A Plan developed to:

- Educate and inform stakeholders, consumers, general public, service providers, community leaders, local officials and donors.

- Ensure that local needs and circumstances are successfully integrated with state and federal goals, initiatives, and regulations.

- Provide a management tool that helps decision-makers with budget, staffing, and program decisions that reflect AAA priorities.

- Comply with Act 70 and Older American Act requirements.

- Provide critical information to The Pennsylvania Department of Aging about the unique needs and circumstances of The Monroe County Area Agency on Aging.
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I. Executive Summary

The Monroe County Area Agency on Aging (MCAAA) is the designated Planning and Service Area (PSA) provider for older adults in Monroe County, Pennsylvania. The agency began in 1974, as part of a Tri-County Planning and Service Area that joined Wayne, Pike and Monroe Counties. Due to the increasing population in Monroe County during the late 1970’s, Monroe County was able to establish its independence from the Tri-County model. As a result, the Monroe County Area Agency on Aging was officially designated in 1978.

MCAAA is charged with providing services and programs to older adults (ages 60 and over), as well as supports to individuals with disabilities (18-59 years of age), families and caregivers within Monroe County. Staffed by professionals in the field of aging, and with the guidance of the Pennsylvania Department of Aging, MCAAA strives to improve the quality of life of Monroe County’s older adults through coordination of existing services and development of essential programs. Governed by the Monroe County Commissioners, MCAAA’s services to older adults are continually reviewed by a seventeen (17) member Advisory Council composed of individuals who represent all areas of the county and who have a sincere interest in all aging issues and problems.

The past several years have brought about challenging financial times for our nation, state and local communities. This impact has been felt by most individuals, including older adults here in Monroe County. However, we are optimistic. Recent funding increases have been provided to MCAAA due to the growing number of older adults in the Monroe County. Since Fiscal Year 2013-2014, MCAAA has received additional funding through Options Services Spending Plan Funds. During Fiscal Year 2014-2015, MCAAA experienced an increase of $257,856 from our State Lottery funds, due to the acknowledgement of the increase in population of older adults residing in Monroe County. This additional funding has allowed MCAAA to eliminate the pre-existing waiting list of consumers who had been waiting for services, as well as hire additional staff to meet increasing demands.

The mission of the MCAAA is:

1) To Strengthen Family Life.
2) To Assist Individuals in Attaining or Maintaining Independence and Self Care in the Setting of their Choice.
3) To Protect Adults in Danger of Neglect, Abuse, or Exploitation.

MCAAA remains committed to this mission by adhering to our core values. These values include:

- Treating all individuals with dignity and respect.
• Respecting the choices and preferences that older adults have regarding their decisions.
• Respecting and understanding the unique circumstances that each individual has.
• Valuing our relationships with community partners.
• Operating as responsible stewards of all resources entrusted to us.
• Valuing the efforts made by those who work, advocate, and volunteer for the needs of older adults.
• Maintaining a high level of professional integrity, responsibility and accountability.

MCAAA currently provides the following programs and/or services:

*Adult Day Care  *Nursing Home Transition
*APPRISE Program  *Older Adult Protective Services
*Care Management  *Ombudsman Program
*Consumer Reimbursement  *PA Caregiver Support Program
*Cost Sharing  *Personal Care
*Emergent Services  *Personal Emergency Response System
*Friendly Visitor/Phone Pal  *Prime Time Health
*Home Delivered Meals  *Publications
*Home Modifications  *Retired and Senior Volunteer Program
*Information and Referral  *Senior Centers / Congregate Meals
*Legal Assistance  *Service Coordination(AgingWaiverProgram)
*Level of Care Determination  *Transportation
*Medical Equipment, Supplies, Assistive Devices

Recent trends show us that the needs of older adults in Monroe County are changing. In recent years, through advances in science, healthcare, medicine and technology, life expectancy continues to increase, and the number of older adults continues to rise. In addition, because of our proximity to major metropolitan areas such as New York and New Jersey, Monroe County also experiences many retirees who relocate to the Pocono/Monroe County area. According to The U.S. Bureau of the Census, 2010-2014 American Survey, five year estimates for Monroe County’s over 60 populations is 33,740, or 20% of the Monroe County population. This number increased by 2,206 since 2010, and is expected to increase by 25% by the year 2020. And, while we celebrate this growing population, we also acknowledge the increasing demand on services that this growth brings. Demands such as: reliable and affordable home care, access to medication and health care, transportation, housing and other necessary services that allow older adults to age safely, and with dignity, in the setting of their choice.

This increasing population of Monroe County’s older adults makes us even more cognizant of the importance of good strategic planning to ensure that the future needs of older adults are
met, and that programs and services can be operated and delivered in an efficient, effective and sustainable manner. With increased demands, and budgetary uncertainties, it is imperative to develop a sustainable plan to meet the continuing needs of our community and our older adults. As such, MCAAA is also charged with engaging in the strategic planning process, in an ongoing effort to meet the needs of older adults and their caregivers in our community. The development of a Four Year Plan is the process that all area agencies on aging engage in, to produce a plan that will meet the needs and demands of the areas in which they serve. The Monroe County Area Agency on Aging Four Year Plan for 2016-2020 has been developed, and will be effective October 1, 2016 through September 30, 2020.

This Four Year Plan combines the priority of the Pennsylvania Department of Aging (PDA) and the plans, goals, objectives and strategies to meet the needs of the local community here in Monroe County.

The process of developing the Four Year Plan was a multifaceted approach, and allowed for participation from community residents, consumers of service, local community partners, agency staff and advisory council members. The planning process also involved obtaining and analyzing data, feedback and input from the local community. Feedback and data collection methods included:

- Focus Group Discussions
- Community Needs Assessment Survey
- A Public Hearing
- Evaluation and analysis of local political and economic conditions
- Analysis of demographic data
- Analysis of service utilization trends

The Plan also consists of goals and objectives, which have been developed based on the feedback and both qualitative and quantitative data obtained. MCAAA will commit the necessary resources to accomplishing these goals and objectives over the next four years, and will regularly track the progress and evaluate the success of accomplishing these goals through implementing and monitoring our performance measures.

II. **Agency Overview**

As a result of the Older Americans Act of 1965, the Tri-county Planning and Service Area which included Wayne, Pike and Monroe Counties began in 1974.

Due to the increase in population, on July 1, 1978 the Monroe County Area Agency on Aging separated from the Tri-County Planning and Service Area and was designated by the Pennsylvania Department of Aging as the 48th planning and service area.
The Monroe County Area Agency on Aging has the responsibility of fulfilling the requirements of PA Act 70 and the Older American’s Act of 1965, as amended.

Monroe County Area Agency on Aging’s mission has always been:
- To strengthen family life
- To assist individuals in attaining or maintaining independence and self-care safely in the setting of their choice
- To protect adults in danger of neglect, abuse and/or exploitation

The three-member Monroe County Board of Commissioners have the final authority within the Monroe County Area Agency on Aging organization. Bound by contractual agreement, the County Commissioners have final responsibility for the Agency’s budget. This is due to the federal and state funding which goes directly to the county.

The Administrator of the Monroe County Area Agency on Aging is responsible for the effective and efficient operation of the agency. It is the Administrator’s responsibility to ensure that the entire staff observes and complies with all state and federal mandates as well as organizational and county policies and procedures. The Administrator is obligated to represent the interests of the consumers, programs and the agency. The Administrator presently is an active Board Member on the Monroe County Transportation Authority and the Monroe/Carbon/Pike Drug and Alcohol Commission. The Administrator or a designee represents the MCAAA on various community committees, such as, Pocono Medical Center’s Pocono Community Coalition and the Interagency County of Monroe County.

The Monroe County Area Agency on Aging works in conjunction with a 17 member Advisory Council. These members are volunteers, appointed by the County Commissioners, and represent the various geographical areas of the county as well as the diversity of the population. The purpose of the Advisory Council is to assist the Monroe County Area Agency on Aging and the County Commissioners to establish priorities, monitor services, act as advocates and make recommendations. The Advisory Council conducts formal monthly meetings and chairs public meetings as required by mandates and/or as needed. In addition, the Advisory Council members are participants in various committees in an effort to identify, develop, initiate and/or evaluate plans, programs or actions sponsored by the council or agency. Presently, the Monroe County Area Agency on Aging has a staff of 35 which includes an Administrator, five supervisors, an Administrative Officer and 28 staff as listed in Appendix A. It is part of the Human Service infrastructure of Monroe County as shown in Appendix B. Monroe County Area Agency on Aging coordinates required services for consumers by contracting with service providers and other agencies.

In 2014, The Monroe County Area Agency on Aging joined Wayne County and Pike County Area Agencies on Aging to regionalize the Aging and Disability Resource Center (ADRC) within these three counties. An ADRC is a collaborative effort funded by the Commonwealth of
Pennsylvania's Office of Long Term Living to provide information and linkages to long-term services and supports for people over 60 and persons between the ages of 18 and 59 with disabilities.

A. Demographic Data:

- Monroe County was one of the fastest growing counties in Pennsylvania until recent years. This was due to the proximity of Interstate 80, leading to New Jersey and New York. The Census Bureau and the Monroe County Planning Commission estimates that the population of Monroe County is slowly declining. This is consistent with declines in school enrollment, drastically reduced housing construction and a large number of foreclosures. The population of Monroe County was 169,842 in the 2010 US Census and in 2015 the estimate was 166,397.

- Despite the general population declining the population of those over 60 is increasing. In 2014 those over the age of 60 equaled 20% of total population. This can be seen in the chart below:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>138,687</td>
<td>169,842</td>
<td>166,314</td>
<td>22.5%</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Age 55 to 59 years</td>
<td>7,057</td>
<td>11,975</td>
<td>13,085</td>
<td>69.7%</td>
<td>9.18%</td>
</tr>
<tr>
<td>Age 60 to 64 years</td>
<td>5,711</td>
<td>9,833</td>
<td>10,347</td>
<td>72.2%</td>
<td>5.22%</td>
</tr>
<tr>
<td>Age 60 year or older</td>
<td>22,747</td>
<td>31,534</td>
<td>33,740</td>
<td>38.6%</td>
<td>6.99%</td>
</tr>
<tr>
<td>Age 65 yrs. or older</td>
<td>17,036</td>
<td>21,701</td>
<td>23,393</td>
<td>27.4%</td>
<td>7.79%</td>
</tr>
<tr>
<td>Age 85 yrs. or older</td>
<td>1,571</td>
<td>2,348</td>
<td>2881</td>
<td>49.5%</td>
<td>22.70%</td>
</tr>
</tbody>
</table>

Source: American Factfinder estimates US Census

- There is a significant increase in the percentage of the county’s elderly population age 85 and over which increased 22.7% from 2010 to 2014. This demographic change will place additional demands on the agency as this age group tends to be frail with greater physical and mental deterioration, resulting in an increase in the type and number of services needed to prevent placement in a facility. This age group is also expected to increase during the duration of this plan.
• The number of grandparents caring for grandparents is increasing. 1.7% or 536 grandparents are caring for grandchildren.

• Of the 33,740 over 60 population, 21.7% or 7321 are veterans.

• Availability of low income housing continues to be a problem for Monroe County seniors. There are 500 individuals who are over 60 or disabled who are on the waiting list for efficiency apartments at the Monroe County Housing Authority. The waiting list for Section 8 vouchers has been closed since 2008.

• The bed capacity for the four nursing facilities in Monroe County is 510 and they are at full or close to full bed capacity. Personal Care Boarding home beds amount to 535, plus 36 which are specialized for behavioral health. Approximately 75% of PCBH beds are occupied. Affordable Personal Care Boarding Home beds are difficult to locate since the monthly rents exceed what many residents can afford to pay.

• The following charts show the number of older residents who (1) live in poverty, (2) are disabled and (3) are members of a minority.

<table>
<thead>
<tr>
<th>Percentage of Individuals 60+ in Poverty</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Number</td>
</tr>
<tr>
<td>---------------------------------------</td>
</tr>
<tr>
<td>Total 60+</td>
</tr>
<tr>
<td>60+ In Poverty</td>
</tr>
</tbody>
</table>

Source: U. S. Bureau of Census 2010-14 American Community Survey 5 Year Estimates

<table>
<thead>
<tr>
<th>Disability Status for the Population 60 Years and Over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
</tr>
<tr>
<td>---------</td>
</tr>
<tr>
<td>60 years and over</td>
</tr>
<tr>
<td>With a disability</td>
</tr>
<tr>
<td>No disability</td>
</tr>
</tbody>
</table>

Source: U. S. Bureau of Census 2010-14 American Community Survey 5 Year Estimates

<table>
<thead>
<tr>
<th>60+ Minority Population, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
</tr>
<tr>
<td>--------------------</td>
</tr>
<tr>
<td>Total, All Ages:</td>
</tr>
<tr>
<td>Total 60 +</td>
</tr>
</tbody>
</table>

Source: U. S. Bureau of Census 2010-14 American Community Survey 5 Year Estimates

B. Local, Political and Economic Conditions:
1. Increased funding since the 2013-14 fiscal year from the Penn Care funds has allowed more eligible older adults to receive needed services. Since 2013-14 Monroe County Area Agency on Aging has not had a waiting list for OPTIONS services. This funding needs to continue in future years.

2. There is no Adult Day Care Center located in Monroe County. Consumers wanting to attend an Adult Day Care Center must travel outside the county which limits the number who attend. For a short time, an Adult Day Care Center did open in Monroe County, however, after only 16 months, the ADC closed its doors.

3. According to the United States Census Bureau, the minority population in Monroe County has reached 30% of the total population of which 13.9% are Hispanic. Of the 60 and over age group, 17% are a minority and 6% are Hispanic. It is projected that this trend will continue throughout the planning time frame. Monroe County AAA recognized the need to have a Spanish speaking staff member and now has a bilingual Case Aide.

4. Community Health Assessment: Pocono Medical Center, the only hospital located in Monroe County, completed a Needs Assessment with the results presented to the community in January 2015. The priority areas identified were: Obesity, primary care and preventative services, mental health and substance abuse and smoking. The Administrator of the MCAA sits on the Pocono Steering Committee addressing these issues. The Monroe County Grants Office also conducted a Needs Assessment and released results on April 12, 2012. Both results aligned with MCAA’s conclusions of needs.

5. 50% of Monroe County residents live in rural areas.

6. Foreclosures in Monroe County increased from 540 in 2005 to 2019 in 2010. In 2011 the number decreased to 1270. Even though the foreclosure rate has decreased there are many seniors who have lost their homes. According to a representative of the Monroe County Housing Authority, the foreclosure situation has contributed to the increase in the number of people on their waiting list. Waiting list for Monroe County Housing Authority for an efficiency apartment is 500.

7. Property taxes contribute to the high cost of owning a home in Monroe County. During the 2005-2012 time frame, as the population increased, so did the taxes. Three of the four school districts in Monroe County averaged a 36% increase. From the 2012-2013 school year until the present, the property taxes remained stable. However, the
increase in the previous year’s taxes remains and is a burden to the financial stability of many older residents.

8. **The Monroe County Area Agency on Aging is planning on relocating the Pocono Pines Senior Center to a building purchased by Pocono Services for Families and Children.** This new location will allow for intergenerational programs, a larger space for programming, and more opportunities for the participants.

9. **Wayne/ Pike/ Monroe ADRC received approval to receive a four year Shared Housing Pilot Grant through CMS.** This program is in the beginning stages and will be an option for housing.

10. **Additional hospital will open in fall of 2016.** Pocono Medical Center has always been the only hospital in Monroe County. St. Luke’s University Health Network will be opening a new hospital in Monroe County, scheduled to open Fall of 2016. The new hospital will have four stories, 108 private patient rooms including 12 beds for critical care patients, a large emergency room, helipad, operating rooms, a cardiac catheterization lab and the modern diagnostic technology. The opening of this new hospital will add to numbers of referrals to MCAAA.

11. **As Managed Long Term Services and Supports rolls out across the Commonwealth, Monroe County Area Agency on Aging will be positioning themselves to be part of the provider network.**

12. **MCAAA sponsors the Retired and Senior Volunteer Program.** RSVP supports MCAAA by providing volunteers for many roles. Such as, Friendly Visitors, Phone Pals, APPRISE, Senior Centers, Ombudsman to name a few.

13. **Over the next four years, 66% of the management staff will be considered retirement age.** This will leave a challenge with the expertise and experience level in filling these positions.

14. **MCAAA is fortunate to have a non-profit entity, Support Services for Seniors, as a resource to assist older residents of Monroe County.**

**III. Needs Assessment Data:**

**General Overview of Data Acquisition and Research Methodology:**
Community Needs Assessment Methodology: The primary method of soliciting input and feedback from the local community was through a community needs assessment survey (See Appendix C). The survey was developed and distributed through multiple outlets, including a random sampling of older adults (MCAAA monthly newsletter recipients, home delivered meal recipients, Senior Center Attendees), community members, and community partners. Post cards (See Appendix D) were also developed as a means to provide the public with information on how to complete the survey, as well as other ways to provide feedback to MCAAA (phone calls, mailing a letter, emailing). These postcards were also advertised in the local newspaper, and promoted/distributed through various other community resources (i.e. Pocono Medical Center’s newsletter, local Library, offices of local community partners) in attempt to ensure the equitable opportunity for the participation of the general community as well as their unbiased feedback. The feedback obtained provided the qualitative and quantitative data utilized for the research and analysis of trends as related to specific classifications and sub-classifications within the responding participants.

Other methods of collecting feedback and data from the community included the utilization of focus groups. These focus groups included:

1) The MCAAA Advisory Council Focus Group – April 18, 2016
2) The Friendly Community Center Focus Group – April 20, 2016
3) The Community Partners/Providers Focus Group - May 6, 2106
4) The MCAAA Management / Supervisory Team Focus Group – May 9, 2016
5) The MCAAA Staff Focus Group – May 24, 2016

A) Individual Focus Group Summaries:

1) The Monroe County Area Agency on Aging Advisory Council: The MCAAA Advisory Council Focus Group was held on April 18, 2016 from 10:30a.m.-11:15a.m. There were a total of 24 individuals in attendance. The presentation and associated discussion was led and facilitated by MCAAA Administrator, Patricia Fretz.
   a. Greatest Hopes / Concerns:
      i. Transportation being limited, inconvenient. Need for increased routes and more rural routes.
      ii. Property Taxes being too high
      iii. Information on available services is not available, not effectively marketed / communicated to the general public.
      iv. Concern about the need to intensify the screenings of home health / home care providers.
      v. Need for greater collaboration and coordination of service providers and community partners.
      vi. Need for increased recreational activities and opportunities.
   b. Effective Programs:
i. APPRISE – is a good program, needs to be marketed to the general public with a clearer understanding of what the program does.
ii. Need to increase efforts to educate the general public on scam awareness and prevention.
iii. Need to focus on sharing program resources with efforts and initiatives of other community partners i.e. Prime Time Health program with efforts of local hospital.
iv. Need to better market / communicate information on programs and services that will help people age in place.
c. Senior Centers:
   i. Increase Healthy Steps program frequency/availability.
   ii. Review/revise programs to include more art/music, and also focus on attracting more Baby Boomers.
   iii. Explore potential expansion/ branch out opportunities, such as to have senior activities/ senior center at The Eldred Community Center.
   iv. Provide staff trainings to focus on communication and interpersonal skills.
d. Behavioral Health:
   i. Need to increase awareness of treatment options and local supporting organizations.
   ii. Assist with access to medications
   iii. Increased awareness and acceptance to combat stigma.
e. Caregiving:
   i. Increase opportunities for adult day care in Monroe County
f. Awareness of Services:
   i. Increased marketing initiatives, including utilization of the following resources:
      1. PoconoSeniors.org
      2. SAGE
      3. Local TV
      4. Overall exposure to media outlets.
g. Other:
   i. Diversify representation on the PA Council on Aging
   ii. Reduced rate for older adults for vehicle registration.
   iii. Diversify MCAA Advisory Council

2) **The Friendly Community Center**: MCAA conducted a focus group at the Friendly Community Center in Barrett Township, PA on April 20th, 2016 from 1pm-2:30pm. There were nine (9) participants present. The presentation and associated discussion was led and facilitated by MCAA Administrative Officer II, Brian LaVacca.
   a. Greatest Hopes / Concerns:
      i. There is an increasing older adult population in certain areas of Monroe County. This group expressed concern about how the needs of this growing population would be met moving forward.
ii. Transportation: The current transportation system was described as “user unfriendly” and inconvenient in regards to scheduling. Also, there are long waits for riders and limited destinations. Participants also expressed that transportation provided by the Retired Senior Volunteer Program (RSVP) is limited and wanted to know if increased efforts would be made to increase volunteerism.

iii. There is reportedly an increasing demand on the local food pantry. The reasons are not known.

iv. Alzheimer’s awareness and programs - Increased need for resources to support those individuals w/ Alzheimer’s as well as their caregivers.

v. PERS – There is a need for increased education/awareness regarding Personal Emergency Response Systems.

b. Community / Senior Centers:
   i. There is a need to expand programs to meet the needs of active older adults, and also those older adults with physical / cognitive limitations i.e. yoga / chair yoga.
   ii. There is a need for more professional development and trainings for Center staff.
   iii. There is a need for more accountability related to staff’s professionalism.
   iv. Change the perception of senior centers to engage more diverse populations and encourage more participation.
   v. Update programs to be more engaging toward Baby Boomers
   vi. Upgrade meal service to include:
       1. Waive order in advance requirement
       2. Provide a “cash and carry” option to bring in more users/customers.

c. Dementia Care:
   i. Need more respite care for caregivers.
   ii. More Adult Day Care services in Monroe County

d. Protection:
   i. Need for education and awareness of older adult protective services, including: how to report, hotline information, text notification reporting, Gatekeeper’s Model of reporting elder abuse.

e. Older adults caring for grandchildren.
   i. Need additional resources, programs, training to assist older adults who are raising, caring for grandchildren.

f. Effective Programs:
   i. APPRISE

g. Behavioral Health:
   i. Engaging / Inter-generational programs and activities
   ii. Need to increase participation in behavioral health awareness
   iii. Adopt a grandparent program to combat s/s depression
iv. Expand Friendly Visitor Program through Retired Senior Volunteer Program (RSVP) to combat isolation, loneliness, s/s depression.

v. Find ways to increase volunteerism from the older adult population to engage them in the community.

vi. Encourage home care agency’s to provide consistent staff members so older adults can develop trust and rapport with their caregivers.

h. Marketing Efforts of MCAA:
   i. Market on sides / inside buses
   ii. Outreach efforts to younger, under 60 population about services available.
   iii. Need strategic paper and online presence.
   iv. Increase speaking engagements
   v. Regular TV programs, YouTube videos
   vi. MCAA Website: use to communicate updates, be more user friendly, better maintained overall.

3) Community Partnership Meetings: MCAA hosted two focus groups for community partners on May 6th, 2016. The first being held from 10am-11:30am, and the second from 1:30pm-3pm. There were fifteen (15) participants present at the 10am meeting, and nine (9) participants present at the 1:30pm meeting. The presentation and associated discussion was led and facilitated by MCAA Administrative Officer II, Brian LaVacca.

   a. Opportunities for Growth – Programs and Services:
      i. Adult Day Care – Currently no ADC or LIFE Program in Monroe County. Possibly explore with Pocono Medical Center.
      ii. APPRISE: better outreach to the public about this service.
      iii. Home Modifications: better outreach to the public about this service.

   b. Greatest Challenges:
      i. Affordable Housing (long wait lists)
      ii. Affordable Personal Care Homes
      iii. Older adults managing their medications
      iv. Drug addiction and substance abuse (Count-wide, not just older adults).
      v. Improved discharge planning and process from skilled nursing facilities
         -Safe and orderly, with adequate in-home services and supports.
         -Improved communication between SNF, community service providers and caregivers.
      vii. Better planning (long term care planning) by older adults or their families. More educational opportunities to encourage individuals to plan.
      viii. Improved support for caregivers
      ix. Grandparents raising grandchildren
      x. Transportation: limited routes, limited timeframes for Shared Ride, long waits and no weekend times.
1. Need to explore other options available, private sector?
   xi. Behavioral Health options – need more geriatric psychiatrists, older adult behavioral units, dementia care, lack of follow up.
   xii. Taxes – Property/school taxes too high – older adults cannot afford.
       1. Wage guidelines need to be reformed.
   xiii. Home Improvements/Modifications/Maintenance.
       1. Older adults cannot maintain the conditions of their homes.
   xiv. Awareness of human services in County: improved marketing efforts by MCAAA (and other human service agencies as well) to educate the public on services available.

c. SWOT Assessment (Strengths, Weaknesses, Opportunities and Threats) – Relationships with Community Partners. Community Partners reported the following when referring to their respective organization’s relationship with MCAAA:

   **Strengths:** Effective, reciprocal communication and responses to consumer concerns, effective collaboration and spirit of collaboration.
   **Weaknesses:** Return phone calls are not always timely for non-urgent matters.
   **Opportunities:** Improved reciprocal sharing of consumer information and updates on consumer conditions/situations.
   **Threats:** Managed Care.

4) **Monroe County Area Agency on Aging Supervisory / Management Meeting:** MCAAA held a focus group composed of management / supervisors, on May 9th, 2016. There were seven (7) participants present. The presentation and associated discussion was led and facilitated by MCAAA Administrator Patricia Fretz.

   a. What significant changes have occurred in service utilization?
      - Service utilization has increased due to increased funding, but also due to increased demand. Whereas previous generations had “not wanted to utilize services” due to associated stigma, younger generations and their families seem more receptive to accessing and utilizing services.
      - Service utilization has also undergone changes in process to access services. The assessment and referral process has been changed to include an Independent Enrollment Broker.
      - Families are exploring more services to older adults to access, and are more active in attempting to acquire services on behalf of older adults.
      - Home health providers appear to be making more referrals.
      - It is believed that these increases in service utilization are not due to any increased marketing or outreach efforts on the part of MCAAA.

   b. What factors have a major influence on our service delivery systems?
      - Marketing and awareness
      - Funding and reimbursement
      - Increased need for specialization of units to increase efficiency.

   c. What factors will influence the AAA in the next four years?
-Projected increases in the over 60 population in Monroe County
-Budgetary restrictions or another impasse
-Managed Care
-Changes at the state level, between The Department of Human Services and the Department of Aging.
-Staff turnover and possible retirement of key leadership.

d. What untapped or underutilized resources could be accessed?
- More grant opportunities can be explored.
- Volunteers

5) Monroe County Area Agency on Aging – All Staff Meeting: MCAAA conducted a focus group for all staff, on May 24, 2016 from 1pm-2:30pm. There were twenty seven (27) participants present. The presentation and associated discussion was led and facilitated by MCAAA Administrative Officer II, Brian LaVacca. Prior to this meeting, staff had the opportunity to complete an anonymous survey (See Appendix E), where they were able to rate each program/service offered by MCAAA according to how effective they perceived these programs/services to be in assisting older adults, as well as answer a series of open ended questions regarding the formation of goals, objectives and strategies.

a. During this focus group, staff were provided with an overview and status update on the development of the 2016-2020 Four Year Plan, including: the purpose and importance of the Four Year Plan, data and feedback acquisition methodology, and a review of staff survey results with discussion of the goals and objectives of The Plan.

b. S.W.O.T. (Strengths, Weaknesses, Opportunities and Threats) Analysis of the MCAAA organization was also conducted, which resulted in the following:

**Strengths:** Quick response times, Diverse experience and skill levels of employees, Community Awareness, Established Networking Resources, Teamwork, Communication, Accessible Management, Technology has improved, “Fresh” ideas from new staff, Committed Workers (compassionate, empathetic), Adaptable / Flexible, MCAAA is Well Respected in the Community.

**Weaknesses:** Communication gaps, Time Mgmt., Technology glitches, varying levels of knowledge and experience.

**Opportunities:** Outreach to Community, Nutrition Grants, Trainings, Community Networking, Grants, Education and Awareness Efforts, Consumer Support Groups, Succession Planning.

**Threats:** Multiple entities serving older adults, Competition, Budget Cuts, Staff turnover / Retirement, Changes in Local Leadership, Privatization of Social Services at State, Increasing in-County population of elderly creating increased demand on system to provide services.

B) Community Needs Assessment Findings Report Summary:
A total of 639 community needs assessment survey responses were received. A majority of responders report living in Monroe County for over twenty years (46.84%), and are currently widowed (41.93%), white (86.76%), and female (73.82%), ranging in age between 70-79 years of age (32.86%). The majority of responders report that they are living alone (56.05%), and 30.76% of responders also reported annual income ranges for a single person as being between $14,501-$23,500 a year. A total of 66.88% of responders report living in their own homes. Listed below are the results (recorded in percentages) of the demographic questions asked on the needs assessment survey tool:

1) Age Range:
   a. 59 or younger: 3.14%
   b. 60-69 years old: 22.48%
   c. **70-79 years old: 32.86%**
   d. 80-89 years old: 31.29%
   e. 90-99 years old: 9.91%
   f. 100 or over: 0.31%

2) Gender:
   a. Male: 26.03%
   b. **Female 73.82%**
   c. Transgender 0.16%

3) Marital Status:
   a. Single 12.66%
   b. Married 28.16%
   c. Divorced 15.51%
   d. **Widowed 41.93%**
   e. Other 1.74%

4) Race:
   a. American Indian .32%
   b. Asian .16%
   c. Black or African American 7.34%
   d. Hispanic or Latino 3.99%
   e. Native Hawaiian/Pacific Islander 0.00%
   f. **White 86.76%**
   g. Other 1.44%

5) Annual Income Ranges:
   a. Single Person Below $14,500 26.80%
b. **Single Person $14,501-$23,500** 30.76%
c. Single Person $Above $23,500 14.09%
d. Married Below $17,700 3.44%
e. Married $17,701-$31,500 12.71%
f. Married Above $31,500 12.20%

6) **Household Size:**
   a. **Live alone** 56.05%
b. Live w/ spouse 28.34%
c. Live w/ relatives 11.78%
d. Live w/ non-family member 3.82%

7) **Type of Housing:**
   a. **Own Home** 66.88%
b. Rent Home / Apartment 19.68%
c. Senior Housing 13.28%
d. Facility 0.16%

8) **Length of Time Residing In Monroe County:**
   a. 0-5 years 7.75%
b. 6-10 years 6.17%
c. 11-15 years 10.28%
d. 16-20 years 10.13%
e. **Over 20 years** 46.84%
f. Lifetime 18.83%

In addition to basic demographic data, responders also answered a series of questions that addressed their knowledge of MCAAA. Listed below is the breakdown of these responses:

1) **How would you rate your knowledge of the Monroe County Area Agency on Aging?**
   a) No Knowledge 5.64%
   b) Minimal Knowledge 29.15%
   c) **Basic Knowledge** 38.33%
   d) Good Knowledge 17.23%
   e) Very Knowledgeable 9.66%

2) **Do you know how to contact the MCAAA?**
   a. Yes 89.84%
   b. No 10.16%

3) **Do you currently receive services through MCAAA?**
   a. Yes 33.22%
b. No 66.78%

4) Do you know how to report elder abuse, neglect, exploitation or abandonment?
   a. Yes 70.30%
   b. No 29.70%

5) Do you have a caregiver?
   a. No 77.91%
   b. Yes, Family 16.20%
   c. Yes, In-Home Support 5.56%
   d. Yes, Acquaintance 2.78%
   e. Yes, Private Paid Caregiver 1.80%

6) The three most effective ways to communicate messages, news and updates:
   a. Email 31.65%
   b. Public Meetings 5.05%
   c. Church Bulletins 10.61%
   d. Local TV 55.89%
   e. Word of Mouth 28.96%
   f. Newspaper 42.09%
   g. Agency / County Website 7.91%
   h. Senior Express Times Newsletter 56.40%
   i. Other 14.31% (majority responded: via telephone call)

Next, responders were asked to answer a series of open-ended questions regarding: the greatest needs facing older adults in Monroe County, the participant’s greatest need, and how MCAA can improve aging services in our community. Below is a synopsis of the feedback and results that were received:

Responders indicated that the greatest need facing older adults in Monroe County is:

- **Affording property taxes or property tax relief (18.47%)**
- The need of affordable housing (14.26%)
- Transportation (10.84%)
A majority of responders reported that their own greatest need is:

- Assistance with property taxes (9.84%)
- Money, or the general need for additional income (7.51%)
- Paying bills (6.74%)

-Other notable response percentages include 5.96% response of individuals being in need of assistance with food, and 5.96% being in need of assistance with transportation.
Responses to the open-ended question of "How can the Monroe County Area Agency on Aging improve Aging Services in our Community?" resulted in a variety of responses, which were then categorized into thirteen (13) general response categories. These categories and the associated percent of total responses to this question are reflected below:

1) Compliments of MCAA staff - 14.23%
2) Home and Community Based Services - 11.92%
3) Health Services - 3.08%
4) Housing Issues - 3.46%
5) Increased need for Resources - 9.62%
6) Legal Services - 0.38%
7) Other – General - 8.85%
8) Outreach/Education - 21.15%
9) Property Taxes - 4.23%
10) Quality Assurance - 1.92%
11) Senior Centers - 7.31%
12) Transportation - 7.31%
13) Unknown - 8.46%

Next, responders were asked to report their level of concern (ranging from “Not Concerned” to “Very Concerned”) on a variety of issues. These issues and the data associated with each response is listed below (The list is arranged reflecting the categories in descending order according to responses “Very Concerned”).

<table>
<thead>
<tr>
<th>Issue Description</th>
<th>Very Concerned</th>
<th>Concerned</th>
<th>Somewhat Concerned</th>
<th>Not Concerned</th>
<th>No Opinion</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>M) Maintaining my independence as I age</td>
<td>40.88% 242</td>
<td>20.95% 124</td>
<td>18.24% 108</td>
<td>16.55% 98</td>
<td>3.38% 20</td>
<td>592</td>
</tr>
<tr>
<td>B) My ability to afford healthcare</td>
<td>40.00% 238</td>
<td>17.48% 104</td>
<td>18.99% 113</td>
<td>18.99% 113</td>
<td>4.54% 27</td>
<td>595</td>
</tr>
<tr>
<td>C) My ability to afford prescription medications</td>
<td>38.59% 230</td>
<td>17.11% 102</td>
<td>18.96% 113</td>
<td>21.64% 129</td>
<td>3.69% 22</td>
<td>596</td>
</tr>
<tr>
<td>F) Paying my taxes</td>
<td>38.75% 224</td>
<td>14.01% 81</td>
<td>14.36% 83</td>
<td>22.66% 131</td>
<td>10.21% 59</td>
<td>578</td>
</tr>
<tr>
<td>W) Being able to afford Long Term Care Services (Health Care, Home Care, Nursing Home Care)</td>
<td>38.28% 222</td>
<td>19.48% 113</td>
<td>17.76% 103</td>
<td>17.07% 99</td>
<td>7.41% 43</td>
<td>580</td>
</tr>
<tr>
<td>D) Remaining in my home safely</td>
<td>36.76% 216</td>
<td>19.22% 114</td>
<td>17.71% 105</td>
<td>22.60% 134</td>
<td>3.71% 22</td>
<td>593</td>
</tr>
<tr>
<td>E) Paying my bills</td>
<td>36.52% 218</td>
<td>18.59% 111</td>
<td>18.59% 111</td>
<td>22.28% 133</td>
<td>4.02% 24</td>
<td>597</td>
</tr>
<tr>
<td>G) Paying my utilities</td>
<td>33.33% 194</td>
<td>19.24% 112</td>
<td>17.53% 102</td>
<td>23.20% 135</td>
<td>6.70% 39</td>
<td>582</td>
</tr>
<tr>
<td>H) Paying for groceries</td>
<td>30.66% 180</td>
<td>17.04% 100</td>
<td>19.76% 116</td>
<td>27.94% 164</td>
<td>4.60% 27</td>
<td>587</td>
</tr>
<tr>
<td>S) Maintaining affordable housing</td>
<td>31.41% 180</td>
<td>15.53% 89</td>
<td>18.32% 105</td>
<td>26.35% 151</td>
<td>8.38% 48</td>
<td>573</td>
</tr>
<tr>
<td>P) Obtaining and understanding benefits available to older adults</td>
<td>30.40% 176</td>
<td>20.38% 118</td>
<td>24.01% 139</td>
<td>19.52% 113</td>
<td>5.70% 33</td>
<td>579</td>
</tr>
<tr>
<td>A) Finding or maintaining a good health care provider</td>
<td>28.89% 169</td>
<td>18.63% 109</td>
<td>14.87% 87</td>
<td>32.14% 188</td>
<td>5.47% 32</td>
<td>585</td>
</tr>
<tr>
<td>I) Available transportation</td>
<td>28.92% 168</td>
<td>13.77% 80</td>
<td>22.20% 129</td>
<td>28.92% 168</td>
<td>6.20% 36</td>
<td>581</td>
</tr>
<tr>
<td>J) Understanding my health insurance options</td>
<td>27.40% 160</td>
<td>20.55% 120</td>
<td>20.38% 119</td>
<td>26.03% 152</td>
<td>5.65% 33</td>
<td>584</td>
</tr>
<tr>
<td>L) Being included in decision making that affects your lifestyle</td>
<td>25.64% 151</td>
<td>16.30% 95</td>
<td>20.03% 118</td>
<td>31.92% 188</td>
<td>5.11% 36</td>
<td>589</td>
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<td>Feedback</td>
<td>Percentage</td>
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<td>O) Confusion or memory loss</td>
<td>26.61%</td>
<td>149</td>
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<td>15.36%</td>
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<td>21.79%</td>
<td>122</td>
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<td>27.68%</td>
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<td>8.57%</td>
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<td>560</td>
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<td>R) Care for myself (Bathing, Dressing, Cooking, Shopping, Laundry)</td>
<td>21.43%</td>
<td>123</td>
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<td></td>
<td>15.85%</td>
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<td>17.77%</td>
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<td>37.11%</td>
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<td>7.84%</td>
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<td>574</td>
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<td>N) Being isolated from others</td>
<td>21.27%</td>
<td>121</td>
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<td>17.75%</td>
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<td>34.27%</td>
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<td>9.31%</td>
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<td>569</td>
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<tr>
<td>T) Legal concerns (Power of Attorney, Guardianship, Living Will)</td>
<td>20.39%</td>
<td>116</td>
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<td></td>
<td>14.24%</td>
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<td>16.17%</td>
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<td></td>
<td>37.79%</td>
<td>215</td>
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<td>11.42%</td>
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<td>569</td>
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<tr>
<td>K) My personal safety and protection from abuse, neglect, exploitation and abandonment</td>
<td>17.09%</td>
<td>100</td>
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<td></td>
<td>12.31%</td>
<td>72</td>
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<td></td>
<td>15.38%</td>
<td>90</td>
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<td></td>
<td>47.18%</td>
<td>276</td>
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<td></td>
<td>8.03%</td>
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<td>585</td>
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<tr>
<td>Q) Ability to care for an older family member</td>
<td>12.87%</td>
<td>70</td>
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<td></td>
<td>10.48%</td>
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<td>12.87%</td>
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<td></td>
<td>38.97%</td>
<td>212</td>
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<td></td>
<td>24.82%</td>
<td>135</td>
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<td>544</td>
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<td>U) Opportunities to volunteer</td>
<td>9.76%</td>
<td>54</td>
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<td>8.50%</td>
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<td>15.37%</td>
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<td>42.50%</td>
<td>235</td>
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<td>23.87%</td>
<td>132</td>
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<td>553</td>
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<tr>
<td>V) Educational opportunities</td>
<td>8.76%</td>
<td>48</td>
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<tr>
<td></td>
<td>8.39%</td>
<td>46</td>
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<td></td>
<td>14.60%</td>
<td>80</td>
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<td></td>
<td>44.34%</td>
<td>243</td>
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<td></td>
<td>23.91%</td>
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</tbody>
</table>

The preceding feedback, data and information was utilized when developing the Goals, Objectives and Strategies for MCAAA over the 2016-2020 timeframe. The following is an outline of these goals, objectives and strategies, along with associated performance outcomes, performance measures, lead staff and timeframes.
2016-2020 Four Year Plan Goals
## Goal # 1: The Monroe County Area Agency on Aging Will Engage in the Promotion of Existing Services and Programs

<table>
<thead>
<tr>
<th>Objective</th>
<th>Strategy</th>
<th>Performance Outcome</th>
<th>Performance Measure</th>
<th>Lead Staff</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1) MCAA will enhance marketing and outreach efforts:</td>
<td>1) MCAA will establish a Marketing and Outreach Committee composed of Administrative Staff, Supervisory Staff, Unit Staff, and Advisory Council Members. This Committee will be charged with the mission of identifying and coordinating programs and activities with an objective of informing the general public, as well as community partners, of the existing services and programs offered by MCAA.</td>
<td>The Marketing and Outreach Committee will meet quarterly, with updates and progress reports being provided monthly, during Advisory Council Meetings.</td>
<td>Quarterly Committee Meetings, with monthly progress reports/updates.</td>
<td>Administrator or Administrative Officer, Access Services Supervisor</td>
<td>January 2017 - Ongoing</td>
</tr>
</tbody>
</table>

2) MCAA will enhance efforts to market and communicate information on services and programs to the public, as well as community professionals, through existing communication mechanisms such as:
<table>
<thead>
<tr>
<th><strong>Enhanced newsletter articles,</strong> featuring services, programs and topics that address concerns as prioritized in the 2016 MCAA Community Needs Assessment.</th>
<th>Monthly newsletter articles will feature information on a topic that addresses a specific concern expressed on the MCAA 4yr Plan Community Needs Assessment.</th>
<th>Monthly Newsletter articles.</th>
<th>Access Services Supervisor</th>
<th>October 2016 - Ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Attending local senior expositions, health fairs, and / or other speaking engagements.</strong></td>
<td>MCAA will attend fifteen local expositions/ health fairs, as a vendor and/or presenter, a year.</td>
<td>MCAA will attend fifteen local expositions/ health fairs, as a vendor and/or presenter, a year.</td>
<td>Administrator, Administrative Officer, and Access Services Supervisor.</td>
<td>October 2016 - Ongoing</td>
</tr>
<tr>
<td><strong>Enhanced web-page maintenance to ensure that information on all programs and services is included and accessible to users.</strong></td>
<td>MCAA will provide updated information to the County Website Manager as needed to ensure updated information is uploaded to the MCAA Webpage.</td>
<td>To update the MCAA Webpage as needed.</td>
<td>Administration</td>
<td>January 2017 - Ongoing</td>
</tr>
<tr>
<td>Objective 2) MCAA will develop new educational outreach efforts</td>
<td>1) Engage local TV and/or other media outlets to develop regularly scheduled programs that highlight specific MCAA services and programs.</td>
<td>Regularly scheduled TV show covering a variety of topics related to older adults.</td>
<td>Regularly scheduled (preferably Monthly) TV show covering a variety of topics related to older adults.</td>
<td>Administration / Supervisory Team</td>
</tr>
<tr>
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</tr>
<tr>
<td>2) Utilize new social media outlets</td>
<td>Establish and maintain one new social media presence each year.</td>
<td>To establish and maintain presence on four social media sites over the duration of the 2016-2020 Plan.</td>
<td>Administration</td>
<td>June 2017-Ongoing</td>
</tr>
<tr>
<td>3) MCAA will explore effective forums, such as Community Partnership Meetings, as a means to communicate information on services and programs, as well as related updates. These meetings will also provide a forum to exchange constructive ideas between MCAA community partners, in an effort to improve collaborative efforts addressing the needs of older adults in Monroe County.</td>
<td>Participate in semi-annual Community Partnership Meetings /Community Information Sharing forums.</td>
<td>Twice a year, MCAA will participate in Community Information Sharing Sessions/Forums.</td>
<td>Administrator or Administrative Officer, Supervisors.</td>
<td>January 2017-Ongoing</td>
</tr>
<tr>
<td>4) Explore alternate / diversification of programming at Senior Centers.</td>
<td>Alternate programming options will be explored, and options reviewed.</td>
<td>Three new program options will be explored each year for the duration of this Plan.</td>
<td>Senior Center Managers, Access Services Supervisor</td>
<td>June 2017-Ongoing</td>
</tr>
<tr>
<td>Objective 3) MCAA will promote the Monroe County Elder Abuse Task Force as a vehicle to communicate awareness and education on older adult protective services.</td>
<td>1) MCAA will continue to partner with the Monroe County District Attorney’s Office to grow the newly re-established Elder Abuse Task Force.</td>
<td>Both partners will invest collaborated efforts into maintaining and growing the elder abuse task force initiative.</td>
<td>Task force meetings will continue to meet bi-monthly</td>
<td>Protective Services Supervisor / Administrative Officer II</td>
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<tr>
<td>2) MCAA will arrange and lead regular task force meetings, which will include speakers, presentations and initiatives to educate both the general public, as well as professionals, on the topic of elder abuse, neglect, exploitation and abandonment.</td>
<td>Task force meetings will be held bi-monthly, and will include education and awareness opportunities and initiatives.</td>
<td>Task force meetings will continue to meet bi-monthly</td>
<td>Protective Services Supervisor / Administrative Officer II</td>
<td>October 2016-Ongoing</td>
</tr>
</tbody>
</table>
### Goal # 2: The Monroe County Area Agency on Aging Will Improve Access to Services

<table>
<thead>
<tr>
<th>Objective</th>
<th>Strategy</th>
<th>Performance Outcome</th>
<th>Performance Measure</th>
<th>Lead Staff</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) MCAA will utilize the Four Year Needs Assessment responses, to identify existing barriers that older adults are experiencing when attempting to access services.</td>
<td>The results from the MCAA Four Year Plan Needs Assessment will be reviewed and analyzed in effort to identify barriers and impediments to service access.</td>
<td>Barriers to service access will be identified through the regular analysis of the Four Year Plan Survey Results. These barriers will be reviewed quarterly at Supervisors Meetings.</td>
<td>Quarterly updates at Supervisors Meetings.</td>
<td>Administrator or Administrative Officer.</td>
<td>Quarterly. October- Ongoing</td>
</tr>
<tr>
<td>2) MCAA will strategically communicate information on how to access specific services to the general public and community professionals.</td>
<td>1) MCAA will establish a Marketing and Outreach Committee composed of Administrative Staff, Supervisory Staff, Unit Staff, and Advisory Council Members. This Committee will be charged with the mission of identifying and coordinating programs and activities with an objective of informing the general public, as well as community partners, of the existing services and programs offered by MCAA. This effort will include communicating how services can be accessed.</td>
<td>The Marketing and Outreach Committee will meet quarterly, with updates and progress reports being provided monthly, during Advisory Council Meetings.</td>
<td>Quarterly Committee Meetings, with monthly progress reports/updates.</td>
<td>Administrator or Administrative Officer, Access Services Supervisor</td>
<td>October 2016 - Ongoing</td>
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<tr>
<td><strong>3) MCAAA will establish a Transportation Committee.</strong></td>
<td>This Committee will be composed of Administrative Staff, Supervisory Staff, Unit Staff, Advisory Council Members, and a representative from the Monroe County Transit Authority. This Committee will be charged with the mission of identifying barriers to effective transportation services and proposing solutions. The Transportation Committee will meet quarterly, with updates and progress reports being provided monthly, during Advisory Council Meetings.</td>
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<td><strong>4) MCAAA will maintain a strong awareness of existing public and private health services available to those individuals who are not eligible for services and supports.</strong></td>
<td>1) As a means to stay informed on current programs and services within the local community, MCAAA will participate in, or serve on, local committees, boards, and meetings such as: The Inter-Agency Council of Monroe County, The Pocono Steering Committee, The Monroe, Carbon, Pike Drug and Alcohol Commission, Pocono Medical Center's Pocono Community Coalition, The Domestic Violence and Sexual Assault Task Force, The Criminal Justice Advisory Board, The Community Services Block Grant Advisory Board, as To attend meetings as scheduled Monthly, quarterly or as scheduled</td>
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<td></td>
<td>Administrator or designated staff.</td>
<td>Administrator or Administrative Officer, Access Services Supervisor</td>
<td>October 2016 - Ongoing</td>
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</tbody>
</table>
well as new committees or meetings that may arise.

3) MCAA will explore effective forums, such as Community Partnership Meetings, as a means to communicate information on services and programs, as well as related updates. These meetings will also provide a forum to exchange constructive ideas between MCAA community partners, in an effort to improve collaborative efforts addressing the needs of older adults in Monroe County.

<table>
<thead>
<tr>
<th>Task</th>
<th>Details</th>
<th>Frequency</th>
<th>Responsible Party</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>3) MCAA will explore effective forums, such as Community Partnership Meetings, as a means to communicate information on services and programs, as well as related updates. These meetings will also provide a forum to exchange constructive ideas between MCAA community partners, in an effort to improve collaborative efforts addressing the needs of older adults in Monroe County.</td>
<td>Participate in semi-annual Community Partnership Meetings /Community Information Sharing forums.</td>
<td>Semi-Annually</td>
<td>Administrator or Administrative Officer, Supervisors.</td>
<td>October 2016-Ongoing</td>
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<td>5) MCAA will continue to explore Behavioral Health resources available to older adults in Monroe County.</td>
<td>1) Seek to contract with a psychiatrist or psychologist</td>
<td>MCAA will seek to contract with a psychiatrist (as a consultant) in effort to procure a means to ensure that older adults in need of behavioral health / psychiatric care have access to such care.</td>
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<td>MCAA will procure a psychiatrist / or psychologist via a small purchase contract.</td>
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<td></td>
<td>Administrative Officer</td>
<td>October - Ongoing</td>
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<tr>
<td>2) Explore the development and expansion of behavioral health programs among community health providers.</td>
<td>MCAA will engage The Carbon/Monroe/Pike Mental Health and Development Services, Pocono Medical Center, as well as St. Luke's University Health Network, in an effort to expand upon behavioral health services available to older adults in Monroe County.</td>
<td>Continued advocacy efforts through engagement with key organizational personnel.</td>
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<td>Administrator or Supervisory Staff</td>
<td>October - Ongoing</td>
<td></td>
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</tbody>
</table>
### Goal # 3: The Monroe County Area Agency on Aging Will Enhance the Quality of Services

<table>
<thead>
<tr>
<th>Objective</th>
<th>Strategy</th>
<th>Performance Outcome</th>
<th>Performance Measure</th>
<th>Lead Staff</th>
<th>Timeframe</th>
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</thead>
<tbody>
<tr>
<td>1) MCAAA will ensure the continued development and updating of internal policies and procedures, with specific focus on the efficiency and effectiveness of each.</td>
<td>1) Each supervisor, in collaboration with Administration, will be responsible for the development and maintenance of policy and procedure as pertaining to their respective units.</td>
<td>Policies and Procedures will be developed, maintained and updated as annually.</td>
<td>Policies and Procedures will reflect all Federal, State and Local Regulations.</td>
<td>Supervisors, Administration.</td>
<td>October 2016 - Ongoing.</td>
</tr>
<tr>
<td>2) MCAAA will ensure that each contracted service includes a scope of service that accurately and comprehensively reflects the work to be performed by the contracted vendor.</td>
<td>1) Administration, as well as all pertinent supervisory staff, will review all scopes of service prior to any Request For Proposal (RFP) or contract extension being issued.</td>
<td>Scopes of Services will accurately and comprehensively communicate work expected to be performed by contracted vendors.</td>
<td>Scopes of Service will be updated to reflect, at a minimum, the scopes of services communicated by the Pennsylvania Department of Aging.</td>
<td>Administrative Officer, Administrator and pertinent program staff</td>
<td>October 2016 - Ongoing.</td>
</tr>
<tr>
<td>3) MCAAA will have an open and fair process for receiving and reviewing any and all applications from prospective providers who wish to offer Block Grant services to eligible consumers.</td>
<td>1) Maintain/update local processes for continually reviewing qualified vendors.</td>
<td>All information received from prospective vendors will be reviewed in a timely manner according to internal policies, as well as guidelines set by the Pennsylvania Department of Aging.</td>
<td>All prospective providers will be considered according to MCAA's Contract Procurement Process.</td>
<td>Administrative Officer, Administrator and pertinent program staff</td>
<td>October 2016 - Ongoing.</td>
</tr>
<tr>
<td>Objective</td>
<td>Strategy</td>
<td>Performance Outcome</td>
<td>Performance Measure</td>
<td>Lead Staff</td>
<td>Timeframe</td>
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<tr>
<td>1) MCAA will explore cross-training opportunities with other agency's and organizations.</td>
<td>1) MCAA will continue to explore cross-training opportunities through the acquisition of grants and other funding opportunities and partnerships. (i.e. continued cross-training opportunities with behavioral health services)</td>
<td>To hold cross-training opportunities for staff</td>
<td>MCAA will participate in 2 cross-training opportunities a year.</td>
<td>Administration and Supervisors</td>
<td>October 2016-Ongoing</td>
</tr>
<tr>
<td>2) MCAA will empower staff through continued professional development opportunities.</td>
<td>1) MCAA will explore professional development opportunities for staff, and present / encourage participation in these opportunities as resources allow.</td>
<td>Professional development opportunities will be presented to pertinent staff as the opportunities arise and resources permit.</td>
<td>100% of all MCAA employees will attend at least one professional development opportunity each year.</td>
<td>Administration and Supervisors</td>
<td>October 2016 - Ongoing</td>
</tr>
<tr>
<td>3) MCAA will further promote and support caregivers within Monroe County, as a means of empowering the workforce.</td>
<td>1) MCAA will utilize enhanced marketing and outreach efforts to increase communication and dissemination of information related to the Caregiver Support Program.</td>
<td>Increased awareness and utilization of the Caregiver Support Program</td>
<td>To increase enrollment in the Caregiver Support Program by 5% each year over the next four (4) years.</td>
<td>Administration and Supervisors</td>
<td>October 2016 - Ongoing</td>
</tr>
</tbody>
</table>
AREA PLAN PART B
Section 1. Signature Page/Standard Assurances
Commonwealth of Pennsylvania
Department of Aging
FY 2016-20 Area Agency on Aging
Four-Year Area Plan on Aging
Signature Page
Area Agency on Aging Name and Address:

Monroe County Area Agency on Aging
729 Phillips Street
Suite 102
Stroudsburg, PA 18360

I/we certify that I/we are authorized to submit this Plan on behalf of the designated Area Agency on Aging and agree to abide by regulations issued by the Pennsylvania Department of Aging, the U.S. Department of Health and Human Services, and the U.S. Department of Labor. I/we further certify that the general public has had the opportunity to review and comment on this Plan through the public hearing process and that written policies, procedures or agreements, as appropriate, have been developed in accordance with Part A, Section 307 of the Older Americans Act, and are on file for review and approval, as appropriate, by Department of Aging officials.

I/we assure that services and programs of the Area Agency on Aging will be managed and delivered in accordance with the Plan submitted herewith. Any substantial changes to the Plan will be submitted to the Department of Aging for prior approval.

I/we hereby expressly, as a condition precedent to the receipt of State and Federal funds, assure:


1) I/we do not and will not discriminate against any person because of race, color, religious creed, ancestry, national origin, age, sex, or handicap:

   a) In providing services or employment, or in its relationship with other providers;

   b) In providing access to services and employment for handicapped individuals.

2) I/we will comply with all regulations promulgated to enforce the statutory provisions against discrimination.
I/we further hereby agree that all contracts for the provision of services addressed herein will require contractors to comply with these same provisions.

I/we certify that the advisory council of the Area Agency on Aging has participated in the development of this Plan and has reviewed the Plan as herewith submitted.

Signature(s) of Governing Authority
Official(s), e.g., Chairman of County Commissioners or President, Board of Directors.

John R. Magee  Commissioner  8/3/16

[Signature]
Commissioner  8/4/16

[Signature]
Commissioner  8/4/16

[Signature]  Administrator  8/4/16

(Signature of the Area Agency on Aging Director) (Title) (Date)

Name of Person to Contact Regarding the Contents of This Plan:

Brian LaVaca  970-480-3735
(Name) (Area Code and Telephone)
Part B. Section 2

DOCUMENTATION OF PARTICIPATION BY THE AREA AGENCY ON AGING ADVISORY COUNCIL

PSA NO. 48

NAME OF AAA: Monroe County Area Agency on Aging

PLAN PERIOD FROM October 1, 2016 TO September 30, 2020

In accordance with 6 PA Code, Section 35.23, a. (1) and (2) and the Older Americans Act of 1965, as amended, I certify that the Area Agency on Aging Advisory Council has had the opportunity to assist in the development of this Plan. I further certify that the Area Agency on Aging Advisory Council has participated in at least one Public Hearing held on this Plan.

The Area Agency on Aging Advisory Council does recommend approval of this Plan.

[Signature]
Daniel Ferguson
Advisory Council, Chairman
Monroe County Area Agency on Aging

18 July 2016
Date
ASSURANCES

The Older Americans Act of 1965, as amended, requires each Area Agency on Aging (AAA) to provide assurances that it will develop a Plan and carry out a program in accordance with the Plan. Each AAA must comply with the following provisions of the Act. Written policies, procedures, or agreements, as appropriate, must be on file in the AAA office and available for review and approval by Department of Aging officials.

Area Plans

- Assurances that an adequate proportion, as required under section 307(a)(2), of the amount allotted for part B to the planning and service area will be expended for the delivery of each of the following categories of services:
  - Services associated with access to services: transportation, health services (including mental health services), outreach, information and assistance (which may include information and assistance to consumers on availability of services under part B and how to receive benefits under and participate in publicly supported programs for which the consumer may be eligible), and case management services
  - In-home services, including supportive services for families of older individuals who are victims of Alzheimer's disease and related disorders with neurological and organic brain dysfunction
  - Legal assistance

- Assurances that the AAA will report annually to the Department of Aging in detail the amount of funds expended for each such category during the fiscal year most recently concluded.

- Assurances that the AAA will:
  - Set specific objectives, consistent with State policy, for providing services to older individuals with greatest economic need, older individuals with greatest social need, and older individuals at risk for institutional placement
  - Include specific objectives for providing services to low-income minority older individuals, older individuals with limited English proficiency, and older individuals residing in rural areas; and
  - Include proposed methods to achieve the objectives

- Assurances that the AAA will include in each agreement made with a provider of any service under this title, a requirement that such provider will:
  - Specify how the provider intends to satisfy the service needs of low-income minority individuals, older individuals with limited English proficiency, and older individuals residing in rural areas in the area served by the provider
o To the maximum extent feasible, provide services to low-income minority individuals, older individuals with limited English proficiency, and older individuals residing in rural areas in accordance with their need for such services
o Meet specific objectives established by the area agency on aging, for providing services to low-income minority individuals, older individuals with limited English proficiency, and older individuals residing in rural areas within the planning and service area

- Each AAA shall identify the number of low-income minority older individuals and older individuals residing in rural areas in the planning and service area, describe the methods used to satisfy the service needs of such minority older individuals, and provide information on the extent to which the area agency on aging met the objectives described in clause (a)(4)(A)(i).

- Assurances that the AAA will use outreach efforts that will identify individuals eligible for assistance under this Act, with special emphasis on:
  o Older individuals residing in rural areas
  o Older individuals with greatest economic need (with particular attention to low-income minority individuals and older individuals residing in rural areas)
  o Older individuals with greatest social need (with particular attention to low-income minority individuals and older individuals residing in rural areas)
  o Older individuals with severe disabilities
  o Older individuals with limited English proficiency
  o Older individuals with Alzheimer’s disease and related disorders with neurological and organic brain dysfunction (and the caretakers of such individuals)
  o Older individuals at risk for institutional placement

- Assurances that the AAA will ensure that each activity undertaken by the agency, including planning, advocacy, and systems development, will include a focus on the needs of low-income minority older individuals and older individuals residing in rural areas.

- Assurances that the AAA will coordinate planning, identification, assessment of needs, and provision of services for older individuals with disabilities, with particular attention to individuals with severe disabilities, and individuals at risk for institutional placement, with agencies that develop or provide services for individuals with disabilities.

- Assurances that the AAA will, in coordination with the State agency and with the State agency responsible for mental health services, increase public awareness of mental health disorders, remove barriers to diagnosis and treatment, and coordinate mental health services (including mental health screenings) provided with funds expended by the area agency on aging with mental health services provided by community health centers and by other public agencies and nonprofit private organizations.

- Assurances that the AAA, in carrying out the State Long-Term Care Ombudsman program under section 307(a)(9), will expend not less than the total amount of funds appropriated under this Act and expended by the agency in fiscal year 2000 in carrying out such a program under this title.

- Information and assurances concerning services to older individuals who are Native Americans (referred to in this paragraph as "older Native Americans"), including:
  o Information concerning whether there is a significant population of older Native Americans in the planning and service area and if so, an assurance that the area agency on aging will pursue activities
  o Outreach, to increase access of those older Native Americans to programs and benefits provided under this title
  o Assurance that the AAA will, to the maximum extent practicable, coordinate the services the agency provides under this title with services provided under title VI
• Assurance that the area agency on aging will make services under the area plan available, to the same extent as such services are available to older individuals within the planning and service area, to older Native Americans.

• Assurances that the AAA will maintain the integrity and public purpose of services provided, and service providers under this title in all contractual and commercial relationships.

• Assurances that the AAA will disclose to the Assistant Secretary and the State agency the identity of each nongovernmental entity with which such agency has a contract or commercial relationship relating to providing any service to older individuals; and the nature of such contract or such relationship.

• Assurances that the AAA will demonstrate that a loss or diminution in the quantity or quality of the services provided, or to be provided, under this title by such agency has not resulted and will not result from such non-governmental contracts or such commercial relationships.

• Assurances that the AAA will demonstrate that the quantity or quality of the services to be provided under this title by such agency will be enhanced as a result of such non-governmental contracts or commercial relationships.

• Assurances that the area agency will, on the request of the Assistant Secretary or the State, for the purpose of monitoring compliance with this Act (including conducting an audit), disclose all sources and expenditures of funds such agency receives or expends to provide services to older individuals.

• Assurances that funds received under this title will not be used to pay any part of a cost (including an administrative cost) incurred by the AAA to carry out a contract or commercial relationship that is not carried out to implement this title.

• Assurances that funds received under this title will be used to provide benefits and services to older individuals, giving priority to older individuals identified in paragraph (4)(A)(i); and in compliance with the assurances specified in paragraph (13) and the limitations specified in section 212.

• Information detailing how the AAA will coordinate activities and develop long-range emergency preparedness plans with local and State emergency.
Part B. Section 4

Narrative Summary of the Proceedings of the AAA Area Plan Public Hearing.

A Public Hearing on the Monroe County Area Agency on Aging Four Year Plan covering October 1, 2016 through September 30, 2020 was conducted by the Agency’s Advisory Board. The Hearing was announced in the Pocono Record. An invitation was sent electronically to service providers.

The date of the public hearing was Thursday, July 21, 2016 at 10:30 AM and was held at the Loder Senior Center, 62 Analomink Street in East Stroudsburg. There were a total of 49 in attendance. The following groups were represented:

- Monroe County Area Agency on Aging Advisory Council
- Monroe County Area Agency on Aging Staff
- Senior Clubs
- Minority Seniors
- Senior Center participants
- Service Providers
- Caregivers
- Channel 13 news

Over 25% of the audience were over the age of 85

The Administrator, Patricia Fretz, conducted the meeting. A PowerPoint presentation was used to convey the information to the audience. Covered in the presentation were the following:

1. The Mission of the Monroe County Area Agency on Aging.
2. Successful Community Partnerships.
3. Services provided.
4. Funding sources.
5. Demographics regarding the growth of the senior population in Monroe County.
6. The top five (10) priority needs of seniors as identified by the surveys and public focus groups.
7. The goals and objectives, performance measures and outcomes were presented which will address the direction for the Monroe County Area Agency on Aging during the fiscal years October 1, 2016 through September 30, 2020.

Questions were asked and addressed as well as comments of reaffirmation from the audience. Public Hearing ended at 11:30AM.
*The number of staff in each position is indicated below each classification title.
Citizens of Monroe County

Elected President Judge

Elected District Judges

Appointed Court Related

Appointed Department Heads

Area Agency on Aging
- Assessment
- Career Link
- Children & Youth
- Cooperative Extension
- Conservation District
- Correctional Facility
- Emergency Services
- Grants/Fiscal
- Human Services
- Highway Safety
- Information Services
- Maintenance
- Parks & Recreation
- Personnel
- Planning
- Public Defender
- Purchasing
- Tax Claim
- Vector Control

Board of Commissioners

Chief Clerk

Commissioners Staff

Solictor

Authorized Boards & Commissions

- Aging Advisory Council
- Agricultural Preservation Board
- Airport Authority
- Board of Assessment
- Citizens' Advisory Committee to Children & Youth
- Conservation District
- Drug & Alcohol Committee
- Eastern Monroe Library Board
- Hospital Authority
- Housing Authority
- Industrial Development Authority
- Mental Health/Mental Retardation Board
- Municipal Waste Authority
- Parks & Recreation Board
- Planning Commission
- Pleasant Valley Manor, Inc.
- Pocono Mountains Industries, Inc.
- Pocono Mountains Industrial Park

Elected Officials

- Clerk of Courts
- Controller
- Coroner
- District Attorney
- Jury Commissioners
- Prothonotary/Clerk of Courts
- Recorder of Deeds
- Register of Wills
- Treasurer

Monroe County Organizational Chart

Appendix B
Appendix C

The Monroe County Area Agency on Aging (MCAAA) is currently working on their Four Year Plan. The Plan will begin October 1, 2016 through September 30, 2020. Your input and feedback is critical in the development of this plan and in how MCAAA establishes goals and utilizes certain resources to assist older adults here in Monroe County. Please participate and provide your input and feedback by completing this paper survey and returning it in the self-addressed stamped envelope. Or, you can complete this survey online at:


or visit our website at

[http://www.monroecountypa.gov/Dept/Aging/Pages/default.aspx](http://www.monroecountypa.gov/Dept/Aging/Pages/default.aspx)

Thank you for taking time to complete this survey. **Please submit responses by May 1, 2016**

### Demographic Information

1) Age Range:  
   - ___59 or Younger  
   - ___60-69  
   - ___70-79  
   - ___80-89  
   - ___90-99  
   - ___100 or older

2) Gender:  
   - a. Male  
   - b. Female  
   - c. Transgender

3) Marital Status:  
   - a. Single  
   - b. Married  
   - c. Divorced  
   - d. Widowed  
   - e. Other

4) Race:  
   - a. American Indian  
   - b. Asian  
   - c. Black or African American  
   - d. Hispanic or Latino  
   - e. Native Hawaiian or Pacific Islander  
   - f. White  
   - g. Other

5) Please indicate your annual income range:  
   - a. Single Person – Below $14,500  
   - b. Single Person - $14,501- $23,500  
   - c. Single Person – Above $23,500  
   - d. Married – Below $17,700  
   - e. Married – $17,701- $31,500  
   - f. Married – Above $31,500

6) Please indicate whether you live:  
   - a. Alone  
   - b. With a Spouse  
   - c. With Relatives  
   - d. With Non-Family Member

7) The type of housing you currently live in:  
   - a. Own Home  
   - b. Rent Home/Apartment  
   - c. Senior Housing  
   - d. Facility

8) How long have you resided in Monroe County, PA?  
   - a. 0-5 years  
   - b. 6-10 years  
   - c. 11-15 years  
   - d. 16-20 years  
   - e. Over 20 years  
   - f. All my life
9) Please indicate which Township or Borough you reside:
   a. Barrett Township        i. Middle Smithfield Township       q. Stroud Twp
   b. Chestnuthill Township   j. Mt. Pocono Borough           r. Stroudsburg
   c. Coolbaugh Township      k. Paradise Township
   d. Del. Water Gap Borough  l. Pocono Township             s. Tobyhanna
   e. East Stroudsburg Borough m. Polk Township
   f. Eldred Township         n. Price Township
   g. Hamilton Township       o. Ross Township
   h. Jackson Township        p. Smithfield Township

Knowledge of AAA Services:
10) How would you rate your knowledge of the Monroe County Area Agency on Aging?
   a. No Knowledge                      c. Basic Knowledge                     e. Very Knowledgeable
   b. Minimal Knowledge                 d. Good Knowledge

11) Do you know how to contact the Monroe County Area Agency on Aging?
    a. Yes                                b. No

12) Do you currently receive services through the Monroe County Area Agency on Aging?
    a. Yes                                b. No

13) Do you know how to report elder abuse, neglect, exploitation or abandonment (knowledge prior to reading the notice below)?
    a. Yes                                b. No

   *REPORTS OF ELDER ABUSE, NEGLECT, EXPLOITATION OR ABANDONMENT CAN BE MADE (24 hours a day/7 days a week) BY CALLING: The Monroe County Area Agency on Aging at 570-420-3735 or the Statewide Hotline 1-800-490-8505

14) Do you have a caregiver?    a. Yes              b. No

14.a) If Yes, please check all that apply:
   ___ Family         ___ In Home Support Services        ___ Acquaintance       ___ Private paid caregiver

15) What are the three most effective ways to communicate messages, news and updates to you?
    ___ Email                ___ Local TV             ___ Agency/County Website
    ___ Public Meetings      ___ Word of Mouth       ___ Senior Express Times Newsletter
    ___ Church Bulletins    ___ Newspaper            ___ Other

    ______________________________________________________________________________
16) In your opinion, what are the three greatest needs facing older adults in Monroe County:

1) ___________________________________________________________________
2) ___________________________________________________________________
3) ___________________________________________________________________

17) What is your greatest need? _____________________________________________________________________________

18) How can the Monroe County Area Agency on Aging improve Aging Services in our community?

________________________________________________________________________

<table>
<thead>
<tr>
<th>19) How Concerned are you about the following:</th>
<th>Very Concerned</th>
<th>Concerned</th>
<th>Somewhat Concerned</th>
<th>Not Concerned</th>
<th>No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) Finding or maintaining a good health care provider</td>
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<td>B) My ability to afford healthcare</td>
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<td>C) My ability to afford prescription medications</td>
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<td>D) Remaining in my home safely</td>
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<td>E) Paying my bills</td>
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<td>F) Paying my taxes</td>
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<td>G) Paying my Utilities</td>
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<td>H) Paying for Groceries</td>
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<td>I) Available Transportation</td>
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<td>J) Understanding my health insurance options.</td>
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<td>K) My personal safety and protection from abuse, neglect, exploitation and</td>
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<tr>
<td>W) Being able to afford Long Term Care Services (Health Care, Home Care, Nursing Home Care).</td>
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<td>V) Educational Opportunities</td>
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<td>U) Opportunities to Volunteer</td>
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<td>T) Legal Concerns (Power of Attorney, Guardianship, Living Will)</td>
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<td>S) Maintaining Affordable Housing</td>
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<td>R) Caring for myself (Bathing, Dressing, Cooking, Shopping, Laundry)</td>
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<tr>
<td>Q) Ability to care for an older family member</td>
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<td>P) Obtaining and understanding benefits available to older adults</td>
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<tr>
<td>M) Maintaining my independence as I age.</td>
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<tr>
<td>L) Being included in decision making that affects your lifestyle</td>
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<tr>
<td>K) Being abandoned.</td>
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20) Please share any other ideas, comments, questions or concerns with us:
MONROE COUNTY AREA AGENCY ON AGING

FOUR YEAR PLAN

TO STRENGTHEN FAMILY LIFE
TO ASSIST INDIVIDUALS IN ATTAINING OR MAINTAINING INDEPENDENCE AND SELF CARE
TO PROTECT ADULTS IN DANGER OF NEGLECT, ABUSE OR EXPLOITATION

WE NEED TO HEAR FROM YOU
The Monroe County Area Agency on Aging is developing its 2016-2020 Four Year Plan, as required by the Older Americans Act. Tell us what you think about programs and services for older Pennsylvanians, and what the agency should set out to accomplish over the next four years.

TAKE THE SURVEY

E-MAIL US
aging@monroecountypa.gov

CALL US
(570) 420-3735

WRITE US
Monroe County Area Agency on Aging
724 Phillips Street, Suite 102
Stroudsburg, PA 18360
1. Please rate each of the following programs based on how effective you perceive them to be in assisting / helping consumers:

<table>
<thead>
<tr>
<th>Program</th>
<th>Highly Ineffective</th>
<th>Ineffective</th>
<th>No Opinion</th>
<th>Effective</th>
<th>Highly Effective</th>
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<tr>
<td>Adult Day Care</td>
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<td>APPRISE Program</td>
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<td>Care Management</td>
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<td>Consumer Reimbursement</td>
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<td>Cost Sharing</td>
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<td>Emergent Services</td>
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<td>Friendly Visitor / Phone Pal</td>
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<td>Home Delivered Meals</td>
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<td>Home Modifications</td>
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<td>Information and Referral</td>
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<td>Legal Assistance</td>
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<td>Level of Care Determination</td>
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<td>Medical Equipment, Supplies, Assistive Devices</td>
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<td>Nursing Home Transition</td>
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<td>Older Adult Protective Services</td>
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### Appendix E

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<tr>
<th>Service</th>
<th>Highly Ineffective</th>
<th>Ineffective</th>
<th>No Opinion</th>
<th>Effective</th>
<th>Highly Effective</th>
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<tr>
<td>Ombudsman Program</td>
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<td>PA Caregiver Support Program</td>
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<td>Personal Care</td>
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<td>Personal Emergency Response System</td>
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<td>Prime Time Health</td>
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<td>Publications</td>
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<td>Retired and Senior Volunteer Program</td>
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<td>Senior Centers / Congregate Meals</td>
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<td>Service Coordination (Aging Waiver Program)</td>
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<td>Transportation</td>
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2. What do you perceive to be the greatest challenges to serving older adults in Monroe County?

   

3. What needs of elderly Monroe County residents do you believe are not currently being met?

   

4. How can we as an agency improve how we promote existing services?

   

5. How can we as an agency work to improve access to services?

   


6. How can we as an agency enhance the quality of services?

7. How can we as an agency empower the workforce?

8. In regards to the MCAA Four Year Plan, what other comments, questions, or recommendations do you have?