



# Age-Friendly San Leandro Organizational Plan

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**DRAFT**

Prepared in  
collaboration with:



City of San Leandro  
Human Services

PEAR  
STREET 

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# About This Plan

This Age-Friendly San Leandro Organizational Plan was prepared in collaboration between the City of San Leandro's Human Services Department and Pear Street Consulting.

An organizational plan helps define a public sector initiative's structure, identity, and operational guidelines. This plan not only outlines crucial aspects such as the structure and roles of initiative leadership, decision-making processes, and staff duties, but also helps shape the initiative's culture and ensures operational consistency and sustainability in the event of staff and leadership turnover.

In July 2024, City Council approved San Leandro's first-ever Age-Friendly Action Plan, effectively launching the Age-Friendly San Leandro initiative. One of the major priorities identified by community members during the planning process was to ensure accountability and commitment to achieve the goals of the Action Plan in a timely and intentional manner. This organizational plan codifies a structure for accountability.

## **Name & Definitions**

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### 1. Name

The name of this initiative is Age-Friendly San Leandro.

### 2. Definitions

The following terms and their definitions shall apply to this plan:

- a. "Age-Friendly San Leandro" shall mean the commitment by the City of San Leandro to promote, create, and sustain an age-friendly community articulated in City Council's adoption of the Age-Friendly Action Plan on July 15, 2024.
- b. "Age-Friendly Advisory Committee" shall mean the City's Senior Commission required by San Leandro Administrative Code A23.
- c. "Age-Friendly Initiative Lead" shall mean the employee designated by the Director of Human Services to assist the Age-Friendly Advisory Committee with planning and coordination of projects recommended by the City's Age-Friendly Action Plan.

# Mission

Age-Friendly San Leandro is a City-led coalition of public, nonprofit and private organizations and individuals dedicated to implementing solutions that make San Leandro more livable, accessible and happier for all, so residents, regardless of age, are able to stay in their chosen homes and communities.

# Vision

Age-Friendly San Leandro envisions a San Leandro that is welcoming and safe for everyone; that fosters respectful, kind and inclusive social interactions; that takes pride in its diversity and strives to be an example of accessible, age-friendly communication and design; and that centers equity in the provision of food, housing, transportation, and all other basic human needs.



# Age-Friendly Advisory Committee

## Definition

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For the purposes of alignment, continuity and efficiency, the City of San Leandro's Senior Commission and the Age-Friendly Advisory Committee will be one and the same. The Senior Commission consists of nine (9) members. It is composed of one (1) member representing each City district and three (3) at-large members. Each member serves a four-year term.

## Responsibility

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The Age-Friendly Advisory Committee meets the third Thursday of each month, from 10:00 am to 12:00 pm, at the San Leandro Senior Community Center. The Age-Friendly Advisory Committee meets to review progress of age-friendly action items, recommend new action items, and identify development and action areas within the city that may require Human Services Department or City Council attention.

## Administrative Support

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An Age-Friendly Initiative Lead position within the Human Services Department updates the Age-Friendly Advisory Committee and attends each of its meetings.

## Role

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The Age-Friendly Advisory Committee plays an advisory role within the initiative. It advises the Human Services Department specifically. The Human Services Department may, at its own discretion, request or invite members of the Committee to provide annual Age-Friendly San Leandro updates to the Mayor and City Council.

# Age-Friendly Advisory Committee

In addition to meeting on a monthly basis, the Age-Friendly Advisory Committee is tasked with achieving the following outcomes and deliverables.

## 1. City Board & Commission Updates

The Age-Friendly Advisory Committee provides annual Age-Friendly San Leandro updates to the following City boards and commissions:

- Arts, Culture and Library Commission
- Bicycle and Pedestrian Advisory Commission
- Human Services Commission
- Planning Commission/Board of Zoning Adjustments
- Recreation and Parks Commission
- Youth Advisory Commission

The Committee may provide as-necessary, ad hoc updates to other City boards and commissions. As necessary, the Committee may provide more than one update to the same City board or commission in a calendar year.

## 2. City Festivals & Events

The Age-Friendly Advisory Committee tables, presents, and/or otherwise has a visible presence at the following annual city festivals, celebrations and events:

- Lunar New Year Celebration (January/February)
- Earth Day Festival (April)
- San Leandro Cherry Festival (June)
- Juneteenth Celebration (June)
- Día de los Muertos Celebration (November)

The Committee shall prioritize community festivals and events that foster inclusivity and recognize the unique racial, ethnic and cultural diversity of the City of San Leandro. These actions reinforce the Age-Friendly San Leandro values of respect, kindness, and equity.

# Age-Friendly Initiative Lead

## Definition

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For the purposes of alignment, continuity and efficiency, the Human Services Manager (or another designee by the Human Services Director) will also be the Age-Friendly Initiative Lead. The Age-Friendly Initiative Lead should be a professional with the skills to manage small and large projects; gather, analyze, and interpret qualitative and quantitative data; foster interdepartmental, interagency, and public dialogues; and drive collaboration and coordination to meet existing Age-Friendly Action Plan goals.

## Responsibility

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The Age-Friendly Initiative Lead meets with the Senior Commission on the third Thursday of each month, from 10:00 am to 12:00 pm, at the San Leandro Senior Community Center. The Age-Friendly Initiative Lead carries age-friendly action items forward, monitors progress, including in the areas of equity opportunities, modifies the Age-Friendly Action Plan as action items are implemented and new action items and focus areas emerge, and serves as a liaison with complimentary age-friendly initiatives.

## Role

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The Age-Friendly Initiative Lead is housed within the Human Services Department and functions across City departments and community partners, groups and initiatives to achieve the following outcomes and deliverables.

1. Age-Friendly San Leandro Organizational Plan

The Age-Friendly Initiative Lead develops and maintains an organizational plan for the Age-Friendly San Leandro initiative. The organizational plan includes the mission and vision statements of, the oversight and operating structure for, and the name and definitions related to the Age-Friendly San Leandro initiative. The Age-Friendly Initiative Lead reviews and revises the organizational plan on an annual basis, based on learnings from the previous year.

# Age-Friendly Initiative Lead

## Role (continued)

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### 1. Age-Friendly San Leandro Communications Plan

The Age-Friendly Initiative Lead develops and maintains a communications plan for coordinating and disseminating messaging related to the Age-Friendly San Leandro initiative.

The communications plan includes guidelines for the Age-Friendly Advisory Committee, Human Services Department, and other age-friendly providers and stakeholders to follow. Guidelines are related to communications channels and tactics, language interpretation and translation, messaging, branding, audiences, and evaluation.

The Age-Friendly Initiative Lead reviews and revises the communications plan on an annual basis, based on learnings from the previous year.

### 2. Age-Friendly San Leandro Calendar

The Age-Friendly Initiative Lead maintains an annual calendar for organizing, coordinating and monitoring:

- Regular monthly Age-Friendly Advisory Committee meetings
- Ad hoc sub-committee meetings
- Regular and ad hoc City board and commission updates
- Annual community festivals and events
- Ad hoc community events (such as the downtown farmers market and neighborhood beautification days)

The calendar is designed to create a regular and manageable cadence of activity, especially for Age-Friendly Advisory Committee members, ensure public visibility of the Age-Friendly San Leandro initiative, and help strategically align implementation goals and deadlines with community talking points.

# Age-Friendly Initiative Lead

## Role (continued)

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### 4. Age-Friendly San Leandro Webpage

The Age-Friendly Initiative Lead develops and maintains a webpage for communicating information related to the Age-Friendly San Leandro initiative to the general public. At a minimum, the webpage includes a link to the current Age-Friendly Action Plan and contact information for the Age-Friendly Initiative Lead. The Age-Friendly Initiative Lead reviews and revises the webpage on at least an annual basis.

### 5. Alameda County Council for Age Friendly Communities

The Age-Friendly Initiative Lead attends monthly meetings of the Alameda County Council for Age Friendly Communities. The Alameda County Council for Age Friendly Communities (Age-Friendly Council) coordinates efforts to effect policy and system changes that enhance the overall well-being of older adults who live in Alameda County, engaging leaders, consumers, and providers to develop and sustain a community framework that fosters healthy aging. The Age-Friendly Initiative Lead coordinates with the Age-Friendly Council to ensure that the goals of the Council are incorporated into the five-year Age-Friendly Action Plan. The Age-Friendly Council will be invited to review and comment on the Action Plan and all updates.

### 5. Age-Friendly Evaluation Framework

The Age-Friendly Initiative Lead develops and implements an evaluation framework for the Age-Friendly San Leandro initiative. The evaluation framework acts as a theory of change for how the initiative will accomplish the ultimate goal of making San Leandro more livable, accessible and happier for all older adults. The success of each action and project is assessed through measurable outcomes and metrics, which are outlined in an Implementation Plan. The Age-Friendly Initiative Lead works collaboratively with Human Services Department and community partner staff to collect and analyze evaluation data. The data are shared with the public through in-person announcements and presentations, an online data dashboard, and/or other formats.

# Age-Friendly Initiative Lead

## Role (continued)

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### 7. Age-Friendly Action Plan

The Age-Friendly Initiative Lead leads the development and maintenance of an Age-Friendly Action Plan that outlines the work still to be done to make San Leandro a more livable, more accessible, and happier place for older adults.

The Age-Friendly Action Plan is a requirement of membership in AARP's Network of Age-Friendly States and Communities. At a minimum, the San Leandro plan includes:

- Cover page
- Table of contents
- Letter from elected or appointed official(s)
- Executive summary
- Community profile
- An analysis of where older adults live in San Leandro
- An analysis of existing age-friendly assets
- Background information about the plan
- Goals and action steps

The Age-Friendly Initiative Lead updates the Age-Friendly Action Plan at least every five years, if not more frequently, as goals and projects are accomplished.

The current Age-Friendly Action Plan is in effect from July 15, 2024 through June 30, 2029. The Age-Friendly Initiative Lead should begin coordinating the planning process for the next iteration of the Action Plan at least 12 months in advance of its adoption, or in July 2028. That plan should be completed and be ready for adoption by City Council in June 2029.

# Age-Friendly Implementation Team

## **Definition**

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For the purposes of team building and cross training, all Human Services Department staff will play a role in the Age-Friendly San Leandro initiative. Some staff will support the initiative directly, while others will play more of an indirect role. While the Age-Friendly Initiative Lead will guide planning, evaluation, and marketing efforts for the initiative, the majority of Human Services Department staff will support the day-to-day implementation of specific Action Plan projects. Leading these implementation efforts is the Human Services Program Coordinator (Senior Services).

## **Responsibility**

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The Human Services Program Coordinator (Senior Services) will work directly with the Age-Friendly Initiative Lead to transition projects from the planning stage to implementation. These transitions may involve negotiating scopes of work and contracts with community partners, developing schedules and promotional content for new or expanded programs, and organizing meetings, workshops and events at the Senior Community Center, Marina Community Center, and/or other venues.

## **Role**

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The Human Services Program Coordinator (Senior Services) is housed within the Human Services Department and works closely with Senior Community Center staff to incorporate one-time events and educational opportunities, as well as ongoing programs and services, into the day-to-day work of staff.

# Age-Friendly Ad Hoc Sub-Committees

## **Definition**

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All sub-committees of Age-Friendly San Leandro are ad hoc. They may be formed at the discretion of the Age-Friendly Initiative Lead, in consultation with the Age-Friendly Advisory Committee and the Director of Human Services. They are not open to the public, nor are they subject to the requirements of the Ralph M. Brown Act.

## **Responsibility**

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Age-Friendly sub-committees address coordination and implementation of goals within each designated priority area (or project) of the Age-Friendly Action Plan. Designated sub-committee member(s), or the Age-Friendly Initiative Lead, report to the Age-Friendly Advisory Committee every three to four months.

## **Composition**

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Age-Friendly sub-committees may be composed of community-based organization leadership and staff, City board, commission and departmental leadership and staff, business leaders, and/or community members who have a role to play in the implementation of the Age-Friendly Action Plan. Human Services Department staff may or may not attend sub-committee meetings, at the discretion of the Age-Friendly Initiative Lead or the Director of Human Services.

For further information, contact:

Pedro Naranjo  
Human Services Manager  
[pnaranjo@sanleandro.org](mailto:pnaranjo@sanleandro.org)  
(510) 577-3465

