **114**

Other:

Theatre

Singing

Social Room/Chat room/Lounge – 8

Movies in Council Chambers

Walking

Classic Movies

Bridge - 2

Day Trips

Sing-a-long – 2

Going out to dinner

SENIOR ASSISTANCE

Yard Work: **21**

Setting out trash cans: **13**

Home Repairs: **30**

Tax Help: **27**

Shopping: **15**

Other:

Phone Assurance

Meals

Computer repairs

Cleaning outside windows

Housecleaning

ASSISTED LIVING

Household help: 17

Cleaning: 30

Cooking: 7

Other: Cleaning outside windows

If you have reliable people, I would be happy to pay for services.

“My wife recently died.”

TRANSPORTATION

- Only drive in Sierra Madre. Need to go to DMV for written driver’s test.
- Bus after 3 pm or weekends. I need a bus for Council Meetings and church at night.
- Accessibility for walking to the Library, Senior Center, Business Center, Churches. Better, wider, smoother sidewalks and transitions from sidewalks to street pavement. Better streets & safer crosswalks night and day.
- It is hard to figure out the bus schedule in Sierra Madre.
- I have rheumatoid arthritis. Sometimes I do need transportation.
- Several times when I have called Dial-a-Ride they were too busy to take me – even when I called the day before. I have needed them for doctors’ visits and had to make other, more difficult arrangements.
- I anticipate needing someone to drive my car and take me to various appointments and shopping (such as groceries.)
- To be able to get to doctors’ offices in Pasadena between 8 am and 6 pm – ability to reach the Huntington Library, Norton Simon in the afternoons or evenings for their lectures and exhibits – to go shopping at Trader Joe’s, Best Buy, Shopping Mall, etc.
- Getting to the doctor at a specific time of day – 3
- Belong to SCAN – they furnish taxi – shopping?
- No buses north of Sierra Madre Boulevard
- Doctors in Arcadia – Pasadena, grocery shopping – 2
- Daily bus – 9
- Direct service to the Gold Line – do not want to head east to Santa Anita to get to the Gold Line.
- Buses on Saturdays – 32
- Saturday shopping
- Grocery store – 2
- Post Office
- Senior Center
- Bank
- Ride to Gold Line

- Sunday bus – 7
- Doctors
- Later buses
- More bus hours – 2
- More days
- City bus schedule
- Six passenger van with lift for exclusive use by seniors
- Need Dial-A-Ride
- Taxi service (Low Cost)
- “I also use MTA”

OTHER SUGGESTIONS

- Excellent Questionnaire – short and inclusive
- Stop lights
- A copying machine – 2
- Meals on Wheels
- Ombudsman for Sierra Madre Seniors
- Computer whiz’s to help
- Access to detailed sub regional transit information
- Do something
- More stores
- Better stores
- More trips – Catalina, Indian Casinos, Laughlin
- Someone honest to do more or less yard work and some simple jobs such as changing lights.
- If the city is so broke why does the postage cost \$0.39? The “Senior Moments” and trip flyers could be left at the Senior Center, rec. Center, City hall, etc. If “Senior Moments” goes out at \$0.39 each, 300 of them sent every month = \$117. Arcadia has more money than Sierra Madre and their senior flyer is not sent to seniors. They pick them up at the Senior Center. No wonder we are broke.
- Could the Senior Master Plan Committee become involved in the Senior Housing that is being built in Sierra Madre. It is so frustrating trying to find out about it.
- Get the word out – a lot of seniors don’t take the newspaper (although if they can they should) be aware of things going on (seniors’ interest) in the surrounding areas.
- I love the Senior Center and tell all the people I see how wonderful it is. That place should be packed with Seniors.
- Since there is no supermarket in town, it would be nice to have a vehicle available to take seniors on scheduled shopping trips (once a week) to Albertsons or Ralphs; starting from senior Center and returning there where regular transportation would take them home.
- The worst situation is that there is not a grocery store in the City. We drive – imagine the seniors who don’t drive.
- Door to door transportation is better than the Round-a-Bout.

- Outdoor activities for active seniors; hiking or walking
- Trips that include walking (e.g. inner city historical trips)
- A monthly senior letter sent to our homes would guarantee better participation (only senior's homes)
- Local bus service (all streets, timed)
- Transportation

Appendix B

Senior Master Plan Community Workshop Results August 12, 2006 & August 23, 2006 Hart Memorial Park House

Senior Assistance

- Communication
- Community service hours (High School students) (3)
- Grocery Co-op
- Household help
- Yard work
- WIMAX or WIFI citywide – coordinate with Pasadena
- List of volunteer handymen
- Handyman estimates and services
- Need a way for seniors to be in touch with helpful persons needing part time work.
- New computers/DSL/Internet classes
- Phone trees
- Who to contact? Dust, mop, help at least 1-2 a week.
- Lawyer referral (once per month)
- Web casting and pod casting – delivered to home
- Educational courses
- Automated information – phone calls
- Conference calls to gather info and discuss problems
- Stored recorded discussions, dial in for missed sessions
- Help with taxes
- Help with Excel
- Hobby/skill directory resources
- Home alert systems
- Buddy program (hobby)
- Referral service
- Sign language
- Home assistance (heavy)
- Clothes mended (2)
- TTY-telephone
- Monthly birthday parties
- Speakers from UCLA, Counsel for the Aged, etc.
- Help estate planning (trusts, etc.)
- Better assistance on buses

Health and Safety

- Senior Database to be maintained at police department
- Senior ID card with medical information and emergency contact phone numbers
- Knox box program for emergency home access
- "Red Ball" program
- Telecommunications opportunities
- Medical alert program (2)
- Medical bracelets
- Defibrillators in all public buildings
- 911 ambulance service to Huntington
- Paramedics (2)
- Crossing guards (Teens serving community service hours)
- Ramp access requirements and standards for residences
- Eye exams and frequent tests
- Sidewalks citywide
- Electric scooter parking spaces
- Ordinances for making all facilities ADA accessible
- Instructions to caregivers "Bedpans to power chairs"
- County subsidy for seniors' cost of medical alert if on social security
- Place to call if a senior is worried about a problem-needing some help
- Canvass households that might need help
- "Senior sitters" for relief of caregivers
- Communication and awareness (Increased P.R.)
- The sewer system is antiquated and much of the piping needs to be replaced.
We have only been here one year and already there has been a sewer backup in our court.
- Disaster Awareness training
- Skin Cancer Awareness
- Home safety assessments
- More help for seniors that need it and consideration

Recreation and Leisure

- Exercise
- Swimming (3)
- Line dancing
- Tap dancing
- Swing dancing
- Drawing class
- Walking
- Shuffleboard (2)
- Educational programs

- Fitness center – with weights, treadmill (2)
- Intergenerational inclusive programs (2)
- Bocce ball
- Lawn bowling
- Photo shoots
- Sing a long
- Musical Theater
- Replace speeding sign at Municipal swimming pool
- Art appreciation
- Tai Chi
- Book Club (speaker phone for homebound) (2)
- Men's group
- Poker (2)
- Hiking (2)
- Walking (2)
- Walking trips
- Cycling
- Monthly birthday party
- Crafts
- Yoga
- Aerobics
- Games
- Sewing (2)
- Knitting
- Trips – look into men's interests
- Sports Night – football
- Sign language
- Elder hostel
- Great Western
- Montrose travel
- Horse shoes
- Strength building
- Chi gung
- League games –tennis, bowling, golf
- Recovery group discussions
- Holiday activities

Transportation

- Need 9-5 service (2)
- Need Saturday service (5)
- Need evening hour service, particularly for City Council and Commission meetings

- Need subsidized local taxi service for local trips and buses to conduct more regional trips 7 days a week
- Need more education and communication on programs (2)
- Two full-time drivers needed (2)
- Service is not on-time
- Additional bus route maps needed at Senior Center
- Dial-a-Ride needs to be more flexible in hours and destinations
- More frequent trips to the Gold Line are needed
- Stranded at the Gold Line – No phone – poor signage – better scheduling
- Weekend service, especially during special events
- Consider C.L.I.M.B. needs
- Bus availability was a factor in my decision to live here
- I like MTA and use 268 and 487 three times a week
- Keep Dial-a-Ride in Sierra Madre
- Dodge passenger van with handicapped lift for exclusive use by seniors
- Door to door cab service
- To and from Gold Line
- Transportation alternatives to go to Beantown, market, etc.
- Longer hours, better buses, trips for seniors
- Increase routes and time for increased flexibility and ease of use (2)
- People should be able to get an early ride on Dial-a-Ride as well as those going to the doctor's
- Transportation is good because it goes two miles out of town M-F
- Laidlaw is good because it provides reliable friendly drivers (2)
- Monthly education and trip run-throughs
- Transportation for shopping on weekends
- Taxi (2)
- Advertise transportation news to seniors more
- Need rides to Senior Commission meetings
- How to arrange ride while car is being serviced in Arcadia – or elsewhere – and then return to pick up car
- Rental electric scooters (Sacramento program model)

Appendix C

SENIOR COMMUNITY COMMISSION SENIOR MASTER PLAN 2007 UPDATE CITY DEPARTMENTAL QUESTIONNAIRE

As a part of the update for the Senior Master Plan, staff circulated a questionnaire to the heads of each of the City's operational departments regarding the programs and services that each city department offers specifically to seniors in the community. The responses to the questionnaire are as follows:

1. Does your department have mission statements, policies or procedures which relate to seniors which are used for policy making?

Department	
Development Services	No.
Administrative/Financial Services	No.
Fire Department	Yes
Police Department	The only policy we have related to seniors is an Elder Abuse policy designed to prevent, detect, and intervene in incidents of elder abuse.
Public Works	No.
Library Services	No.
Community Services	To ensure meeting the standard of <i>"Creating A Healthy Community through People, Parks and Programs"</i> the Department has established the following mission statement: "The Community and Personnel Services Department provides valuable resources to the community that decrease crime and increase property values. The Department strives to turn tax dollars and fees into fun, safe,

	<p>healthy and accessible family orientated programs and services for the community with excellent customer service.”</p> <p>While the mission statement does not specifically mention senior services, those services are considered an important aspect of “fun, safe, healthy and accessible family orientated programs and services for the community.” Senior-oriented services are indeed a significant part of the programming provided by the Community and Personnel Services Department.</p>
--	--

2. Does your Department have commissions/boards/committees whose recommendations affect seniors?

Department	
Development Services	The City's Planning Commission was an integral part of the review process for the City's Senior Housing Specific Plan.
Administrative/Financial Services	No.
Fire Department	Yes.
Police Department	No.
Public Works	Public Works Director serves as staff liaison to Senior Community Commission. This commission's primary purpose is to make recommendations effecting seniors.
Library Services	Library Board of Trustees adopts policies and planning documents, and approves budget requests.
Community Services	City Council Community Service Commission The City Council passes local governmental policies and establishes procedures that directly affect the participants of senior programs.

3. If your department has programs or services specifically for seniors, what is the budget for the specific programs? How many are served?

Department	
Development Services	Development Services does not have programs specifically for seniors.
Administrative/Financial Services	N/A
Fire Department	No.
Police Department	The Police Department is working to implement a Police-Postal Carrier Senior alert program.
Public Works	<p>Public Works does not have programs specifically for seniors. The department has, in the past, administered the City's Handyman Program, which provided home improvements for seniors. However, it must be noted that the Handyman program was not specifically for seniors; it is a program for low and ultra low income individuals.</p> <p>Public Works also provides janitorial service and maintains the Hart Memorial Park House (The Senior Center).</p>
Library Services Large Print (LP) Friends of the Sierra Madre Library (Friends) Travelers & Collectors (T&C) Computer Training Classes (Com Class)	<p>Expenditures FY 2005-06 Total GF & Friends = \$6,465 Subtotal GF =\$4,247 Subtotal GF = \$2,218 LP books - \$1868 (Friends) materials T&C programs - \$521 (GF) personnel Com Class. - \$2,912 (GF) personnel Book delivery - \$594 (GF) personnel</p> <p>General Fund costs <u>not</u> included are: <u>Personnel</u> for LP book selection, cataloging & processing; planning, scheduling & publicizing for the</p>

Library Services (continued)	<p>Travelers & Collector programs and Computer Training Classes. <u>Database services from OCLC</u> for cataloging LP books. <u>Office supplies</u> for book covers, labels etc. for the large print collection; photocopies of flyers and computer class materials. Overhead</p>																																		
Community Services	<p><u>Budget Expenditures – 2006-07</u></p> <table border="0"> <tr> <td>Personnel</td> <td style="text-align: right;">\$20,750.00</td> </tr> <tr> <td>Dial-a-ride &</td> <td style="text-align: right;">\$140,700.00</td> </tr> <tr> <td>Round-a-bout</td> <td style="text-align: right;">-</td> </tr> <tr> <td>MTA</td> <td style="text-align: right;">\$1,750.00</td> </tr> <tr> <td>Older American Reception</td> <td style="text-align: right;">\$500.00</td> </tr> <tr> <td>Senior Excursion -</td> <td style="text-align: right;">\$10,000.00</td> </tr> <tr> <td>Bus service</td> <td style="text-align: right;">\$11,500.00</td> </tr> <tr> <td>Special Department Expense</td> <td style="text-align: right;">\$ 3,000.00</td> </tr> <tr> <td>Influenza Clinic - (Co-sponsored by the Los Angeles Health Department)</td> <td style="text-align: right;">0</td> </tr> <tr> <td>55 Alive Mature Driving (Co-sponsored by the AARP)</td> <td style="text-align: right;">0</td> </tr> </table> <p><u>Service Statistics –</u></p> <table border="0"> <tr> <td>Dial-a-Ride</td> <td style="text-align: right;">1,973</td> </tr> <tr> <td>Round-a-bout</td> <td style="text-align: right;">513</td> </tr> <tr> <td>Gateway</td> <td style="text-align: right;">395</td> </tr> <tr> <td>Older American Reception</td> <td style="text-align: right;">130</td> </tr> <tr> <td>Senior Excursion</td> <td style="text-align: right;">226</td> </tr> <tr> <td>Influenza Clinic</td> <td style="text-align: right;">271</td> </tr> <tr> <td>55 Alive Mature Driving</td> <td style="text-align: right;">20</td> </tr> </table>	Personnel	\$20,750.00	Dial-a-ride &	\$140,700.00	Round-a-bout	-	MTA	\$1,750.00	Older American Reception	\$500.00	Senior Excursion -	\$10,000.00	Bus service	\$11,500.00	Special Department Expense	\$ 3,000.00	Influenza Clinic - (Co-sponsored by the Los Angeles Health Department)	0	55 Alive Mature Driving (Co-sponsored by the AARP)	0	Dial-a-Ride	1,973	Round-a-bout	513	Gateway	395	Older American Reception	130	Senior Excursion	226	Influenza Clinic	271	55 Alive Mature Driving	20
Personnel	\$20,750.00																																		
Dial-a-ride &	\$140,700.00																																		
Round-a-bout	-																																		
MTA	\$1,750.00																																		
Older American Reception	\$500.00																																		
Senior Excursion -	\$10,000.00																																		
Bus service	\$11,500.00																																		
Special Department Expense	\$ 3,000.00																																		
Influenza Clinic - (Co-sponsored by the Los Angeles Health Department)	0																																		
55 Alive Mature Driving (Co-sponsored by the AARP)	0																																		
Dial-a-Ride	1,973																																		
Round-a-bout	513																																		
Gateway	395																																		
Older American Reception	130																																		
Senior Excursion	226																																		
Influenza Clinic	271																																		
55 Alive Mature Driving	20																																		

4. How much money does your department spend each year on programs specifically geared towards seniors?

Department	
Development Services	None.
Administrative/Financial Services	None.
Fire Department	None.
Police Department	No funds budgeted.
Public Works	None.
Library Services	No.
Community Services	\$188,200.00

5. Are there procedures or methods in place to insure that programs are user friendly to seniors?

Department	
Development Services	No.
Administrative/Financial Services	No.
Fire Department	Yes.
Police Department	No.
Public Works	No.
Library Services	No.
Community Services	All programs and projects are advertised in the Wistaria Vine, Senior Moments newsletter, SMTV3, flyers, mailers, and press releases.

6. What City of Sierra Madre regulatory functions (zoning, licensing, permits, fees, etc.) exist in your department which have a direct impact on seniors and on the programs that service seniors?

Department	
Development Services	The Department coordinated the creation of the City's Senior Housing Specific Plan, processed it through the public hearing and plan check processes, and oversaw the acquisition of the land on which the project is currently being built.
Administrative/Financial Services	Cash Collections
Fire Department	Yes.
Police Department	See Police/Postal Carrier program.
Public Works	The department has limited regulatory functions (stormwater, tree protection) which indirectly impact seniors.
Library Services	Trustees can forward recommendations for increasing costs to seniors for programs.
Community Services	Fees for service; class and year round facility user fees. Dial-a-ride and round-a-about programs are subsidized. The Hart Park House is regularly checked by the Los Angeles County Health Department due to the Intervale Lunch Programs. City municipal code regarding park uses and hours, facility policies and program guidelines.

7. Are there partnership or collaboration efforts with other departments, governmental agencies, community agencies, etc., which assist your department in serving seniors?

Department	
Development Services	During the creation of the City's Senior Housing Specific Plan, Development Services worked with other City Departments, such as Public Works and Community Services. Also, development Services worked with other government agencies, such as HUD and LA County CDC on project funding issues.
Administrative/Financial Services	No.
Fire Department	No.
Police Department	No.
Public Works	The department has worked with LA County Community Development Commission on funding programs through the CDBG process. The department also works with community volunteers such as Boy Scouts and volunteer tradespeople to make facility improvements.
Library Services	Friends of the Sierra Madre Library annually fund expenditures for all large print and audio books, archives, and public programs including Travelers & Collectors and Computer Classes. Volunteers from the community teach the computer training classes.
Community Services	The department collaborates with the local volunteer organizations such as Los Angeles County Area on Aging, Los Angeles County Health Department, Kiwanis Club, AARP, Woman's Club, Huntington Memorial

Community Services (continued)	Hospital and the Arcadia Methodist Hospital for sponsorship of some of our programs. Our department also relies heavily on the support from the volunteer committees such as the annual Older American Reception and Influenza Clinic.
--------------------------------	--

8. Are there federal, state, county or local requirements (mandates) that affect the programs and services that your department offers seniors?

Department	
Development Services	The Senior Housing Project had to meet the requirements of a number of agencies other than just the City. For instance, since a portion of the project funding came from the California Housing Finance Agency (CHFA), construction has to meet all requirements set forth by CHFA.
Administrative/Financial Services	N/A
Fire Department	Yes. Elder Abuse reporting.
Police Department	No.
Public Works	The CDBG-funded Handyman Program, as well as CDBG funded computer training for seniors has been reduced to nothing through a myriad of limitations or qualifications upon the use of the funding source.
Library Services	No.
Community Services	There are mandates at all levels of government that may affect the transportation program, or any City program which the City Council or Administration may implement.

9. Are there any evaluation measures which your department has used to determine the impact of services and programs?

Department	
Development Services	No.
Administrative/Financial Services	No.
Fire Department	Yes. Quality Assurance, response time, etc.
Police Department	No.
Public Works	No.
Library Services	We annually review statistics for circulation of materials and program attendance.
Community Services	Surveys and evaluations are sent to all participants of senior programs such as the senior excursion, dial-a-ride, round-a-bout, and senior classes.

10. Are there unmet needs for seniors which your department could provide programs and services for if funds were available? If yes, what are these needs and what is an estimate of the costs of providing them?

Department	
Development Services	There is a need for more senior housing in Sierra Madre. However, the lack of undeveloped land presents a major problem for developing any new housing of any kind.
Administrative/Financial Services	No.
Fire Department	Yes. Grants for subscription program. Medical alarm/alert devices/provide for free smoke alarms and installation.
Police Department	No.

Public Works	Improvements to Hart Memorial Park House. Increased level of maintenance at Park House.
Library Services	Building and grounds need improving: 1. The library could host and present more programs for seniors if there was space – community room. (Travelers & Collectors programs were moved from the library because of safety and space.) 2. SMPL’s building doesn’t meet ADA. 3. Large print collection needs more space. 4. Handicapped parking. 5. Parking lot ingress and egress.
Community Services	Additional recreation classes, computer classes and health series. Additional transportation services within the community for seniors. Expand the Dial-a-Ride hours.

11. Are there any emerging opportunities, programs, or regulations which you foresee that will affect services for seniors?

Department	
Development Services	No.
Administrative/Financial Services	No.
Fire Department	No.
Police Department	No.
Public Works	Ever-emerging environmental regulations (NPDES/WDR-SSO) will not affect seniors directly; however the escalating costs of compliance with environmental regulations may divert funding from other City programs, including those affecting seniors.
Library Services	
Community Services	No.

12. Are there any recommendations or ideas that you would like to give the Senior Community Commission in their review of the 2006 Senior Master Plan.

Department	
Development Services	No.
Administrative/Financial Services	For all needs there should be an estimate of the associated cost.
Fire Department	No. Life safety studies from the NFPA have indicated Seniors are prone to die in fires due to the lack of smoke alarms or functioning smoke alarms. Continued grant or gift programs in which smoke alarms are distributed should be pursued. Further, existing informational programs regarding the renewal of batteries in smoke alarms should be targeted specifically toward Seniors.
Police Department	Consider providing a driving skills update course for seniors.
Public Works	Provide a specific list of facility needs and priorities regarding the Hart Park House.
Library Services	Local transportation to the library at night and on weekends.
Community Services	Classes that would involve seniors such as art, music, dance, knitting, painting classes.

Appendix D

CITY OF SIERRA MADRE

SENIOR SERVICES COORDINATOR

GENERAL STATEMENT OF JOB

Under the general supervision of the Community and Personnel Services Director direct, manage, supervise and coordinate the programs and services necessary to lead the Senior Services Division of the Community and Personnel Services Department. In a strong teamwork-orientated environment the Senior Services Coordinator provides responsible and complex leadership and administrative support to the Senior Services Division and oversees a wide range of programs and services to seniors to carry out the Department's mission. The Senior Services Coordinator will be committed to professional development and perform related duties as required.

REPORTS TO: Community and Personnel Services Director

THE DEPARTMENT:

The Community and Personnel Services Department is a valued resource to the community. It is the Department's goal to turn tax dollars and participant fees into fun and family orientated programs and services as well as administer and manage programs for the personnel of the City. In turn these services and programs decrease crime and increase property values, and provide healthy activities for users and quality employees for the City of Sierra Madre. Through the efforts of Department staff and volunteers, Community and Personnel Services has a reputation for meeting the ever-changing needs of the community. We create a healthy community through people, parks and programs. The Department offers a variety of facilities and programs for all ages. The Department operates the newly built Youth Activity Center, recently renovated Community Center, 6 parks, Hart Park House (Senior Center), Sierra Madre Aquatic Center; supports and coordinates the activities of the City's Community Services Commission, the Senior Community Commission, and the Community Arts Commission.

The Department also performs a variety of personnel duties including benefit administration; personnel file maintenance and security, employee recruitment and supervise personnel programs.

ESSENTIAL FUNCTIONS

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- Plan, organize, coordinate and oversee the Senior Services Division, including senior classes, programs and special events.

- Supervise volunteer and paid staff providing senior services.
- Coordinate the operation, uses and maintenance of the Hart Memorial Park House/Senior Center and other City facilities that may be utilized for seniors' programs.
- Coordinate senior programs with supporting agencies.
- Develop community knowledge and build partnerships and coalitions to serve seniors.
- Research trends and demographics. Assess community needs, project changes and resulting needs in order to plan strategically for the future.
- Manage, develop, implement and monitor a program budget and prudently allocate resources to accomplish program goals.
- Conduct research on new programming ideas, evaluate senior needs and recommend programs to meet those needs; recommend modifications to educational, recreational and social services, programs, policies and procedures as appropriate.
- Develop public relations materials for the marketing of programs and promotion of the benefits of programs to the participants and the community, including but not limited to flyers, press releases and preparation of the senior newsletter and community brochure.
- Assist with coordination of the development of grants, corporate sponsorships, donations and other fund raising programs to fund services and programs.
- Maintain a customer service philosophy and respond to citizen inquiries and resolve difficult or controversial issues. Train and supervise volunteers in customer service.
- Provide recommendations regarding senior-related facility needs and set priorities for facility development based on community input and staff analysis. Assist with coordination of capital improvement projects with the other departments, when necessary.
- Prepare and present verbal and written reports to City Council, Commissions, governmental agencies and community groups.
- Serve as staff liaison to the Senior Community Commission. Prepare agenda, minutes and reports.
- Implement and monitor the Senior Master Plan.
- Regularly update the Senior Resource Guide.
- Enforce City and Department policies, rules and regulations governing public safety, facility uses and quality service.
- Other duties as assigned.

KNOWLEDGE AND SKILLS

- Knowledge of current theories, principles and practices common to the field of recreation administration or general administration with an emphasis on seniors.
- Budgeting and personnel management as generally practiced in the public sector.
- Principles of management, employee motivation and team building.

- Skills in resource development to garner grants, donations, sponsorships and in-kind services for programs.
- Ability to “multitask” to handle competing priorities and demands.
- Ability to facilitate employee and community groups to work effectively and collaboratively.
- Technological literacy in computer applications for park and recreation service delivery including but not limited to MS Word, MS Excel, Powerpoint, etc.
- Skills in monitoring program results and demonstrating outcomes both qualitatively and quantitatively.
- Political acumen and community relations ability to build partnerships and advocacy for the Department.
- Principles and practices applying to contract development and administration.
- Research and survey techniques including data collection methodologies and statistics.
- Familiarity with federal, state and local laws, codes and regulations that are pertinent to the management and operation of recreation programs and facilities, especially as they relate to seniors.
- Verbal and written communication skills to develop reports, grants, evaluations and other material as appropriate

QUALIFICATIONS

Applicants must work well with the public and possess good organizational skills. Communicate effectively both orally and in writing to coworkers, the public, and administration. Develop and maintain positive relationships and customer service program. Knowledge of methods, practices and techniques in planning, developing, implementing and evaluating the delivery of recreation services to a community. Develop, implement and monitor revenue generating program budgets. Progressive, enthusiastic and team orientation a must. Individual must be self-motivated.

A BA/BS degree in Recreation, Public Administration or equivalent or at least three years of related field leadership experience in recreation, senior services or a related field. Related experience should include one year of supervision or any equivalent of training and experience which provides the required skills, knowledge and abilities. All applicants must possess a current American Red Cross certificate in Community First Aid and Safety or obtain by time of employment. Availability to work occasional evenings, weekends, and holidays when needed.

LICENSE REQUIREMENTS – Possession of a valid Class C California driver’s license. Must have or obtain valid American Red Cross CPR/First Aid and Class B California driver’s license within 3 months of employment.

KNOWLEDGE & ABILITIES REQUIRED TO PERFORM ESSENTIAL JOB FUNCTIONS

Language Ability and Interpersonal Communication:

- Ability to prepare reports, correspondence and memos using prescribed format;
- Ability to prepare performance evaluations, financial reports and tax letters using prescribed format and conforming to all rules of punctuation, grammar, diction and style;
- Ability to communicate effectively with community groups, staff, supervisors, city administrators, and other agencies orally and in writing.

Physical Requirements:

- Ability to operate a copier, fax machine, calculator and an automobile;
- Ability to use a variety of clerical supplies and forms;
- Ability to coordinate eyes, hands, and fingers in typing and participating in activities;
- Ability to exert light to moderate physical effort;
- Ability to exert sufficient force to lift, carry push, pull or otherwise move objects, carrying film equipment or other special event supplies.

Supervisory Responsibilities:

- Ability to assign, review, plan and coordinate the work of other employees and volunteers;
- Ability to provide instruction and guidance to staff;
- Ability to assess the work of employees and write performance appraisals;
- Ability to promote staff development and motivation;
- Ability to analyze problems that arise in the areas under supervision and recommend solutions.

Mathematical Ability:

- Ability to add, subtract, multiply and divide.

Judgment and Situational Reasoning Ability:

- Ability to apply common sense understanding to perform semi-repetitive tasks such as typing;
- Ability to apply principals of influence systems such as supervising and instructing;
- Ability to use independent judgment in fairly non-routine situations, such as planning and implementing special events.

Environmental Adaptability:

- Ability to work in an office and in an outdoor environment, subject to heat and cold, dust or noise.

<p>The City of Sierra Madre is an Equal Opportunity Employer. In compliance with the Americans With Disabilities Act, the City of Sierra Madre will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective employees and incumbents</p>

to discuss potential accommodations with the employer

This Job Description has been prepared for the City of Sierra Madre for using in planning, staffing, budgeting and/or evaluation of employees. It also provides employees with guide to the duties they are expected to effectively perform in the course of their employment with the City of Sierra Madre.

I have read the Job Description and believe that it does accurately define the job.

Date

Employee Signature

Date

Dept. Head/Supervisor

Updated: January 1, 2007

Appendix E 2006 Senior Center Resource Manual - Contents

General Information

Elder Abuse

Community Resources

Alcohol and drugs

Animals

Cemetery

Churches

City services

 Utilities

Clubs and organizations

Miscellaneous Clubs and Organizations

Information and help lines

Language/Cultural Resources

Libraries

Newspapers

Parks

Recreation/Education

Youth

Counseling services

Counseling

Support Groups

Hotlines

Employment Assistance

Food Meals

Emergency Food

Food Stamps

Home Delivered Meals

Government

City Committees/Commissions

Governmental Numbers

 State

 Federal

Healthcare

Hospitals and nursing facilities

Skilled nursing facilities/Convalescent homes

Adult day care

Dental

Free/Low cost health screening

Hearing

Lifeline

Miscellaneous

Victims assistance
Welfare/financial assistance

Home Care/Home health care agencies

Friendly Visitation/telephone reassurance
Hospice
Medical equipment

Homes and housing

Shared Housing (Share-a-home)
Help locating a facility
Emergency housing
Life Care Homes
Low income housing
Residential Care/Board and care facilities
Tax relief for homeowners or renters

Legal services/issues

Medicare/Medi-Cal

Senior Centers/organizations

Senior citizens
Human services agencies and senior services
Senior Organizations/Senior Centers

Social Security

Transportation

Veterans