

**SUBMITTAL TO THE BOARD OF SUPERVISORS  
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

709



**FROM:** Riverside County Office on Aging

**SUBMITTAL DATE:**  
May 17, 2004

**SUBJECT:** *Preparing for the Boom* 2004-2005 Update of the 2001-2005 Strategic Plan

**RECOMMENDED MOTION:** That your Honorable Board:

1. Approve, receive and file the attached 2004-2005 Update of the 2001-2005 Strategic Plan.
2. Authorize the Chairman of the Board of Supervisors to sign three (3) copies (must be original signatures) of the attached Letter of Transmittal.
3. Return two (2) copies of the Letter of Transmittal to the Office on Aging after approval by the Board of Supervisors. One (1) copy will be retained by the Clerk of the Board for filing.

**BACKGROUND:** Every four years the Office on Aging, with the Advisory Council on Aging and the community, is mandated by the Older Americans Act and the Older Californians Act to develop a strategic plan that is updated annually. This is the fourth year of the 2001-2005 Strategic Plan. The major changes to the plan include the deletion of completed objectives; deletion of objectives due to a reduction in resources; addition of objectives pertaining to the Nutrition, Active Aging, Employment, and Grandparents Raising Grandchildren programs; and service unit revisions in accordance with the 2004-2005 budget (please see "Narrative Description of Relevant Changes" for specific updates).

*Hilary Clark for LuVerne Molberg*  
LuVerne M. Molberg, Director

Departmental Concurrence

<b>FINANCIAL DATA</b>	Current F.Y. Total Cost:	\$ 0.00	In Current Year Budget:	No
	Current F.Y. Net County Cost:	\$ 0.00	Budget Adjustment:	No
	Annual Net County Cost:	\$ 0.00	For Fiscal Year:	03/04

<b>SOURCE OF FUNDS: N/A</b>	<b>Positions To Be Deleted Per A-30</b>	<input type="checkbox"/>
	<b>Requires 4/5 Vote</b>	<input type="checkbox"/>

**C.E.O. RECOMMENDATION:**

**APPROVE**

**County Executive Office Signature** *Alex Lann*

Policy  Policy   
 Consent  Consent   
 Dept't Recomm.: Per Exec. Ofc.:

## Welcome

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A plan provides an opportunity for leaders to set the stage for the future. It also is an opportunity to incorporate emerging technologies and concepts into operations and management.

We are at the juncture where aging is being redefined by the current older population and the emerging Baby Boomer generation. This gives us pause to reflect, to redefine, and to reposition.

Our vision and our core values will remain intact, while our creativity and accountability will expand.

The Office on Aging is committed to lead the innovations that will be required of Riverside County to prepare for the aging population of tomorrow. We will always remain committed to listening to and caring about the seniors and families we touch day by day.

*LuVerne M. Molberg*  
Director

Facing the specter of diminishing financial resources, the Advisory Council on Aging is aggressively seeking to meet the demands of an ever growing older population. With the myth of retirement a reality, persons reaching the age of 55 are no longer living with the assumption that Government will provide for their aging needs. Institutions like Medicare and MediCal will be changing in the next few years to deal with fewer dollars for more people. Within this environment of reduced government intervention we must: maximize what resources are available; co-op our local communities and begin to inter-generationalize aging; keep ourselves healthy and addiction free; have safe and affordable housing; provide for the nutrition needs of our aging population; and have reliable transportation systems that get people where they need to go without spending all day getting to and from a destination.

All of our futures are reflected in this Strategic Plan. It details what we, as Aging Advocates, want to see now and in the future. At the Office on Aging we have a committed Staff and strong support from our five County Supervisors. We have a creative and dedicated Advisory Council who is excited at meeting future challenges. The council envisions those challenges as opportunities toward changing how we age now and in the future.

*Mark Moran*  
Chair, Advisory Council on Aging

## Executive Summary

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The 2001-2005 Riverside County Office on Aging Strategic Plan meets the planning requirements put forth by the California Department on Aging and defines a vision for older persons in Riverside County. This Strategic Plan was developed by the Riverside County Office on Aging's Advisory Council on Aging, Leadership Team, staff, and the community at large and was based upon an in-depth analysis of the 2000 Community Assessment, United States Bureau of the Census Population Data (2000), Demographic Population Estimates for Riverside County (2010), and a series of community planning forums, and focus groups.

Riverside County is divided into ten (10) regional areas, referred to as Target Area Groupings, or TAGs, and resemble current community boundaries based upon service utilization, geography, and resource distribution. Currently, the TAG with the highest socioeconomic need<sup>3</sup> is TAG 3, or Canyon Lake / Moreno Valley / Perris area, followed by TAG 6, or Hemet / San Jacinto area, and TAG 2, or Riverside proper. The highest *concentration* of socioeconomic need remains in the far Eastern portion of the County, Blythe, or TAG 10, followed by TAG 9, or La Quinta / Indo / Coachella area, and then TAG 4, in the Southern area of the County or more specifically Murrieta / Temecula area.

Five (5) priority areas for the Riverside County Office on Aging were agreed upon and are as follows:

Healthier Older Adults and Healthier Adults with Disabilities  
Informed Communities  
Stable Families  
Satisfied Customers  
Effective Employees

Healthier Older Adults and Healthier Adults with Disabilities, Outcome 1, involves improving the quality of life and maintaining individuals in their home and/or community, through the use of available programs and services

Informed Communities', or Outcome 2's, goal is to provide timely and accurate information and assistance to communities in order to increase the level of self and community empowerment.

Stable Families, Outcome 3, aims at providing and coordinating agencies, programs, and services to assist and strengthen families and other family-like situations.

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<sup>3</sup> Based upon the Intrastate Funding Formula mandated by the California Department of Aging.

Satisfied Customers, Outcome 4, a top priority for the agency, declares that the agency will meet and exceed our promise to our customers, which is to listen with respect, to serve with compassion and commitment, and to respond in a timely manner.

Effective Staff, Outcome 5, states that the goal is to provide opportunities to the agency's employees and volunteers for growth and to maximize agency systems and programs for both compliance and change.

Implementation of this Strategic Plan relies on Riverside County receiving its fair share of Federal and State dollars under the Older American Act funding formula and assumes no decrease in County funding match. In addition, it relies on the attainment of new revenue sources. Moreover, the Strategic Plan is updated annually, or as circumstances dictate, in order to incorporate changing and emerging needs and to assure the most effective strategies for implementing change.

Riverside County's Board of Supervisors with the Office on Aging's staff, Advisory Council on Aging, and public, private, and/or contracted partners are planning for the challenges that lie ahead in meeting our combined outcomes and goals.

## Riverside County

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Riverside County, founded in 1893, is one of the largest and most diverse counties in California. It spans 7,310 square miles of semi-arid to desert land and forms a shape similar to a rectangle. The County's eastern border is the Colorado River, which serves as a natural boundary separating California from Arizona. Its western borders are Orange and Los Angeles Counties; its northern border is San Bernardino County; its southern borders are San Diego and Imperial Counties. Riverside County's landscape features everything from lush, irrigated farms to desert sand dunes and has altitudes ranging from 200 feet below sea level, at the Salton Sea, to 10,804 feet above sea level at the top of Mt. San Jacinto. Its climate is generally mild, with temperatures ranging from 20 degrees to 117 degrees Fahrenheit. Large portions of Riverside County are agriculturally based.

Riverside County is composed of 24 incorporated cities and hosts the wealthiest community in California, Indian Wells, as well as pockets of extreme poverty. Rural communities are typically highly isolated, poverty stricken, and without access to services. New retirement communities are rapidly growing in the southern areas of the County and large concentrations of older persons remain in metropolitan areas, such as the Coachella Valley and Riverside and surrounding areas. Similar to other areas throughout California, each community has unique needs that far exceed the capabilities of the existing system.

Riverside County's population is as diverse as its geography. According to 2000 Census Data, Riverside County is home to 1,545,387 individuals, with a population density of approximately 211 persons per square mile. Of the total population, 250,010 individuals are older adults (aged 60 years and older), or approximately 16% of the total population, and 21,084 individuals are the oldest (aged 85 years and older) of the older adult, or 1.4% of the total population. Currently, there are 250,412 adults with disabilities (aged 21 years and older), representing approximately 16% of the total population.

Riverside County will continue to grow at an alarming rate. It's estimated that the County's total population will increase by 87.6% in ten (10) years, the older population will rise by 34.7% (compared to California at 32.3% and nationally at 22.6%), and the oldest of the older population will escalate by 54.9%. Such large increases can be attributed to the continued migration patterns found between Riverside County and its surrounding counties (e.g. San Diego County and Los Angeles County), the longevity of human life, and the Baby Boomers<sup>4</sup> reaching sixty plus years.

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<sup>4</sup> Defined by persons born between the years of 1946 and 1964.

# **NARRATIVE DESCRIPTION OF RELEVANT CHANGES**

## **Strategic Plan Update 2004 - 2005**

The following sections of the Strategic Plan have been amended:

### **Welcome**

Replaced message from prior Advisory Council Chair to message from new Advisory Council Chair

### **Introduction**

1. Advisory Council on Aging (page 14)
2. Leadership Team (page 15)
3. Riverside County Office on Aging Employee Organizational Chart (page 16)

### **Guiding Forces**

1. Other Leading Principles (page 18)

### **Our Direction**

1. Outcome 1:
  - a) Community Indicators – revised #1 (previously stated “rate of prescribed medication adherence when receiving care / case management programs”; and deleted previous #2 “Rate of health care expenditures, that is home and community based service expenditures versus institutional expenditures” due to inability to track data (page 107-108)
  - b) Performance Measures and Objectives – deleted 1(7) “Reduce nutritional risk by 5% and increase social well being by 5% in participants receiving nutrition services...” due to reduction in resources; completed and deleted 1(23) “Purchase 6,727 emergency-oriented home delivered meals to targeted customers in a start up pilot project;” added objectives 27 – 36 (pages 109-110) and revised objectives 1, 9, 10, 11, 14, 15, and 25 (pages 108 and 109).
2. Outcome 2:
  - a) Performance Measures and Objectives –deleted 2(5) “Provide 3,356 hours of preventive health education, by sponsoring conferences within the community that address the emerging issues” (due to duplication of information with other objectives); deleted 2(9) “Develop a nutritional education program, including convening a nutrition conference annually, to highlight new programs and policy initiatives that effect nutrition services” due to reduction in resources;

completed and deleted 2(23) "Sponsor a caregiver recognition event;" completed and deleted 2(28) "Assist in sponsoring a forum on aging and gay and lesbian issues and resources, as funding is available;" added objectives 31 - 33 (pages 113-114); and revised objectives 2, 6, 7, 16-21, 25, 26, 29, and 30 (pages 111-113).

3. Outcome 3:

- a) Community Indicators - revised indicator 3 from "rate of new resources available for older adults and adults with disabilities who abuse or misuse medications, alcohol, and / or non-prescribed drugs." (page 116)
- b) Performance Measures and Objectives - deleted due to reduction in resources 3(2) "Increase employment program participant's social well being by 80%"; deleted 3(18) due to reduction in resources "Increase by 63% caregivers who report having increased time available for themselves due to respite services;" completed and deleted 3(20) "Share with community stakeholders the results of the Community Caregiver Assessment;" completed and deleted 3(21) "Collaborate with caregiver agencies to build a seamless system for family caregivers;" added objectives 32 - 35 (pages 117-118); and revised objectives 1, 11, 12, 17, 29, 30, and 31 (pages 116-117).

4. Outcome 4:

- a) Performance Measures and Objectives - deleted 4(7) due to reduction in resources "Attain a 63% goal of individuals who rate received transportation services 'very good' or higher;" deleted 4(9) "Achieve a 70% goal of caregivers who are satisfied with services received for the care receivers;" completed and deleted 4(17) "Continue to track and report progress with the goals of the No Wrong Door Team in expectation that it will increase consumer satisfaction and build a better supportive care delivery system;" completed and deleted 4(20) "Enhance the agency web site to comply with state and local standards and to increase access to services and information for customers"; revised objective 15 (page 120).

5. Outcome 5:

- a) Performance Measures and Objectives - completed and deleted 5(12) "Implement County Financial OASIS System to track all revenues and expenditures across multiple programs that ensures stable cash flow;" added objectives 20

- 26 (page 123); revised objectives 3, 4, 6, 10, 15, 17, and 19 (pages 122-123).

**Budget and Service Unit Plan**

1. Title III / VII Service Unit Plan: 2004-2005(pages 124-125)
2. Title III-E 2004-2005 (page 126) new
3. Title V Service Unit Plan: 2004-2005 (pages 127-128)
4. Other State Funded Grants (OSFG) (previously called "Community-Based Services Programs" Service Unit Plan: 2004-2005 (page 129)
5. Health Insurance Counseling and Advocacy Program (HICAP) Service Unit Plan 2004-2005 (page 130) new

**Appendices and Assurances**

1. Deleted Appendix I – AAA Services Matrix (no longer required)
2. Deleted Appendix IX (Information related to homeless older individuals as it is no longer required)
3. Revised Appendices II and IV (pages 136-144)
4. Added newly required Appendices IX (Title III-E) and X (pages 151-153)

**Estimated Number of Low-Income Minorities and Older Individuals Residing in Rural Areas (306)(a)(4)(A)(iii)(1) of the OAA:**

There are an estimated 32,568 low income and 49,341 minority older individuals, and an estimated 21,673 older individuals residing in rural areas.