

Action and Evaluation Plan for York County, Pennsylvania

AARP Network of Age-Friendly States and Communities

July 12, 2021

Enrolled in 2020

Submitted by:

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28 E. Market Street, York, PA 17401

February 3, 2020

Mr. William Armbruster
Senior Advisor, AARP Livable Communities

Dear Mr. Armbruster,

York County Community Foundation's Embracing Aging has been priming our community on changing attitudes on aging for years. They work collectively with a variety of community leaders and older adults, on solutions that help everyone thrive as they age. We're delighted they want to enter AARP's Livable Communities age-friendly network to help them further advance this work and look forward to York County earning its spot among other communities focusing on becoming great places to grow up and grow old.

Their Embracing Aging initiative helps all York Countians learn about the importance of creating a community that works for people age 8 – 80. Whether making presentations about ageism and its impact, convening the county's planners and municipal representatives around improving quality housing options, or hosting educational sessions to help people proactively plan for where and how they want to age within their community, Embracing Aging advocates for our community to be considerate of and accessible to the needs and wants of older adults.

The York County Commissioners recognizes the importance of assuring all ages can have the best quality of life in York County.

Thirty-six percent of York Countians are age 55 and older; 16% of them are age 65 and older. Those 55+ hold over 13,500 York County jobs and contribute almost 1 billion dollars to our local economy. They are the financial drivers behind local arts, cultural and social nonprofits, and offer years of valuable experiences as consumers, civic leaders, historians, employees, volunteers, parents/grandparents, all of which make York County a better community. It's important that York County, offers them options to help them continue to be engaged in our community.

We also know some of our older residents face challenges. 36% of York Countians age 65+ struggle to meet their basic needs, meaning they are forced to make difficult choices among necessities such as nutritious foods, prescription medications, or adequate heating/cooling. Two-thirds of York County municipalities don't have ordinances to address senior housing that can help older people stay in their home/community, such as accessory dwelling units or home sharing. This is why we're excited about the

partnership between York County Planning Commission and Embracing Aging to increase quality housing options, whether modified or new, that align with what older York Countians want and need.

York County Community Foundation plays a key role in finding solutions for important community issues that include people of all ages and diversity across a variety of sectors in the work they do to create a vibrant York County.

Should you need any further information in support of York County Community Foundation, please feel free to contact me directly at JLWheeler@yorkcountypa.gov or 717-771-9301.

Yours in service,



Julie Wheeler, President

Executive Summary

York County Community Foundation, York, PA received funding from a donor who wanted community residents to have the best quality of life possible as they aged. A study was commissioned to determine the best way to carry on this legacy. The Embracing Aging initiative launched in fall 2013 with the release of a report that identified areas of opportunity for York County to become more age friendly. We formed committees to address the issues of attitudes around aging, community engagement, housing, health and wellbeing, and transportation and walkability.

In the first year of our launch, Embracing Aging was one of six communities chosen to participate in the National Association of Area Agencies on Aging's (n4a) Livable Communities Collaborative in fall 2013 through fall 2014, and was featured in n4a's national report, *Making Your Community Work For All Ages: What's Working*, released in May 2015 ([link](#)).

At the invitation of Chairman Susan Collins and Ranking Member Robert Casey, Embracing Aging's director was one of four witnesses selected to present testimony at the United States Senate Special Committee on Aging hearing – *Aging with Community: Building Connections that Last a Lifetime* in May 2017 ([link](#)).

Because Embracing Aging launched around the same time as AARP's Network of Age-Friendly States and Communities did, we did not join the network initially. Starting an initiative to change culture on how people perceive aging from scratch is no easy feat. Combine that with the stigma around aging, we felt we needed to take time to get our footing, establish our priorities, learn from the n4a collaborative, and, most important, prime the community to ensure we are in the best position to create impactful change.

David Kalinoski, Associate State Director – AARP Pennsylvania, has been engaged with Embracing Aging since its launch. He's a great asset to our community and EA's work. We've partnered on several initiatives and through David, had the opportunity to engage with professionals within AARP's Livable Communities team and network. This included attending AARP Livable Communities conferences and a Team Better Block installation project.

In 2020, we determined it is time for York County to join the network. We are excited to learn alongside other communities throughout the nation, share expertise, and receive technical assistance to help us in this work.

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Community Profile

York County is in South Central Pennsylvania, about 60 minutes north of Baltimore and 40 minutes south of Harrisburg. The county's roots are Pennsylvania Dutch and it retains some of that culture's community-minded focus. In 2020, York County was home to approximately 451,000 people.

Its 910 square miles contain 72 boroughs and townships and York City, each with its own municipal government and taxing authority. It is comprised of 16 separate school districts, each with its own school board. The county includes a strong agricultural community, and its eastern border is flanked by the Susquehanna River.

For decades, York County's primary industry has been manufacturing. In 2015, roughly 24% of the population has a Bachelor's degree or higher. As manufacturing has declined, we have been slow to diversify into other well-paying industries and to grow the kind of workforce that would attract such industries.

In 2018, 32% of households in York County (and 64% of households in York City) were living below the ALICE Threshold. ALICE households earn more than the Federal Poverty level, but less than the basic cost of living for the state. The "ALICE Threshold" is based on the "Household Survival Budget," a measure that estimates the minimal cost of six basic household necessities – housing, childcare, food, transportation, health care, and a basic smartphone plan.

According to the 2019 Census, almost 89% of York County residents are white, 7% are Black and 8% are Hispanic or Latino. In contrast, York City, whose population is approximately 44,000, is home to 58% white, 27% Black, and 34% Hispanic or Latino residents.

Per a 2019 study from York County Economic Alliance, 60% of Black workers in York County earn a living wage compared to 70% of white workers. Only 12% of Hispanic or Latino workers make a living wage in York County. Workers who are not Hispanic or Latino are nearly 6x more likely to have a living wage job.

York County's Older Adults

Older people are significant contributors to York's economy. Almost 40% of the county's population is age 50 and older. Per a 2016 YorkCounts Study conducted by York County Community Foundation, we know the following data on our older adults.

Seventeen percent (17%) are age 65 and older and 2% are age 85 and older. Of the 73,119 people age 65 and older, 17% are employed. If we removed age 55+ employees from York County's workforce mix, 13,421 jobs would be vacant. Almost \$1 billion dollars (\$939,045,895) would be removed from the economy without the 55+ employed population. Retail, healthcare, and restaurants would be the most affected industries if those dollars were not available in the community.

Despite the healthy numbers of employed older adults, roughly one-third struggle to meet their basic needs. The Elder Index measures how much income a retired older adult requires to meet his or her basic needs. The Elder Economic Security Standard™ Index (Elder Index) is maintained in partnership with the National Council on Aging (NCOA). Basic needs do not include extras such as vacations, entertainment, electronics, gifts, or meals out. As a result, those living below this level may be forced to make difficult choices among basic needs such as nutritious foods, prescription medications, or adequate heating or cooling.

Based on the above, more and more older York Countians are finding it difficult to pay their property taxes. Of the 73,119 people age 65 and older, 23% live alone. Thirty-four percent (34%) of those living in housing units occupied by people age 65 and older are paying more than 30% of their income toward housing costs. Nine percent (9%) of people age 65 and older have annual income below the poverty level. An additional 26% of 65 and older single and couple person households have income above the poverty level but below the Elder Index.

Introduction to the Plan

Located in York, Pennsylvania, York County Community Foundation (YCCF) is a 60-year-old organization that works to create a vibrant York County by engaging donors, providing community leadership, and investing in high-impact initiatives while building endowment for future generations.

At 12/31/20 our total assets were \$178 million, and we awarded \$7.2 million in grants and distributions to charitable agencies.

As a charitable organization we're passionate about creating a vibrant York County where everyone can thrive.

One way we do this is by carrying on the legacy of donor Anna Gardner, who over 100 years ago gifted her estate to ensure our residents can have the best quality of life possible as we age. Her gift supports YCCF's Embracing Aging initiative that focuses on creating a York County that is welcoming, equitable, inclusive, and respectful of all ages.

This includes:

- Encouraging policy changes that improve accessibility and broaden options on how and where you live
- Connecting you with information, resources, tools, offers and guidance to help plan for or change your aging experience
- Addressing negative thinking about aging, which damages your sense of self, shortens your lifespan and limits your opportunities to do the things you need and desire

The Embracing Aging agenda began in early 2013 with the appointment of a local advisory committee composed of public, private, and nonprofit representatives and older adults from throughout York County. That committee hired Partners for Livable Communities, an

organization specializing in creating age-friendly communities, to conduct focus groups and provide a thorough study of important organizational reports, including the 2012 York County Area Agency on Aging Consumer survey. This led to the release of the Embracing Aging Study in fall 2013.

Also in fall 2013, York County applied for and was selected as one of six communities across the United States to be part of the National Association of Area Agencies on Aging's (n4a) Livable Communities Collaborative funded by MetLife Foundation, which ran October 2013 – September 2014. As part of this collaborative, Embracing Aging, along with representatives from the other five selected communities, participated in monthly conference calls, webinars, and trainings to assist us in our age-friendly work.

The Managing Director of Embracing Aging was hired on February 24, 2014. This position is dedicated to leading the initiative and is supported by other YCCF staff.

Focus group participants and community stakeholders from multiple sectors joined committees related to the following focus areas to develop and advocate for solutions.

1. Attitudes around aging
Improving attitudes about one's own aging and older adults; eliminating ageism; celebrating the positive aspects of aging; and encouraging intergenerational learning.
2. Community engagement
Increasing awareness of programs and services available to older adults; improving user-friendliness in obtaining information; addressing isolation of older adults; and providing opportunities for older adults to engage with other people in the areas of lifelong learning, arts and cultural, volunteer, employment, and "just for fun" events.
3. Health and wellbeing
Improving access to and consumption of healthy foods for older adults; promoting physical activity; strengthening cognitive brain functions; and improving care giving of older adults.
4. Housing
Helping older adults remain independent and in their homes; and introducing creative alternatives for available, affordable, and quality housing when they want to move.
5. Ways to get from one place to another (transportation)
Providing safe, reliable and flexible ways for older adults to get from one place to another; and addressing current transportation challenges facing older adults.

Committee members adopted the following **Guiding Principles** for our work:

1. Every older adult deserves to be treated with respect and should be able to age with the dignity and security he or she chooses.
2. How one embraces his/her own aging is a personal choice. There's no right or wrong way.
3. People of all ages face joys and challenges. We are intentional in ensuring our work considers the value of experiences across the lifespan.
4. No two older adults are the same; their needs vary regardless of their income level, geographic location, abilities, support system, interests, background/culture, language, etc. We'll refrain from making assumptions and only thinking of "one size fits all" solutions.

Committee members adopted the following **Framework** for developing and implementing solutions:

1. Engage older adults as a resource.
2. Focus on systemic and sustainable change.
3. Build on the best of what exists and use best practices as appropriate.

With seven years of varying successes and challenges behind us in our work to change culture around how aging is perceived, Embracing Aging continues to navigate our unique role in creating an age-friendly community with a \$7 million gift.

We have reorganized our structure and refined our processes and strategies based on what worked and didn't work since our launch. Our toolkit of lessons learned are applied to our work in improving attitudes on aging and reducing barriers to aging well. The constant in our work are the Guiding Principles and Framework.

Embracing Aging's work is organized around two goals; each goal has three outcomes designed to make York County more age friendly.

Goal 1 – Improve attitudes on aging

The outcomes for this goal are:

1. Negative thinking of aging is disrupted; ageism reduced
2. Increased understanding and caring about older adults' needs/wants
3. Enhanced quality of life for older people

Goal 2 – Reduce barriers to aging well

The outcomes for this goal are:

1. Decisions are considerate of the needs/wants of older adults

2. Increased number of age-friendly physical environments, with emphasis on adapted and new quality housing options
3. Older people are prepared to age in community

How the Plan Was Developed

Older people, and community stakeholders from various sectors including those outside traditional aging service providers, have been engaged in Embracing Aging since its launch.

Examples of this include:

- Serving on EA’s Steering Committee to advise EA strategies
- Leading and/or participating in focus groups
- Leading and/or serving on EA topic specific committees (e.g. housing, transportation, etc.)
- Participating in community-wide coalitions
- Developing and/or presenting EA programs (e.g. ageism training, aging in place sessions, etc.)
- Chairing and/or volunteering at EA events (e.g. Re-Discover York)
- Conducting age-friendly audits
- Assisting with research (e.g. Quantifying the Economic Benefits of Older Adults in York County)
- Reviewing and scoring grant applications
- Applying age-friendly guidelines for communications
- Participating in EA specific campaigns, including a campaign to address what term should we use to name an aging adult

Along with Embracing Aging led strategies and tactics, YCCF sits at the tables of various community led initiatives. Our team ensures age-inclusive thinking is applied to work in other focus areas, such as downtown revitalization, workforce development, racial equity, economic development.

In addition to specific invitations to the above-mentioned stakeholders about this plan, Embracing Aging wrote an op-ed, which ran in the local newspaper, was distributed to Embracing Aging’s 1,500-person e-news list, referenced on EA’s Facebook page, and posted as a blog on EA’s website.

As part of these communication pieces, we encouraged stakeholders and older adults to reach out to us with their ideas or willingness to volunteer. We want as many people as possible to know about this unique and exciting opportunity for York County to work together to make real change for all residents.

As a result, York County’s Action and Evaluation Plan includes both goals from Embracing Aging led initiatives and goals from community partner led initiatives related to The Eight Domains of Livability. Our plan is for July 2021 – 2024.

This is a living document. We recognize that there are many more community partners doing great things to promote livability. As such, we anticipate more goals and collaborative initiatives surfacing, which will be added to the plan as appropriate.

Managing the Plan

York County Community Foundation's Managing Director of Embracing Aging is managing the plan.

With over 30 years' experience as a strategic thinker, facilitator, and innovative problem-solver in both for-profit and nonprofit settings, Cathy works with community stakeholders to improve how people experience aging in York County by:

- Changing the way people think about aging,
- Making people aware of ageism and its impact, and
- Ensuring the community is considerate of, and accessible to, the needs and wants of older people.

Cathy has specialized training in human-centered design/design thinking, collective impact, facilitative leadership for social change, strategic planning, grantmaking, project and performance management, diversity education, re-engineering business processes across the entire supply chain, and WOW customer service.

In addition to posting [York County's Action and Evaluation Plan](#) on York County Community Foundation's website, we will periodically provide updates to the community about the status of the goals and opportunities via virtual and in-person meetings, written communications in local media, interviews and community presentations, social media, and e-newsletters.

Annually, we will meet with community representatives and older adults about the plan and adjust goals accordingly.

Action Plan

HOUSING

DOMAIN: HOUSING	
Goal:	Increase awareness of the benefits and costs of using features of Universal Design in new and modified housing to create dwellings where older residents can age safely and independently for as long as possible without major renovations; while maintaining homes' typical, appealing design.
Lead:	AARP-PA
Key Activities:	<p>July/Aug 2021: Host a webinar to introduce and influence municipal officials to adopt age-friendly, universal design features into their zoning codes</p> <p>Oct/Nov 2021: Conduct an advanced webinar on the subject of age friendly, affordable, accessible universal homes with multiple audience stakeholders, including builders and developers.</p> <p>2022: Work with partners to apply learning from webinars</p>
Baseline Metric:	Universal design principles are non-existent in any current municipal building code.
Target Metric:	<p>2022:</p> <ul style="list-style-type: none"> At least two municipalities in York County incorporate universal design principles into their municipal codes. At least one builder/developer/remodeler commits to introduce universal design into future work plans

DOMAIN: HOUSING	
Goal:	Increase in the variety of quality and affordable housing options that align with the needs and wants of York County's older adults.
Lead:	York County Planning Commission
Key Activities:	<p>July 2021 – Dec 2024:</p> <ul style="list-style-type: none"> Populate and/or update Senior Housing partnership website Promote the 72 municipal profiles with realtors, developers, and municipal officials to increase awareness of older adult population's needs Partner with Local Government Advisory Committee to develop a communications network to regularly promote age-friendly development Meet with municipal officials to adopt more senior friendly ordinance language for housing; monitor and encourage more age-friendly type developments

	<ul style="list-style-type: none"> Work closely with affordable housing developers to promote rehabilitation and new construction of affordable rental and homeownership opportunities
Baseline Metric:	# of municipalities* adopting senior friendly ordinance language <i>*Each municipality in York County is governed by its officials and they provide leadership and guidance as to how that municipality moves forward.</i>
Target Metric:	Dec 2024: 4 new municipalities adopting senior friendly ordinance language

DOMAIN: HOUSING	
Goal:	Increase residents' awareness about planning for where and how they want to live as they age, especially when they need assistance with activities of daily living.
Lead:	Affordable Housing Advocates
Key Activities:	<p>July 2021: Provide input to York County Community Foundation's new resource designed to help people plan for their aging experience</p> <p>Aug-Sept 2021: Partner with Embracing Aging to create presentation about the things to consider for people to maximize their aging experience</p> <p>Oct-Dec 2021: Partner with Embracing Aging to host presentations at older adult residencies and facilitate group discussions</p> <p>Jan 2022: Evaluate and determine next steps, including connecting residents who are interested with the county's new resource to provide them with information and opportunities aligned with their needs and wants</p>
Baseline Metric:	% of residents planning for where and how they want to live as they age
Target Metric:	2022: 25% of residents have taken some action in planning

DOMAIN: HOUSING	
Goal:	Maintain safe and age-friendly affordable housing for low income older adults in York County.
Lead:	Servants, Inc. – Home Helps Program
Key Activities:	<p>Jan 2022 – Dec 2024:</p> <ul style="list-style-type: none"> Maximize outreach of service to older adult homeowners living in unsafe homes Increase operational capacity to align with the community need Recruit new volunteers and maintain existing volunteers to conduct home repairs
Baseline Metric:	# of homes repaired or modified in the 3 year period

Target Metric:	Dec 2024: 400 homes
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DOMAIN: HOUSING	
Goal:	Increase the social participation of residents participating in activities that help each thrive in the place they call home, by engaging community partners.
Lead:	Normandie Ridge Senior Living Community
Key Activities:	<p>Jan 2022 – Dec 2023:</p> <ul style="list-style-type: none"> • Add a new recreational outdoor area to include pickle ball and invite York College Recreational Therapy students to engage and learn from seniors • Fully open the ‘Cottage Place’ Art Studio and invite guest artists from the community to teach classes and showcase work • Develop a walking program for Happy Trails with West Manchester Township to encourage walkers by suggesting a walking partner • Combine woodworking and art studio skills to build nature friendly bird houses • Create a monthly natural environment series June – October for birdwatchers and nature enthusiasts with the York Audubon Society • Continue partnership with local Scout troupes to combine talents with senior leaders to build enhancements for the campus • Build a partnership with The Appell Center for the Performing Arts to bring residents to performances year round • Reinstigate a guest lecture series from within Normandie Ridge and outside to encourage continued learning – on and off campus • Investigate a life-long learning source in York County and bring to Normandie Ridge • Invite individuals to philanthropically support programs that inspire and excite
Baseline Metric:	Jan 2022: Survey residents to create a baseline %.
Target Metric:	Dec 2023: 10% increase in residents participating in onsite activities

OUTDOOR SPACES AND BUILDINGS

DOMAIN: OUTDOOR SPACES AND BUILDINGS	
Goal:	Develop a shared vision for advancing age-friendly parks and public spaces in York County.
Lead:	AARP-PA
Key Activities:	<p>July 2021: Host an 8 80 Cities webinar with key stakeholders to establish a long-term vision for parks and public spaces in York County through asset mapping</p> <p>August 2021: Host a follow-up webinar with 8 80 Cities to identify pilot programs for park space activation, helping to inform York City's Comprehensive Plan</p>
Baseline Metric:	12 York City parks, some of which have limited activation
Target Metric:	Activate at least two of the 12 York City parks

DOMAIN: OUTDOOR SPACES AND BUILDINGS	
Goal:	Increase the ability of York County's resident to age in place through the York County Trail Towns program.
Lead:	York County Economic Alliance
Key Activities:	<p>July 2021 and ongoing: Increase the total number of small businesses and services available in the seven York County Trail Towns: York City, Seven Valleys, Glen Rock, Railroad, New Freedom, Hanover, Wrightsville</p> <p>July 2021 –Dec 2023:</p> <ul style="list-style-type: none"> • Improve bicycle and pedestrian infrastructure identified in the Trail Towns strategic plan: improved trail crossings, ADA-compliant paths connecting trail to amenities, improved multi language signage, enhanced lighting, bike parking and storage • Promote age-friendly principles to Trail Towns businesses via the educational opportunities through the Trail-Friendly Business program
Baseline Metric:	Qualitative survey of Trail Town stakeholders and trail users identified existing strengths and opportunities
Target Metric:	Completion of projects and program by Q4 2023; increase use by residents on the rail trail along the Trail Town communities over the age of 50

TRANSPORTATION

DOMAIN:	TRANSPORTATION
Goal:	Increase in older adults' accessibility to do the things they need and want.
Lead:	rabbittransit D/B/A York County Transportation Authority
Key Activities:	<p>July 2021–May 2023:</p> <ul style="list-style-type: none"> • Conduct Social Media Marketing push aimed at increasing program awareness and to attract new senior riders • Conduct 5-10 outreach events to distribute Senior Shared Ride program information • Conduct 5-10 presentations covering the Senior Shared Ride Program • Utilize the rabbitCARES partnership to distribute applications and Senior Shared Ride Program information and receive commitment from 5-10 partners <p>June-July 2023:</p> <ul style="list-style-type: none"> • Compile report of results and determine next steps
Baseline Metric:	16.2% of York County individuals age 65 and older are registered to ride paratransit service
Target Metric:	May 2023: 20% of York County individuals are registered

COMMUNICATION AND INFORMATION

DOMAIN:	COMMUNICATION AND INFORMATION
Goal:	Increase in people living more easily in their homes and communities as they age.
Lead:	York County Community Foundation's Embracing Aging
Key Activities:	<p>Jan 2022: Launch new online platform and interactive service designed to provide important guidance, resources, information, and opportunities to reimagine aging</p> <p>Feb-Dec 2022: Foster relationships with community partners and residents to provide information and inspiration through planning services, resource center, events, and exclusive offers based on what matters most to them as they age</p>
Baseline Metric:	<ul style="list-style-type: none"> • # of individuals answering 7 question quiz to indicate what matters most to them as they age • # of people actively engaging in online platform and interactive service • Resource website analytics • Results of service surveys
Target Metric:	Dec 2022: Capture data for baseline metrics and set 2023 targets

DOMAIN: COMMUNICATION AND INFORMATION	
Goal:	Increase in advance care planning (ACP) documents being completed.
Lead:	Your Life Your Wishes (YLYW), sponsored by Hospice & Community Care
Key Activities:	<p>Jan-March 2021: Relaunch YLYW committee under new sponsor, Hospice & Community Care</p> <p>April/May 2021: Identify committee priorities and communication strategies</p> <p>June-Dec 2022: Plan, host and evaluate education sessions to build awareness about the importance and benefits of ACP</p> <p>June-Dec 2022: Plan, host and evaluate intergenerational Death Cafes designed to address stigma about death and encourage cross-generational dialogue</p>
Baseline Metric:	<ul style="list-style-type: none"> • 1 Education Session per year • 4 Death Cafes per year
Target Metric:	<p>Dec 2022:</p> <ul style="list-style-type: none"> • 25% increase in Education Sessions • 50% increase in Death Cafes

DOMAIN: COMMUNICATION AND INFORMATION	
Goal:	Increase technology competencies among older adults in York County.
Lead:	York County Libraries
Key Activities:	<p>June 2021: Market and promote the start of the Tech Time program to community</p> <p>July 2021: Tech Time Specialists visits will be held in-library at each of our 13 facilities monthly.</p> <p>August 2021: Begin promotional partnership outreach</p> <p>Ongoing:</p> <ul style="list-style-type: none"> • Communicate Tech Time locations, dates and times, as well as types of help available • Seek additional promotional partnerships • Prioritize collection of age demographics
Baseline Metric:	35 older adults per month have increased technology competencies
Target Metric:	50 older adults per month

DOMAIN: COMMUNICATION AND INFORMATION	
Goal:	Increase awareness of York County's age-friendly plan goals, metrics, and progress.
Lead:	Seniors BlueBook of South Central PA

Key Activities:	<p>Fall 2021 - Fall 2022:</p> <ul style="list-style-type: none"> • Publish infographics with stats or articles related to York County’s age-friendly plan in printed Seniors Bluebook or on Seniors Bluebook website • Connect other counties who have questions about the plan with York County contacts to help increase age-friendliness in their communities <p>Jan 2023:</p> <ul style="list-style-type: none"> • Evaluate support of York County’s age-friendly plan and identify priorities for 2023
Baseline Metric:	<ul style="list-style-type: none"> • # of infographics or articles related to York County’s age-friendly plan • Commitment to connect other counties to York County contacts within 72 hours of request
Target Metric:	<p>2022:</p> <ul style="list-style-type: none"> • 2 published infographics • 100% contacts connected within 72 hours

CIVIC PARTICIPATION AND EMPLOYMENT

DOMAIN:	CIVIC PARTICIPATION AND EMPLOYMENT
Goal:	Increase in % of York County Economic Alliance employees age 50 and older.
Lead:	York County Economic Alliance
Key Activities:	<p>July–Dec 2021: Review HR and hiring process to ensure age-friendly policies are in place</p> <p>July–Dec 2021: Identify most impactful means to disseminate job opportunities to potential employees age 50 and over, as part of future searches</p> <p>July 2021 and ongoing: Continue to enhance hybrid work environment (virtual and in-person) to provide flexibility to employees providing childcare (and grandchild care) or caring for an older relative</p>
Baseline Metric:	20% of existing YCEA employees are age 50 and older
Target Metric:	Dec 2024: 30% of YCEA employees are age 50 and older

RESPECT AND SOCIAL INCLUSION

DOMAIN: RESPECT AND SOCIAL INCLUSION	
Goal:	Improve negative attitudes on aging; ageism is reduced.
Lead:	York County Community Foundation’s Embracing Aging
Key Activities:	<p>Sept 2022-Dec 2024:</p> <ul style="list-style-type: none"> • Host interview sessions with people age 50 and older about ways they are embracing their aging • Present Dismantling Ageism to Build Age-friendly Communities sessions to businesses and community groups • Create social media posts designed to promote anti-ageism activism • Write op-eds focused on benefits of positive attitudes on aging • Promote intergenerational activities to debunk misconceptions
Baseline Metric:	<ul style="list-style-type: none"> • # of people directly reached/served with improving attitudes on aging messages • # of trainings/presentations made on dismantling ageism and improving how people experience aging • # of times EA contributes, meets, and/or partners with media on positive aging messages • Results from dismantle ageism training surveys and apply learning to messages • Usage stats of EA website • Usage stats of EA social media
Target Metric:	Dec 2022: Begin capturing data for baseline metrics

DOMAIN: RESPECT AND SOCIAL INCLUSION	
Goal:	Increase intergenerational activities between York community older adults and college students.
Lead:	Penn State York
Key Activities:	<p>Jan-Dec 2022: Develop the pilot course into an approved Penn State Course</p> <p>Aug-Dec 2023:</p> <ul style="list-style-type: none"> • Students and community adults attend 15 weekly classes emphasizing intergenerational connections and communication. • Students and community adults participate in eight small group community engagement activities such as visits to museums, walking in the park, playing games, and so forth. <p>Jan-May 2024: Review course evaluations from students and community members to improve the course.</p>

Baseline Metric:	7 older adults enrolled in an Osher Lifelong Learning Institute (OLLI) course participated in a pilot intergenerational course at Penn State York
Target Metric:	1 college course with community adults from both inside and outside of OLLI participate in an intergenerational course at Penn State York

HEALTH SERVICES AND COMMUNITY SUPPORT

DOMAIN:	HEALTH SERVICES AND COMMUNITY SUPPORT
Goal:	Increase older adults' awareness of sexually transmitted diseases and understanding about healthy relationships and sexual intimacy.
Lead:	City of York Bureau of Health
Key Activities:	<p>Ongoing as pandemic restrictions lift:</p> <ul style="list-style-type: none"> • Provide educational sessions about diseases, disease transmission, and treatment. • Assess awareness and understanding through a pre/post-test. • Evaluate and update session content as appropriate.
Baseline Metric:	# of older adults receiving 75% or higher score on post-test
Target Metric:	50 older adults per year

DOMAIN:	HEALTH SERVICES AND COMMUNITY SUPPORT
Goal:	Increase older adults' overall nutritional and physical health.
Lead:	City of York Bureau of Health
Key Activities:	<p>July 2021-June 2022:</p> <ul style="list-style-type: none"> • Assist in promoting the Farmers' Market Nutrition Program through the Special Supplemental Nutrition Program for Women, Infants, and Children, Senior Farmers' Market Nutrition Program, and Supplemental Nutrition Assistance Programs in mobile market settings • Collaborate with two community partners and subcontract services to implement evidence-based nutrition education and incentive programs, such as Heart Smarts, in healthy food retail settings • Work with community partners to implement at least two educational or awareness-raising activities that promote walking or bicycling or both in community and worksite settings • Increase the implementation of A Matter of Balance (MOB) and other evidence-based falls prevention programming including the Stopping Elderly Accidents, Deaths, and Injuries (STEADI) toolkit
Baseline Metric:	<ul style="list-style-type: none"> • # of activities to promote nutritional health of older adults • # of activities to promote physical health of older adults

Target Metric:	June 2022: <ul style="list-style-type: none"> • 4 activities to promote nutritional health • 4 activities to promote physical health
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DOMAIN: HEALTH SERVICES AND COMMUNITY SUPPORT	
Goal:	Create an 8-bedroom home in York County exclusively for end-of-life care that will provide continuous care for the resident; relieve the caregiving burden and provide respite to the family; and be a valued partner to all hospice and health care providers.
Lead:	Pappus House
Key Activities:	<p>May-August 2021: Confirm and approve architectural design and construction plans for the renovation of existing structure of a newly acquired property of Pappus House</p> <p>May-December 2021: Conduct a successful Capital Campaign to raise \$3M, to renovate and build an end-of-life home</p> <p>June-December 2021: Construction and renovations of new home to include: Eight large resident bedrooms with comfortable furnishings for the resident and visiting family and pets; private patios accessible from each bedroom; specialized bathroom and shower features for limited mobility; large kitchen and dining areas; tranquil gardens and recreation areas designed for all ages; administrative areas for staff and volunteers including ample storage areas; spiritual sanctuary space for prayer and quiet reflection; and modifications to meet requirements of a licensed personal care home and ADA compliance</p> <p>Early 2022: Admission of first resident into the new, larger Pappus House</p> <p>2022: Begin additional new services for respite care and grief support</p>
Baseline Metric:	Average of 60 families served per year
Target Metric:	Average of 180 families served per year

DOMAIN: HEALTH SERVICES AND COMMUNITY SUPPORT	
Goal:	Increase in the number of York County patients and families experiencing an optimal hospice experience during their final months of life.
Lead:	Hospice and Community Care
Key Activities:	<p>July 2021-Dec 2024:</p> <ul style="list-style-type: none"> • Enhance education and marketing on value of hospice care to increase penetration with health systems and senior living facilities • Partner with cardiology, oncology, pulmonary and internal medicine physician groups to increase symptom management and compassionate care strategies

	<ul style="list-style-type: none"> • Conduct a proactive marketing campaign and host educational sessions on bereavement services and grief education • Host regular educational programming to healthcare and senior living professionals, as well as the community at large, in the following areas: advance care planning, caring for the caregiver, end-of-life care, dementia resources/virtual dementia tour, professional education on delivering bad news, self-care and understanding grief & loss • Develop and roll out a patient and caregiver informational app designed to be a personalized resource to empower families during a frightening and uncertain time in their lives • Increase in the number of volunteers of all adult ages
<p>Baseline Metric:</p>	<ul style="list-style-type: none"> • % of penetration - 70% • # of supportive care admissions – 62 • # of grief education and support service sessions – 0 • # of education programs to healthcare and senior living – 10 • Status of app – seed money secured, and initial content staff survey completed • # of volunteers - 42
<p>Target Metric:</p>	<p>July 2024:</p> <ul style="list-style-type: none"> • % of penetration - 80% • # of supportive care admissions – 80 • # of grief education and support service sessions – 5 • # of education programs to healthcare and senior living – 20 • Status of app – developed and utilized by patient families • # of volunteers - 59

SOCIAL PARTICIPATION

DOMAIN: SOCIAL PARTICIPATION	
Goal:	Increase in older adults with improved quality of life through participation in offerings that focus on positive attributes of aging.
Lead:	Aging2.0 for South Central PA
Key Activities:	Spring/Summer 2022: Plan and host offering of Aging2.0 for South Central PA Fall 2022: Apply learnings from offering to plan and host second offering. Jan 2023: Evaluate 2022 offerings to determine 2023 priorities.
Baseline Metric:	# of older adults participating in offerings and indicating they have learned something to help improve their attitude on aging
Target Metric:	2022: 30 older adults

OTHER

DOMAIN: OTHER - ELDER ABUSE	
Goal:	Increase community awareness of signs of elder abuse and how to report it.
Lead:	York County Area Agency on Aging
Key Activities:	July 2021-Dec 2022: <ul style="list-style-type: none"> • Convene members of York County Elder Abuse Task Force • Ensure education sessions provide information regarding identification and reporting of abuse, as well as current trends in exploitation of older adults • Facilitate community education sessions utilizing task force members • Evaluate and update session content as appropriate
Baseline Metric:	5 community education sessions/per year
Target Metric:	2022: 7 sessions

DOMAIN: OTHER - DEMENTIA FRIENDLY	
Goal:	Increase educational resources and support services for people living with dementia and their care-givers.
Lead:	Windy Hill Senior Center, Inc.
Key Activities:	August 2021: Facilitate monthly support group for early-onset dementia patients and their caregivers using a Memory Cafe platform. September 2021: Host an eight-week memory care support program for individuals living with dementia and their care-givers. Sessions include: <ul style="list-style-type: none"> • An educational component* • Support for the caregiver

	<ul style="list-style-type: none"> • Activities for those with dementia • Sharing from community health providers and dementia experts <p>Fall 2021: Host a Dementia Friendly PA information program for community members</p> <p>Spring and Fall 2022: Continue Memory Cafe sessions and the 8-week Memory Support program</p> <p><i>*Three Windy Hill staff members are Certified Dementia Practitioners</i></p>
Baseline Metric:	12 participants
Target Metric:	2022: 24 participants

DOMAIN: OTHER - DEMENTIA FRIENDLY	
Goal:	Increase community awareness and knowledge to best support people living with forms of dementia and their care-givers.
Lead:	Good News Consulting, Inc. on behalf of DEMENTIA FRIENDLY YORK/ADAMS
Key Activities:	<p>July 2021 – June 2022:</p> <ul style="list-style-type: none"> • Re-launch task force under new sponsor, Good News Consulting • Facilitate 12 monthly task force meetings and determine overall objectives to: <ul style="list-style-type: none"> ○ Increase the number of Dementia Friends & Champions in York County ○ Increase the number of York County businesses who commit to being on the journey of becoming a Dementia Friendly Business • Recruit and train community members to become Champions • Organize and host dementia friends’ informational sessions led by Champions • Evaluate informational sessions and revise session content and delivery accordingly • Determine plans for 2023
Baseline Metric:	<ul style="list-style-type: none"> • 974 Dementia Friends in York County • 26 Dementia Champions in York County
Target Metric:	June 2022: 25% increase in number of friends and champions

DOMAIN: OTHER - DEMENTIA FRIENDLY	
Goal:	Increase knowledge of first responders to improve service to York County’s older adults, and people living with dementia and their care-givers.

Lead:	York County Communication Foundation Embracing Aging (EA) and Good News Consulting, Inc. (GNC)
Key Activities:	<p>July 2021 – June 2022:</p> <ul style="list-style-type: none"> • GNC staff member becomes a Certified First Responder Dementia Trainer • EA and GNC create a pilot program designed to: <ul style="list-style-type: none"> ○ Build awareness of York County’s work in being an age-friendly and dementia-friendly community ○ Help first responders become aware of their attitudes about aging and the impact of ageism ○ Train first responders in key aspects of dementia and the things to know about elopement, driving concerns, abuse, security and neglect for people living with dementia • Market pilot and recruit class with representation from law enforcement, EMT, fire fighters, emergency preparedness, search and rescue personnel • Host pilot program • Evaluate pilot program; determine threshold amount first responders would be willing to pay for this training and if CEU credits will add value • Identify needs and determine plan to implement across the county
Baseline Metric:	# of first responders trained
Target Metric:	June 2022: 10-12 trained

APPENDIX

Community Partners Leading Goals in the Plan

York County Community Foundation's Embracing Aging is honored to have the following community partners leading goals to create a York County that is a great place to grow up and grow older!

*AARP-PA
Aging2.0 for South Central PA
Affordable Housing Advocates
City of York Health Bureau
Good News Consulting, Inc.
Good News Consulting, Inc. and Visiting Angels – York on behalf of
DEMENTIA FRIENDLY YORK/ADAMS
Hospice and Community Care
Pappus House
Penn State York
Normandie Ridge Senior Living Community
rabbitransit D/B/A York County Transportation Authority
Seniors Bluebook of South Central PA
Servants, Inc. Home Helps Program
Windy Hill Senior Center, Inc.
York County Area Agency on Aging
York County Economic Alliance
York County Libraries
York County Planning Commission
Your Life Your Wishes, sponsored by Hospice and Community Care*