



# City of San Leandro Age-Friendly Action Plan

MAKING OUR COMMUNITY A GREAT PLACE  
TO LIVE A LONG AND VIBRANT LIFE

July 2024 - June 2029



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# Welcome

Dear San Leandro Community,

It is with great pleasure that we present to you the Action Plan for the Age Friendly Initiative. Our Action Plan is a roadmap of recommendations to make our city livable for older adults as well as intergenerational households. It is a living document, our guide and our vision for the future. It tells a beautiful and vibrant story of where we are at present and where we would like to be. The future looks bright!

After our successful achievement in involvement with opening of the Senior Community Center in 2010 and the Center for Elders' Independence (PACE Program) in 2018, we embarked on our next project of creating an Age-Friendly Initiative in late 2018. Age-Friendly Initiative is our Senior Commission's effort to work collaboratively with the City Staff and our residents.

The Letter of Consent to begin the Age-Friendly Initiative was given by our former Mayor Pauline Russo Cutter, and we were admitted in the WHO/AARP Network in November of 2021. Thanks to the unstinted support from the present Mayor Juan González III, the City Council and the City Staff we have been able to make great strides in coming so far to present our Action Plan. We are appreciative of their support.

The City Council proclaimed San Leandro an age-friendly city on November 11, 2023 and again on November 7, 2024. In addition, the November 7, 2024 Proclamation is deposited in the 2072 Time Capsule. We owe our successful journey of this project to former and present Senior Commissioners.

We welcome your participation in implementing the San Leandro Age-Friendly Action Plan.

Respectfully,

Chair Janice Woycheshin, District 3  
Victor Aparicio, At-Large, District 5  
Debra Lopez Nacario, District 1  
Adrienne Miller, District 4

Vice Chair Bella Comelo, District 6  
Marci Dillon, At-Large, District 1  
Claudia McHenry, District 5  
Rosemary Picado, District 2

# San Leandro Senior Commission



Back Row (from left to right): Marci Dillon, Victor Aparicio, Rosemary Picado, and Debra Lopez Nacario

Front Row (from left to right): Claudia McHenry, Janice Woycheshin, and Bella Comelo

Not Pictured: Adrienne Miller

# Our Path to Age-Friendly



## **A Snapshot of Challenges Facing the Cherry City**

San Leandro is a small city that has historically attracted residents looking for a safer, quieter and more affordable place to live, compared to its larger metropolitan Bay Area neighbors - San Francisco, Oakland and San Jose.

While that trend continues, the Cherry City has not escaped the impact of crime, homelessness and housing insecurity from across the

region; these issues are visible here too and are top of mind for many San Leandrans, regardless of age, gender, race or income.

That these challenges have come on the heels of the COVID pandemic has only added to the fear and anxiety felt by many residents, especially more vulnerable community members such as our seniors, persons with disabilities, LGBTQ+ individuals, and families with young children. Many people have found it psychologically difficult (and in some cases, medically unreasonable) to return to public life; there is now a mental health epidemic of isolation and loneliness.

This is a snapshot of the social climate at the release of the City's first-ever Age-Friendly Action Plan. And while this Plan cannot possibly resolve all these issues on its own, the 'age-friendly' movement *is* precisely built for this moment: it is uniquely suited to address San Leandro's core needs of greater safety, security, and social connection.

The Age-Friendly Action Plan is a living document that will be updated and evolve as its administrators and partners develop an operational structure, begin to implement solutions, engage new collaborators, and learn about new approaches through project evaluation and ongoing community engagement.



### **A Silver Tsunami**

In the United States, AARP leads the age-friendly movement through its Network of Age-Friendly States and Communities. AARP staff and volunteers engage communities, share expertise, and deliver technical assistance to improve the quality of life for the very young, the very old, and everyone in between. The City of San Leandro joined the Network in November 2021. A requirement of membership is to submit and implement a five-year age-friendly action plan.

The age-friendly movement has its roots in a dramatic population shift - a “silver tsunami” - occurring across the country.

Approximately 45 million Americans are age 65 or older. By 2030, that number will grow to 73 million. At that point, fully one in five Americans will be older than 65. By 2034, the United States will – for the first time ever – be a country comprised of more older adults than of children.

This shift illustrates how people are living longer due to advances in medical technology, public health, and living standards. San Leandro’s population over age 60 is expected to increase by between 150 and 199 percent during the period from 2010 to 2060. The increased influence of the 60 and over age group has already been visible with baby boomers retiring en masse over the last ten years, a trend which will continue over the next decade.

Residents over the age of 60 currently make up 24% of San Leandro’s population. By 2060, that age group will encompass roughly one-third of the city’s population, a monumental shift in demographics.

Such a shift means re-thinking how we design our community. What infrastructure will we need to accommodate an aging population? What services? How can we leverage the productivity of this large, experienced and skilled portion of the population that is still active and has time to contribute? This Plan is our community’s intentional attempt to answer those questions.

### **From Ageist to Age-Friendly Design**

We cannot approach the work of an Age-Friendly Action Plan without addressing the core reason why we need such a plan. Without engaging in the conversation about ageism, we miss out on an opportunity for community growth, change and connection.

Ageism refers to a bias against individuals or groups based on their age. We have to look at ageism through the lens of equity, inclusion and belonging. In order to do that, we need to think about bias as both implicit (i.e., unconscious, subconscious and unintentional) and explicit (i.e., conscious and intentional) and how both can potentially lead to discrimination.

This framing allows us to be self-reflective and action-oriented around the fact that we are all socialized into ageism to a greater or lesser extent as humans within our society. These beliefs and social norms affect how we relate to one another, how we organize as families, groups, organizations and institutions, and how we codify policy (or our “social contracts”).



When we look at the way San Leandro has developed over the last fifty years, we can clearly see a social contract that, in many ways, did not have our seniors in mind. Many neighborhoods and shopping areas are not walkable and do not feel safe for people with mobility limitations. We are overly reliant on personal vehicles. Technology advances and proliferates at a dizzying pace, and social connection has increasingly migrated online, where many seniors are not comfortable or trusting.

All of these design choices have made it more difficult for our elders to navigate their communities. It has heightened their anxieties around crime and safety, and has pressured them into either moving faster, or retreating into isolation.

Plainly put, our decades of ageist community design have led to the need for this current age-friendly movement, and ultimately, for a new and positive vocabulary and mindset around aging.

### **The Importance of Diversity**

And just as different age groups complement each other with different skills and perspectives, San Leandro's strength lies in its being one of the most diverse communities in the country.

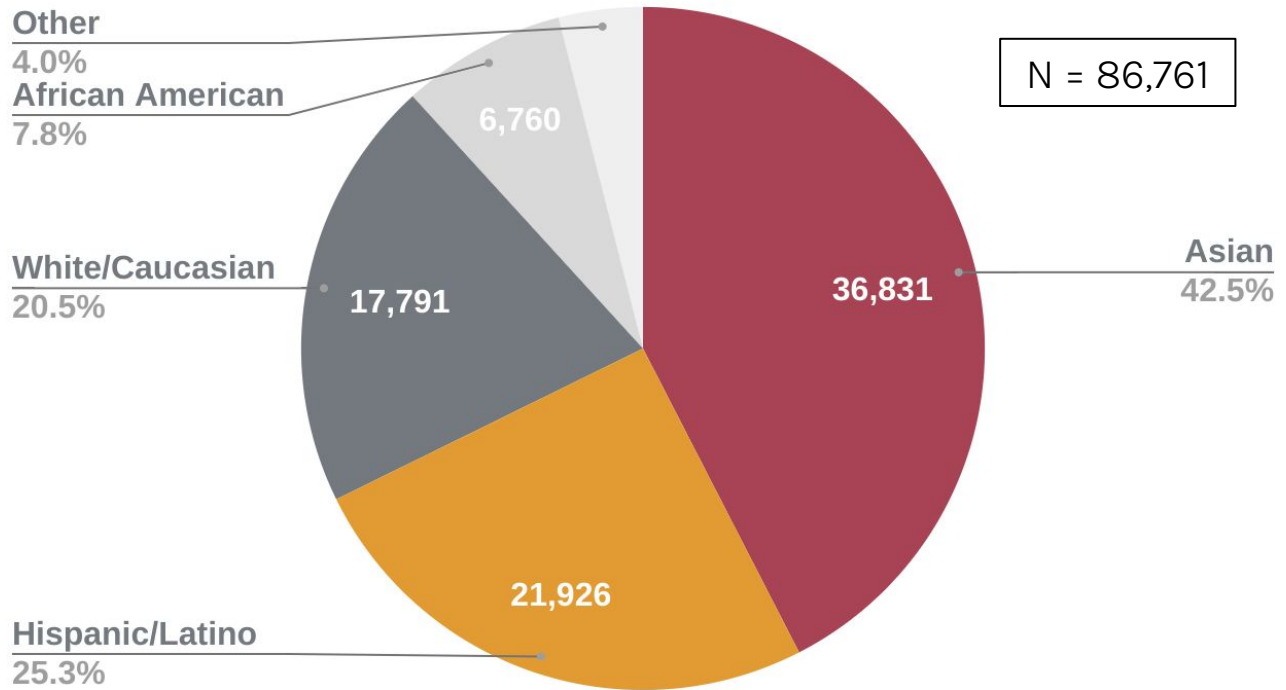
Racially and ethnically, the city is home to four distinct and significant populations: Asians (43%); Latinos (25%); Whites (21%); and African Americans (8%) (see Figure 1 on the next page).

Youth under 24 years of age account for 27% of the population, while working-age adults between ages 25 and 49 account for 34%. Older adults over the age of 50 are the largest segment of the population (39%) (see Figure 2 on the next page).

Our older generations also have a higher percentage of non-English speakers. Of the significant percentage of the population who speak English less than very well (28%), Asian and Pacific Islander languages account for the largest segment (19%), followed by Spanish speakers (7%).

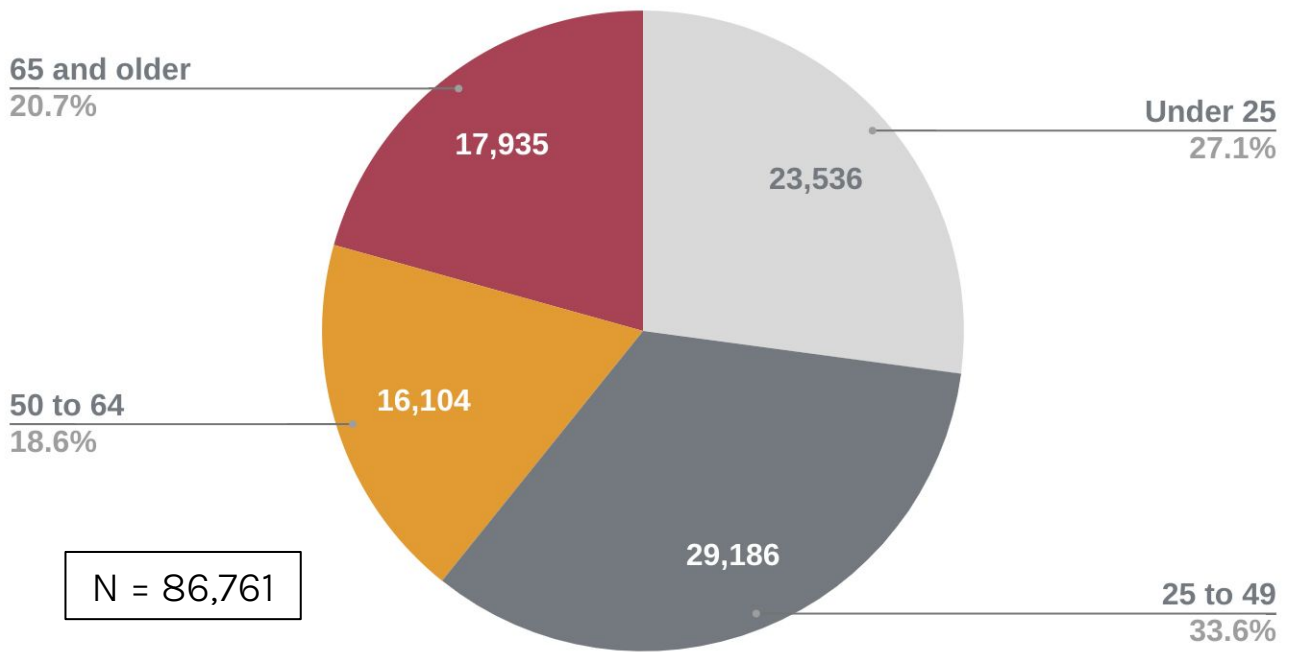


**Figure 1. San Leandro Population, by Racial & Ethnic Group**



U.S. Census Bureau. "ACS Demographic and Housing Estimates." American Community Survey, ACS 1-Year Estimates Data Profiles, Table DP05, 2022.

**Figure 2. San Leandro Population, by Age Group**



U.S. Census Bureau. "Age and Sex." American Community Survey, ACS 1-Year Estimates Subject Tables, Table S0101, 2022.

## **An Age-Friendly San Leandro**

San Leandro is already on the path to being an age-friendly city where people of all ages benefit from ‘care infrastructure’: policies and programs that make neighborhoods walkable, numerous transportation options, access to key services, opportunities to participate in community activities, and housing that is affordable and accessible.

The Cherry City has an abundance of health and wellness infrastructure, a strong paratransit program, beautiful parks and shoreline, and a vibrant senior community center. Well-visited public libraries, community centers, and civic and social clubs reflect a hopefulness for the future.

Over the last six months, we have had many conversations about what ‘age-friendly’ means to people who live and work in San Leandro. We have recorded stories and experiences, strengths and challenges; we have gotten a sense of tradeoffs and preferences through voting exercises and survey ranking questions.

On the following pages, you will see the priorities that emerged from our rigorous community engagement process (see page 29 for more information). The breadth of the priorities requires an “all hands on deck” mentality. The City’s Human Services Department, as the public sector lead on this plan, has collaborated closely with other City departments and public and nonprofit agencies in Alameda County to ensure alignment with existing strategic plans, priorities and projects, and to sow the seeds for working together to achieve our shared goals.

The priorities and projects outlined on the following pages tell the story of a city that is proud of its diversity; that wants to be seen as a welcoming and safe place for residents and visitors to slow down and enjoy the beautiful scenery as a destination for shopping and leisure; that helps its neighbors to age-in-place and become lifelong San Leandrans; and ultimately, that fosters respectful and kind human connections, empathy and trust.

# Executive Summary

The City of San Leandro's Age-Friendly Action Plan is the culmination of a process driven by the passion and advocacy of its Senior Commission since 2018. Through their efforts, the City now has a five-year roadmap, spanning July 2024 through June 2029, outlining the work still to be done to make our city a more livable place for its older adults. And in doing so, we will ultimately create a community that is better able to support residents of all ages.

Starting in November 2023, the Senior Commission and Human Services Department embarked on a 6-months-long community outreach and engagement process to hear directly from residents about the age-friendly actions and changes they would prioritize.

With support from the City's Public Information Office, the planning team found creative ways to raise awareness about the new initiative and its engagement opportunities, such as posting eye-catching videos featuring older residents on social media, publishing op-eds in the San Leandro Times and local Spanish-language publications, presenting to City Commissions and civic organizations like the Rotary Club, and setting up interactive displays at community centers, libraries, local businesses and nonprofits.

Through listening sessions and a community-wide survey, we collected and analyzed the priorities and preferences of hundreds of San Leandrans, representing a diversity of backgrounds, ages, genders, races, ethnicities, and incomes. This community input was the single most important factor driving the Senior Commission's final recommendations outlined in this plan.

To be responsive to what they heard from the community, the Senior Commission and City staff have prioritized thirteen (13) distinct projects across six (6) priority areas. Each project is accompanied by specific action steps to achieve it. We welcome you to explore our vision for an Age-Friendly San Leandro.

# Our Mission & Vision



## **Age-Friendly San Leandro is...**

A City-led coalition of public, nonprofit and private organizations and individuals dedicated to implementing solutions that make our city more livable, accessible and happier for all, so each of us, regardless of age, are able to stay in our chosen homes and communities.

## **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.

# Our Priority Areas

The following six (6) priority areas are community features that impact the well-being of older adults and help make communities more livable for people of all ages. The City’s Senior Commission and City staff identified these features as the most pressing for local policy and programmatic attention, based on input collected directly from San Leandro residents.

## 1. Plan Sustainability



Implementing the structure and systems (e.g., funding, staffing, and partnerships) necessary for the long-term success of the Age-Friendly San Leandro initiative

## 2. Personal Protection



Protecting the physical, psychological, and financial safety of residents of all ages, whether at home, in public or across cyberspace

## 3. Housing Security



Reducing the physical, psychological, and financial cost of owning, renting and maintaining one’s home so all residents can stay in community and age-in-place

## 4. Health & Wellness



Ensuring San Leandro seniors have affordable, equitable access to physical and mental health care, especially the basic needs of food, clothing, and hygiene

## 5. Transportation



Providing affordable, reliable transportation that takes into account residents’ mobility and cognitive differences and personal destination needs

## 6. Social Connection



Combating the epidemic of isolation and loneliness through creative, varied opportunities for trust building, social interaction, and shared learning

# Our Five-Year Projects

The thirteen (13) projects outlined below and on the next page are specific policy and programmatic actions that address the most pressing needs identified within the six priority areas outlined on the previous page. The City's Senior Commission recommends accomplishing these projects to achieve the greatest impact on the well-being of older adults and help make our community more livable for people of all ages. The projects are based on input collected directly from San Leandro residents. You can get more information about each project starting on page 15.

## 1. Plan Sustainability

1. Operationalize the Age-Friendly San Leandro initiative
2. Improve communications and outreach about existing resources and services
3. Ensure language accessibility across all communications, opportunities, and services

## 2. Personal Protection

4. Install pedestrian safety measures
5. Clean and beautify high-traffic pedestrian areas
6. Help protect residents from cyber attacks, fraudulent activity and physical assaults

## 3. Housing Security

7. Identify short-term projects that complement existing local affordable housing efforts

## 4. Health & Wellness

8. Expand existing food, meal and basic needs programs
9. Provide respite and resources for family and volunteer caregivers

## 5. Transportation

10. Expand accessible transportation options for seniors and persons with disabilities
11. Improve ADA accessibility of infrastructure, facilities, and services

## 6. Social Connection

12. Provide day trips to local parks and outdoor areas
13. Create more opportunities for learning and social interaction between seniors and youth



# Plan Sustainability

## San Leandro residents told us...

They want an Age-Friendly Action Plan that does not just sit on the shelf. Community members want to see a commitment from the City in the form of dedicated dollars and staffing, so the goals of this Plan can be achieved in a timely and intentional fashion.

1

### **Operationalize the Age-Friendly San Leandro initiative**

**Project Lead:** Human Services Department

**Action Step #1.** Submit a more detailed Age-Friendly Action Plan project implementation plan to City Council by Fall/Winter 2024.

**Action Step #2.** Provide regular updates and reports to City Council on Plan progress and next steps.

**Action Step #3.** Provide regular updates and collaboration opportunities to City Commissions regarding Plan implementation and evaluation.

**Action Step #4.** Collaborate with City departments on projects that overlap with their missions to help the City adopt an ‘age-friendly lens’ across all its functions.

**Action Step #5.** Identify and advocate for federal and state resources (including funding) to support the implementation of local age-friendly projects.

**Action Step #6.** Convene and develop close working relationships with public, nonprofit and private community partners around specific opportunities for research, planning, funding, implementation, and learning.



# Plan Sustainability

## San Leandro residents told us...

They are proud of the city's diversity and are eager for a future where all residents feel welcome to connect with one another and access services and social opportunities. Communication is a major factor in turning our diversity into our greatest strength.

2

### **Improve communications and outreach about existing resources and services**

**Project Lead:** Human Services Department

**Project Support:** City Manager's Office, Public Information Office

**Action Step #1.** Work with nonprofit and private community partners to assess how effective existing City communication methods are in reaching San Leandro residents, especially communities of color, people with disabilities, low-income households, and homebound individuals.

**Action Step #2.** Implement regular community engagement opportunities related to the Plan; identify and monitor goals and metrics that measure whether the City's communications about existing resources and services are improving; for example, measuring the change in diversity at Senior Community Center programs.

**Action Step #3.** Budget for and implement new approaches to communicating about existing resources and opportunities to San Leandro residents. Ensure language and disability accessibility for communications where appropriate.

# Plan Sustainability

## San Leandro residents told us...

They see language as a barrier to connecting with each other and to feeling welcome when accessing services and at community programs and events. Improving language accessibility is a major factor in turning our diversity into our greatest strength.

3

### **Ensure language accessibility across all communications, opportunities, and services**

**Project Lead:** To be determined

**Action Step #1.** Complete an assessment of what languages the City should consider translating into to ensure accessibility for a broad majority of San Leandro residents.

**Action Step #2.** Codify general rules and procedures to help guide City staff decision-making about when and how to translate communications, documents, and other materials, and when and how to provide interpretation during programs and services, and at public events.

**Action Step #3.** Budget for and implement new approaches to translation and interpretation in agreed-upon languages. Monitor and evaluate cost and time estimates, and modify rules and procedures as appropriate.

# Personal Protection



## San Leandro residents told us...

They want to feel safe shopping and walking in their neighborhoods and downtown. Community members want level sidewalks, more crosswalks, more time to cross, and more protections against unsafe driving, such as flashing lights.

**1**

### Install pedestrian safety measures

**Project Lead:** Public Works Department, Engineering and Transportation Division

**Project Support:** Recreation and Parks Department

**Action Step #1.** Communicate with older residents about the City's Sidewalk Repair Program, Neighborhood Traffic Calming Program, and Crosswalk Prioritization Program. Convene a number of sessions at the Senior Community Center (or other locations) to solicit information about dangerous intersections, roadways, bike lanes, and pedestrian areas.

**Action Step #2.** Identify intersections, roadways, bike lanes, and pedestrian areas in need of additional safety measures that are not already included for review and implementation in the City's current Bicycle and Pedestrian Master Plan, Local Roadway Safety Plan, and Recreation and Parks Master Plan.

**Action Step #3.** Work collaboratively with the Human Services Department to compile a list of high-need projects identified by older adults, with clear milestones and target completion dates.

# Personal Protection



## San Leandro residents told us...

They want areas that feel welcoming, that feel cared for, and ultimately, that produce a sense of calm, so people can slow down and connect with one another.

2

### Clean and beautify high-traffic pedestrian areas

**Project Lead:** Recreation and Parks Department

**Project Support:** City Manager's Office, Sustainability Division

**Action Step #1.** Increase targeted communication efforts with older residents about the City's Beautify San Leandro and City Tree Maintenance programs. Convene a number of sessions at the Senior Community Center (or other locations) to solicit information about areas in need of cleanup and beautification.

**Action Step #2.** Work collaboratively with Beautify San Leandro to compile a list of high-need projects identified by older adults, with clear milestones and target completion dates.

**Action Step #3.** Work collaboratively with the City Tree Maintenance program to identify tree plantings and procedures that would prevent roots from disheveling sidewalks.

# Personal Protection



## San Leandro residents told us...

That cybercrime is a growing threat to our seniors, with a significant impact from threats such as scammer calls, emails, and tampering with bank accounts. It has become the number one crime against seniors, with the numbers rapidly increasing. Residents also expressed the desire for more police visibility, amid concerns over personal safety in certain parts of the city.

3

### **Help protect residents from cyber attacks, fraudulent activity and physical assaults**

**Project Lead:** Human Services Department

**Project Support:** Public Library

**Action Step #1.** Convene local and regional cybersecurity experts to learn about best practices for educating the public on how to prevent cyber attacks and scams.

**Action Step #2.** Provide courses, resources, and written information at the Senior Community Center and the public library branches to educate the community and help prevent cyber crimes from occurring.

# Housing Security



## San Leandro residents told us...

They want a social contract that ensures seniors do not have to pay more than 30% of their monthly income on housing costs. The Bay Area housing crisis continues, but community members believe we can do more to ensure seniors do not find themselves unhoused or at risk of losing their housing.

**1**

### **Identify short-term, alternative core housing programs that complement existing local affordable housing efforts**

**Project Lead:** Community Development Department, Housing Services Division

**Project Support:** Human Services Department

**Action Step #1.** Work collaboratively with local and regional community housing partners to identify alternative core housing programs with relatively short start-up runways and low operating costs. Potential senior housing programs already included in the City's current Housing Element Update are land trusts, housing protections (like rent control), mobile home park rents, home sharing and roommate matching, and various cohousing models.

**Action Step #2.** Work collaboratively to design protocols and procedures for providing transportation and food access to transient populations, as well as pathways to housing for unhoused seniors.

# Health & Wellness



## San Leandro residents told us...

They want to age-in-place and stay in their homes as long as possible. That means having access to free or low-cost health and wellness services, in-home assistance and caregiving, and health education resources.

**1**

### **Expand existing food, meal and basic needs programs**

**Project Lead:** Human Services Department

**Project Support:** City Manager's Office, Sustainability Division

**Action Step #1.** Convene community food, meals and basic needs providers (including hygiene and pet food products) to assess the level of unmet demand for these programs. Calculate the cost of expanding each program to meet the demand.

**Action Step #2.** Collaborate with Resilience Hubs to increase awareness of their food programs within the community, and to support their offerings in alignment with the broader food pantry and distribution network.

**Action Step #3.** Work with other City departments and with the Mayor and City Council to identify and allocate budget funding to support the expansion of existing food pantries and distribution sites, and implement new sites in strategic locations as necessary.

# Health & Wellness

## San Leandro residents told us...

They want to age-in-place and stay in their homes as long as possible. That means having access to free or low-cost health and wellness services, in-home assistance, and health education.

2

### **Provide respite and resources for family and volunteer caregivers**

**Project Lead:** Human Services Department

**Action Step #1.** Convene local and regional public and nonprofit caregiving, in-home supportive services, and adult daycare providers to assess the level of unmet demand for these services. Calculate the cost of expanding each program to meet the demand.

**Action Step #2.** Explore implementing a local project of the Village to Village program, which relies on volunteers to provide basic in-home caregiving and companionship to seniors upon request.

**Action Step #3.** Work with City Council to identify and allocate local, state, and federal resources to support the expansion of no or low-cost caregiving services.

**Action Step #4.** Collaborate with a variety of community partners, from social services agencies to technology education programs, to offer respite resources and information referral to help seniors and caregivers to navigate healthcare systems and to purchase and set up the necessary equipment and software to use telehealth services.



# Transportation



## San Leandro residents told us...

They want affordable, reliable transportation that takes into account mobility limitations as people age. That means kind drivers who come to the door, covered bus stops, flexible routes for errand and medical appointment destinations, and frequent schedules that help seniors rely on and adopt new travel routines.

1

### **Expand accessible transportation options for seniors and persons with disabilities**

**Project Lead:** Human Services Department

**Action Step #1.** Complete an assessment to determine if the Flex Rides paratransit program has adequate ridership and funding to support expanding from a 3-day-per-week schedule to a 5-day-per-week schedule.

**Action Step #2.** Work collaboratively with Uber to assess and ensure they are offering enough accessible vehicles on a daily basis to meet the needs of San Leandro residents with disabilities.

**Action Step #3.** Convene listening sessions at the Senior Community Center (or other locations) to solicit information about frequent errand and medical appointment destinations in exploration of an accessible senior shuttle program.

**Action Step #4.** Explore the concept of subsidizing a grocery delivery service like Instacart to provide critical services to homebound seniors and people with disabilities.

# Transportation



## San Leandro residents told us...

They want accessible infrastructure that allows them to continue engaging with their community regardless of mobility limitations as they age. That means elevators and ramps at medical and service provider facilities, automatic doors, wide walking paths, handrails, and many other helpful adaptations.

**2**

### **Improve ADA accessibility of infrastructure, facilities, and services**

**Project Lead:** Public Works Department

**Project Support:** Human Services Department

**Action Step #1.** Update the 2010 ADA Facilities Transition Plan. This plan is the City of San Leandro's effort to comply with the Americans with Disabilities Act (ADA) that requires the City to reasonably modify its policies, practices, or procedures to avoid discrimination against people with disabilities, and identify physical barriers to accessibility in City-owned facilities and how the City may remove those barriers to facilitate the opportunity of access to all individuals. Updating the plan will serve as a guide to allocating federal funds for the completion of specific ADA-accessible projects.

**Action Step #2.** Work collaboratively with nonprofit and private community partners to identify ADA-accessibility needs at their facilities and flag upcoming rehabilitation projects that the City can help support.

# Social Connection



## San Leandro residents told us...

They want to connect with each other as human beings. There is an epidemic of isolation and loneliness in our community, exasperated by fears of going out in public due to the COVID pandemic. Community members are proud of the city's beautiful parks and outdoor areas like the marina. Residents see a path to wellness, social connection, and easing the fear of human contact through engaging with nature.

**1**

### **Provide day trips to local parks and outdoor areas**

**Project Lead:** Human Services Department

**Project Support:** Recreation and Parks Department

**Action Step #1.** Work collaboratively with the Recreation and Parks Department to identify “dropoff and pickup” zones at local parks and outdoor areas, such as the marina, as well as nearby “social connection” zones where day-trippers can opt into loosely-organized activities and opportunities to meet and connect with other people.

**Action Step #2.** Explore partnerships with the Recreation and Parks Department and local nonprofit partners to pilot an accessible senior shuttle service that takes people from the Senior Community Center to different local parks and outdoor areas on a weekly basis.

**Action Step #3.** Explore ways to integrate the Flex Rides paratransit program to help get seniors and people with disabilities from their homes to local outdoor areas.

# Social Connection



## San Leandro residents told us...

It is important for seniors and youth to spend time together. This can be through intergenerational family interactions, at community programs and events, and through volunteer opportunities. Volunteering is also a healthy way for seniors to continue to be active and contribute their considerable knowledge and experience to their communities. Baby Boomer retirees are arguably the healthiest, most educated, most accomplished generation of older adults ever. How do we ensure they have opportunities to stay involved?

**2**

### **Create more opportunities for learning and social interaction between seniors and youth**

**Project Lead:** Human Services Department

**Project Support:** Recreation and Parks Department

**Action Step #1.** Explore partnerships with the San Leandro Unified School District to leverage existing volunteer groups to foster interactions between youth and seniors. Potential areas for shared learning could be seniors teaching youth how to read (or other tutoring needs), seniors helping coach youth sports, youth helping seniors to use and set up technology, and youth helping seniors with home and yard maintenance.

**Action Step #2.** Organize more intergenerational activities and community events at the Senior Community Center, where seniors are encouraged to share their stories and experience with various topics, and youth are invited to listen, learn and share their energy and care.





# Appendices

- Our Methodology
- Our Findings
- Age-Friendly Partners
- Leadership Team
- Acknowledgements

# Our Methodology

To support the development of its first-ever Age-Friendly Action Plan, the City of San Leandro’s Human Services Department, with guidance from the Senior Commission, awarded a competitive-bid contract to Pear Street Consulting, a Bay-Area firm specializing in public sector strategic planning projects.

Pear Street began its human-centered approach to developing the Action Plan in November 2023 with a thorough discovery of the unique social, economic and public health context for older adults in San Leandro. Between November and late January 2024, the consultant team reviewed existing local government plans, local stakeholder and asset inventories, and previous community survey results; analyzed current American Community Survey (ACS) data from the U.S. Census Bureau; conducted one-on-one interviews with twenty-eight (28) local and regional policymakers and community leaders (see next page for more information); and drafted a comprehensive community engagement plan that synthesized the discovery data into an actionable process for meaningfully-engaging San Leandro community members in the planning process.



## Discovery Interviews

Between December 1, 2023 and January 12, 2024, Pear Street conducted group and individual interviews with twenty-eight (28) local and regional policymakers and community leaders (see Figure 3 to the right).

The interviews were designed to solicit feedback on each stakeholder's vision and high-level priorities for San Leandro's Age-Friendly Action Plan, as well as to understand what, from their perspective, would make the planning process most successful. Interviewees also shared their ideas for potential outreach and engagement partners.

Information collected from the interviews became the basis for the project options in the ranking questions on the community survey (see page 35 for more information).

### Figure 3. List of Interviewees

1. Mayor & City Council (6)
2. Senior Commissioners (7)
3. Senior Center staff (4)
4. Thomas Liao, Director  
Community Development
5. Sheila Marquises, Director  
Engineering & Transportation
6. Fei Mok, Sustainability Manager  
City Manager's Office
7. Kevin Hart, Interim Chief  
Police Department
8. Brian Simons, Director  
Public Library
9. Wendy Peterson  
Senior Services Coalition of Alameda County
10. Patty Breslin  
San Leandro 2050
11. Surlene Grant  
Former City Councilor
12. Dr. Arnold Chavez  
Former County Public Health Worker
13. Shirley Gee  
VACCEB
14. Zeke Sutherland  
High School Student



## **Community Engagement**

Pear Street focused the majority of its time and energy on engaging community members. Community engagement is the crux of a successful strategic plan, because it ensures that the plan is community-driven.

Community engagement establishes a clear methodological through-line between what the majority of residents need or want and what administrators (or implementers) of the plan will focus on. When done well, community engagement builds or strengthens relationships between residents, local government officials, and other organizational partners; it engenders trust and mutual ownership in the goals and implementation of the plan; and it sows the seeds for ongoing collaboration and meaning-making as specific projects and policies are implemented, evaluated and revised.

A primary goal of the community engagement portion of the Age-Friendly San Leandro planning process was to listen to experiences and gather thoughts and ideas from a broad and diverse set of residents, especially individuals not typically engaged in local policy making.

The Senior Commission had conducted an age-friendly community survey in 2022 that received 307 responses, but it was not well-represented by residents of color. As that remained a knowledge gap, the planning team considered it essential to understand the priorities of communities of color, including Asian and Pacific Islanders, Hispanics and Latinos, and African Americans, as part of this round of community engagement.

## **Listening Sessions**

Between March 2 and April 11, 2024, Pear Street, with outreach and facilitation support from Senior Commissioners and the Human Services Department planning team, conducted eight (8) focus groups (or “listening sessions”) with San Leandro residents (see Figure 4 on page 34 for more information).

The listening sessions were promoted by the City's Communications Office through its varied social media channels, and through an article published in the San Leandro Times, as well as through sign-up cards at in-person displays across the city. Displays were set up at ten (10) locations: Senior Community Center; Marina Community Center; Main Public Library; Manor Branch Library; Davis Street; Korean Community Center of the East Bay; Vietnamese Community Center of the East Bay; Family Resource Navigators; Fargo Senior Center; and Carlton Senior Living. Sign-up cards were available in multiple languages, including English, Simplified Chinese, Spanish, Vietnamese, and Tagalog.

These sessions were safe and welcoming spaces for community members to discuss complex and personal issues related to aging in San Leandro, as well as to explore the intersectionality of becoming age-friendly for historically disenfranchised and/or excluded populations.

Each 90-minute listening session provided an opportunity for participants to discuss in small groups the challenges facing older adults and caregivers in San Leandro, as well as possible solutions to those challenges. Facilitators documented the needs and solutions shared, and participants were asked to vote for their top choices of what should be included in the Age-Friendly Action Plan. This approach allowed the planning team to better understand overlapping and contrasting priorities between populations.

In addition to the eight (8) listening sessions, Pear Street also sought community input through several ad hoc convenings. In response to not getting any male attendance at the African American listening session on March 9, the planning team met individually with two prominent Black community leaders, Bernard Ashcraft and David Moragne, to get a better understanding of the Black male perspective.

When repeated attempts to engage with the local Muwekma

Ohlone Tribe were not answered, Pear Street tabled at an Indigenous Red Market in Oakland on April 6, 2024 to get the perspectives of Native and Indigenous peoples from around the Bay Area.

And when the level of engagement at the LGBTQ+ and Disability listening sessions on March 19 and March 23, respectively, did not meet our expectations, Pear Street met with members of the Rainbow Seniors support group at the Senior Community Center on April 9, 2024, and solicited and received several completed age-friendly questionnaires from clients of East Bay Innovations.

### Figure 4. Listening Sessions

1. **Asians & Pacific Islanders**  
March 2, 2024 @ Manor Branch Library  
15 participants
2. **Blacks & African Americans**  
March 9, 2024 @ Main Public Library  
9 participants
3. **Hispanics & Latinos**  
March 16, 2024 @ Davis Street  
11 participants
4. **LGBTQ+ Residents**  
March 19, 2024 via Zoom  
22 participants
5. **Residents with Chronic Illness and/or Disability**  
March 23, 2024 via Zoom  
15 participants
6. **General Population**  
April 9, 2024 via Zoom  
12 participants
7. **Community-Serving Organizations**  
April 11, 2024 via Zoom  
11 participants
8. **City Council Working Session**  
June 10, 2024 @ Main Public Library  
12 participants

### Community Survey

Between February 22 and April 12, 2024, Pear Street, with outreach support from Senior Commissioners and the Human Services Department planning team, conducted a community-wide survey to solicit the broadest set of input possible from all San Leandro residents, regardless of age.

Surveys were available in both hard copy format and online through SurveyMonkey. The online survey was promoted by the City's Communications Office through its varied social media

channels, through emails to key stakeholders, and through articles in the San Leandro Times, Latin Bay Area, and Vision Hispana. Senior Commission Chair Janice Woycheshin promoted the survey with members of the San Leandro Breakfast Club, and Senior Commissioner Bella Comelo and Pear Street also promoted the survey with members of the Rotary Club.

Hard copy surveys were available at strategic locations across the city. Displays were set up at twelve (12) locations: City Hall; Senior Community Center; Marina Community Center; Main Public Library; Manor Branch Library; Davis Street; Korean Community Center of the East Bay; Vietnamese Community Center of the East Bay; Family Resource Navigators; Fargo Senior Center; Carlton Senior Living; La Bombonera Indoor Soccer; and D Gonzales Meat Market. Surveys were available in multiple languages, including English, Simplified Chinese, Spanish, Vietnamese, Tagalog, and Korean.

The survey asked respondents to rank the areas of need for older adults in San Leandro from most pressing to least pressing, and to similarly rank specific projects and solutions under each area of need. You can view images of the paper survey on the next page.

### **Filtered Survey Responses**

At the point Pear Street closed the survey on April 12, 2024 and began to clean the data for analysis purposes, it appeared from checking the IP addresses that a number of online survey responses may have originated from areas outside of San Leandro and the Bay Area.

Because IP addresses do not provide a 100% accurate geolocation, it is impossible to verify for certain the location of each respondent. As a result, Pear Street took as conservative approach as possible to clean the data, and filtered out the survey responses from IP addresses not in San Leandro or its immediate neighbors.



Making San Leandro a great place to live a long and vibrant life!

## SURVEY FOR ALL SAN LEANDRO RESIDENTS

Answer all of the questions (front and back) and place in the box for a chance to win a \$50 Visa gift card

1. **Your name:**

-----

2. **Your email, phone number or street address:**  
(to contact you about the Visa gift card)

-----

3. **Are you a San Leandro resident?**

- Yes
- No

4. **Do you live alone?**

- Yes
- No

5. **What is your age?**

- Under 25
- 25 to 49
- 50 to 64
- 65 and older

6. **What is your race or ethnicity?**

- American Indian or Alaska Native
- Asian or Pacific Islander
- Black or African American
- Hispanic, Latino or Spanish origin
- White or Caucasian
- Two or more races
- Other - please specify:

-----

7. **How would you rank the following areas of need for older adults (age 50+) in San Leandro from most pressing (1) to least pressing (8)? You can only use each number (1-8) once.**

- Civic Participation & Volunteering -----
- Economic Participation (work/shop) -----
- Healthcare -----
- Housing Security -----
- Public Safety -----
- Recreation & Social Participation -----
- Wellness Services (food/exercise) -----
- Transportation & Mobility -----

**8. Rank the ideas in each area of need from highest priority (1) to lowest priority (6). You can only use each number (1-6) once. These ideas came from interviews with community stakeholders.**

Visit [www.sanleandro.org/agefriendly](http://www.sanleandro.org/agefriendly) for more information.

**Recreation & Social Participation**

- More art participation programs -----
- More cultural and language-appropriate programs -----
- More intergenerational programs -----
- More outdoor park/public space programs -----
- More technology education programs -----
- Other: -----

**Housing Security**

- Build more affordable senior housing units -----
- Enact housing protections like rent control -----
- Expand aging-in-place models like the PACE Center -----
- Remove barriers to building Accessory Dwelling Units -----
- Repurpose underutilized buildings/space like malls -----
- Other: -----

**Civic/Economic Participation & Volunteering**

- Seniors-only hours and/or parking at businesses -----
- More employment/job resources for working seniors -----
- More senior volunteer opportunities -----
- More youth volunteering to help seniors -----
- More support/resources for family/volunteer caregivers -----
- Other: -----

**Public Safety**

- Cleaner, more beautiful private yards/public spaces -----
- Expand companion traveling programs for errands -----
- Expand the City Ambassadors program -----
- More lighting in public places/parks -----
- Raise awareness of emergency response/resilience info -----
- Other: -----

**Healthcare & Wellness Services**

- Expand food and meals programs like at the Senior Center -----
- Increase access to case management supports -----
- More cultural and language-appropriate services/clinics -----
- Raise awareness of lifelong healthy aging/brain health -----
- Single location for all health-related services -----
- Other: -----

**Transportation & Mobility**

- Increase pedestrian safety (sidewalks/crosswalks) -----
- Increase wheelchair accessibility everywhere -----
- More bike lanes and safer bike infrastructure -----
- More disability-accessible parking spaces -----
- Raise awareness of transportation resources/options -----
- Other: -----

# Our Findings

## Listening Sessions

Between March 2 and April 11, 2024, Pear Street, with outreach and facilitation support from Senior Commissioners and the Human Services Department planning team, conducted eight (8) focus groups (or “listening sessions”) to hear directly from San Leandro residents. The top priorities, needs and solutions from those sessions are summarized over the next three pages).

### Asians & Pacific Islanders | 15 participants | March 2, 2024

- Public safety is a major concern
  - More police officers & pedestrian safety improvements
- Social participation is also very important
  - Interested in more group activities around hobbies
  - Want field trips to parks and beautiful outdoor areas
- Want more support and training for caregivers

### Blacks & African Americans | 9 participants | March 9, 2024

- Public safety is a major concern
  - More security guards & lighting in shopping areas
  - Address the homeless & mental health situation
  - More cameras at intersections to enforce unsafe driving
- Hire and recruit more Black medical personnel
- Increase income thresholds for affordable housing

### Hispanics & Latinos | 11 participants | March 16, 2024

- More transportation choices and marketing of existing options
- Address homeless camps, especially near pedestrian areas
- Need for respite (out of home) and resources for caregivers
- Computer and technology classes for seniors
- Intergenerational volunteering opportunities
- Financial workshops and training for seniors and caregivers

**LGBTQ+ Residents** | 26 participants | March 19 & April 9, 2024

- More affordable housing specifically for LGBTQ+ seniors
- Access to culturally-competent caregivers
- Improved communication about existing resources
- Improved access to mental health and social services
- More opportunities for connecting and socialization - “there is lots of isolation and loneliness out there right now”

**Residents with Disabilities** | 15 participants | March 23, 2024

- Enact policy reducing the stigma and raising awareness of disability
- Clean and fix sidewalks and streets to increase mobility
- More pedestrian accessibility infrastructure
- Accessible social opportunities to combat isolation and loneliness
- Increase access to mental health care and services
- More affordable, accessible housing (ex. inclusionary zoning policy)

**Native & Indigenous Residents** | 9 participants | April 6, 2024

- Transportation for errands and to ceremonies and cultural events
- In-person, in-home assistance and caregiving
- Affordable housing
- Food delivery and cooking/bringing hot, prepared meals
- Social engagement through home and phone visits
- Information about existing resources available to elders

**General Population** | 12 participants | April 9, 2024

- Social activities that combat isolation and loneliness
- Traffic measures to increase pedestrian safety
- Effective security measures to address crime
- Better communication about existing resources and services
- Increase access to healthy, affordable food and basic needs
- Programs and training to help/support caregivers

**Community-Serving Organizations** | 11 participants | April 11, 2024

- Affirmed the priorities we had heard from community members
- Effect of lack of transportation on health (ex. missed appointments)
- Impact of “age-on-age” households (65+ caring for 90+)
- Think about undocumented seniors, as well as transportation and food access for homeless seniors
- Solutions need to be a part of community; leverage existing assets
- The need for services increased but COVID funding went away; how can we make this Plan sustainable? We need new funding. Private partners?

**Community Survey**

Between February 22 and April 12, 2024, Pear Street received 701 age-friendly surveys from verified San Leandro residents; for the population of San Leandro, this is a statistically-significant survey sample at a confidence level of 99% and a margin of error of 5%. Fifty-eight percent (410) of the surveys were submitted as paper hard copies, while 42% (291) were submitted online via Survey Monkey. Below (and on the next page) are the key demographics of survey respondents.

**Figure 5. Survey Respondents, by Age Group**

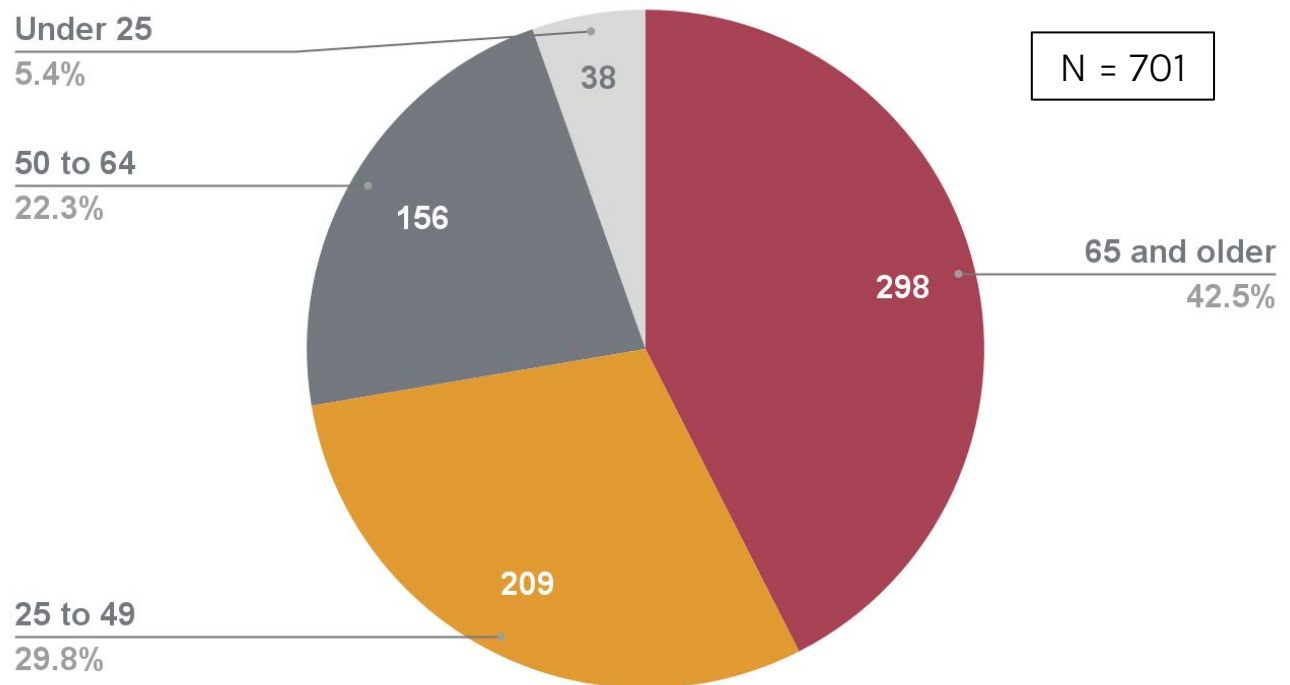




Figure 6. Survey Respondents, by Racial & Ethnic Group

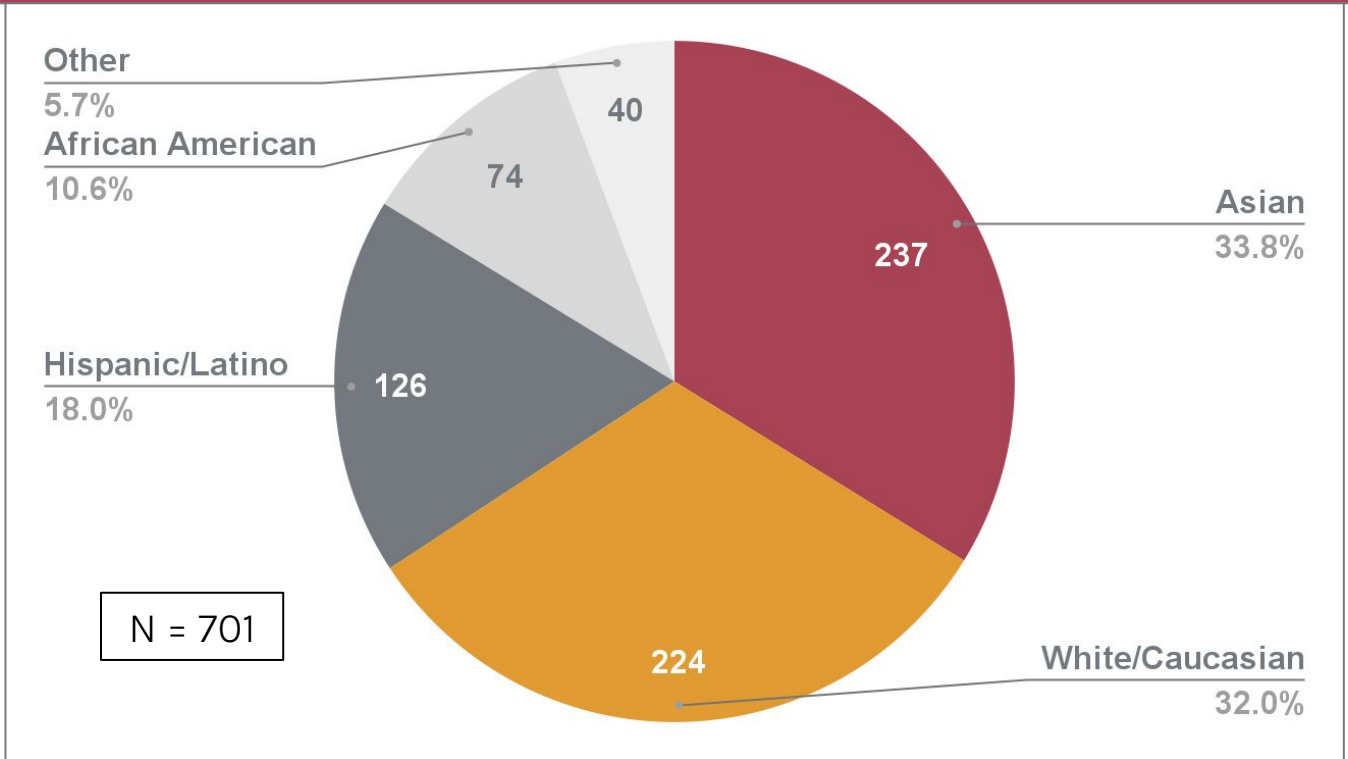
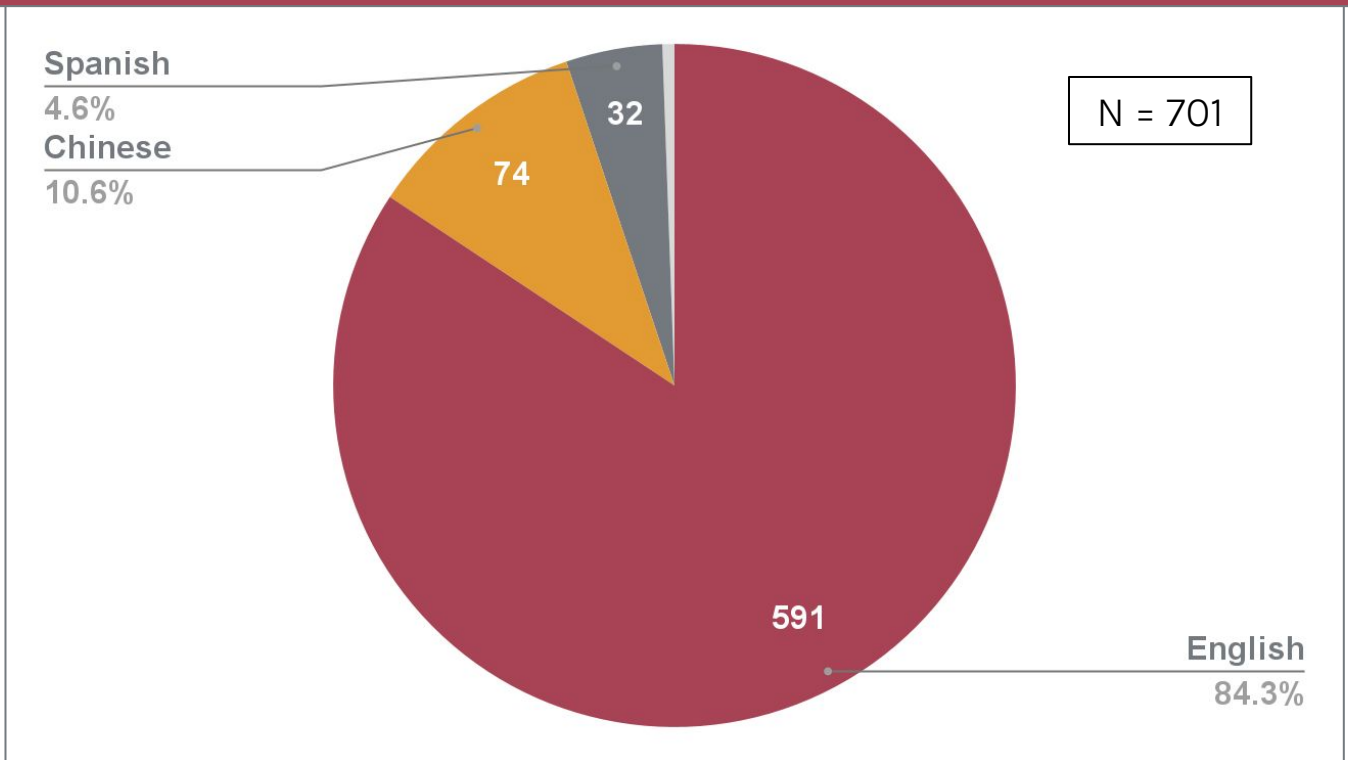


Figure 7. Survey Respondents, by Survey Language



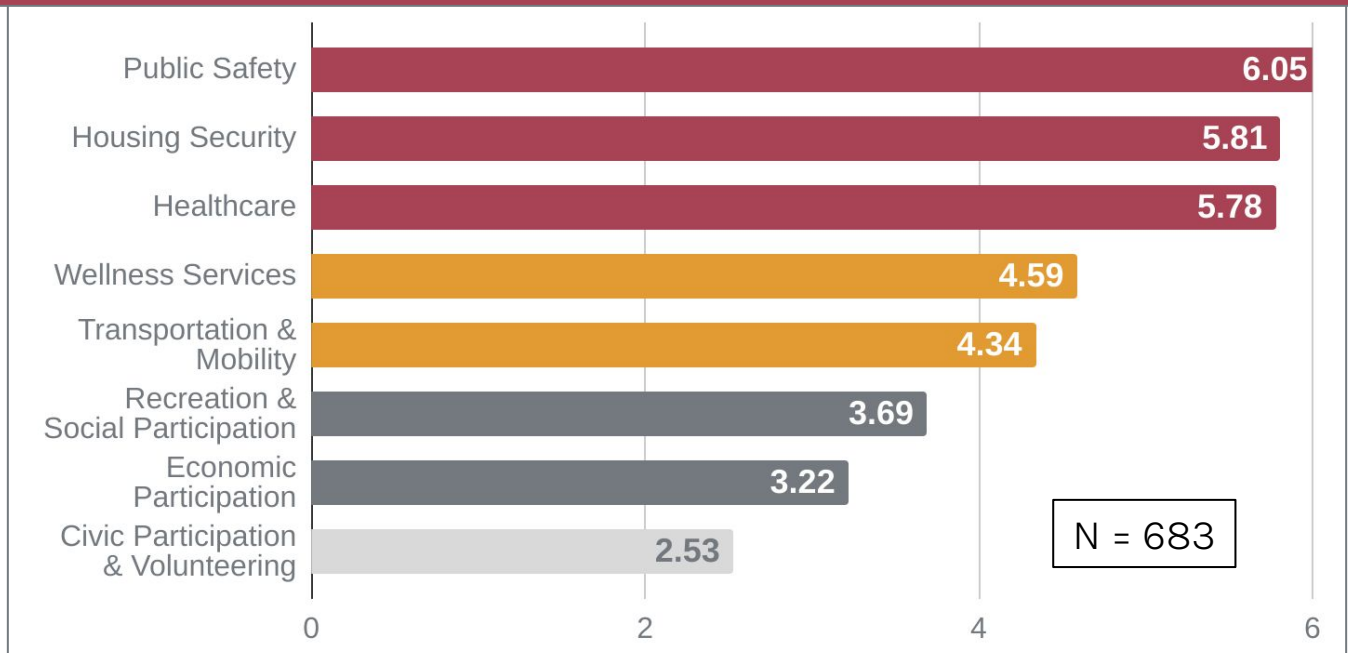
The next three pages breakdown the results of the survey question asking respondents to rank the following areas of need for older adults (age 50+) in San Leandro from most (1) to least pressing (8):

- Civic Participation & Volunteering
- Economic Participation (work/shop)
- Healthcare
- Housing Security
- Public Safety
- Recreation & Social Participation
- Transportation & Mobility
- Wellness Services (food/exercise)

Pear Street calculated the average ranking of each answer choice to determine the overall preferences across all survey respondents.

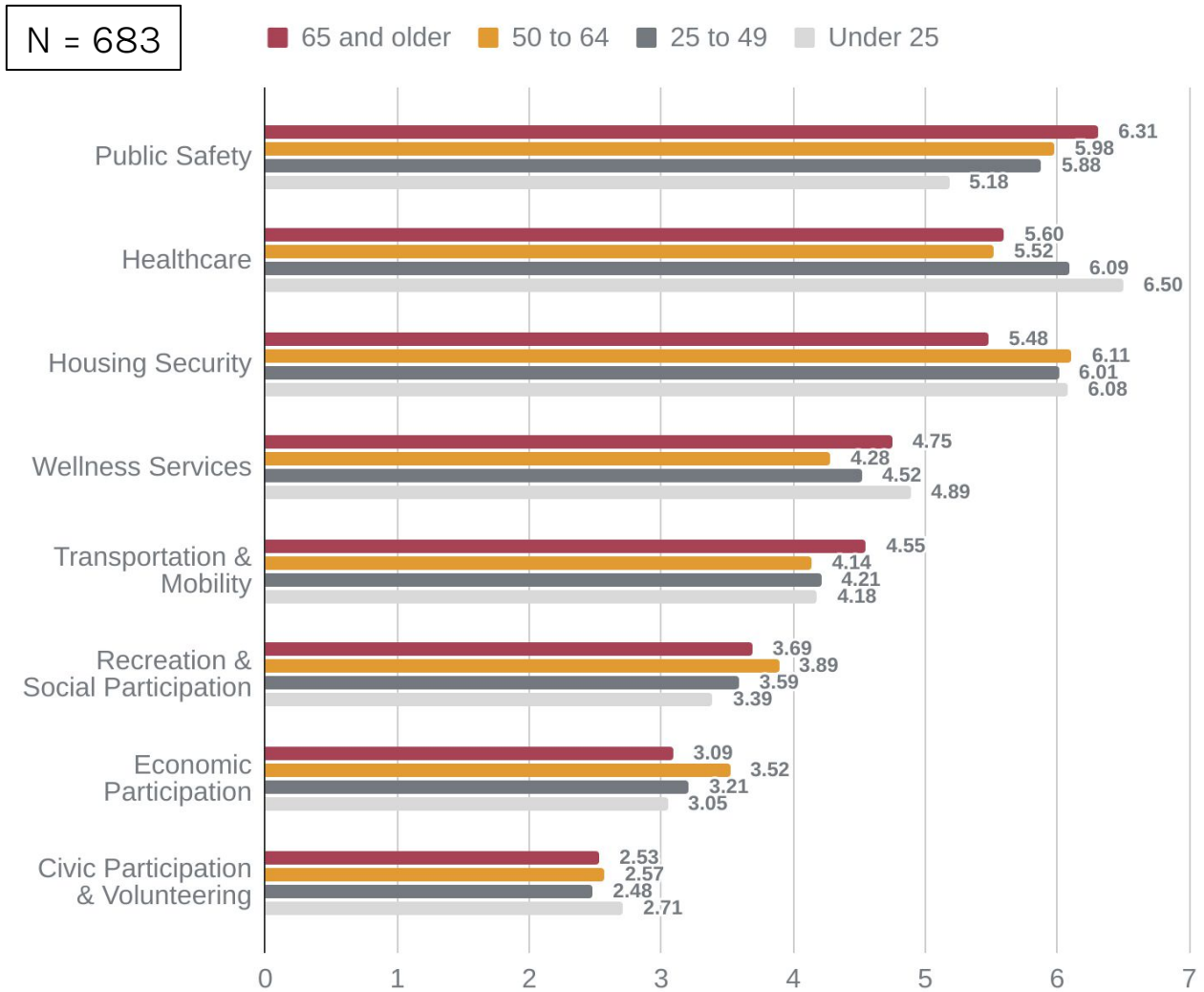
**The ranking weights are applied in reverse** (1<sup>st</sup> place = 8 points, 2<sup>nd</sup> place = 7 points, and so on), **so the most preferred choice has the highest average ranking** (i.e., closest to 8).

**Figure 8. Priority Areas for Seniors in San Leandro, by Average Ranking**



**Key Takeaway:** the above chart shows that **Public Safety, Housing Security, and Healthcare** were by far the most pressing needs chosen, on average, by all survey respondents from the eight answer choices listed.

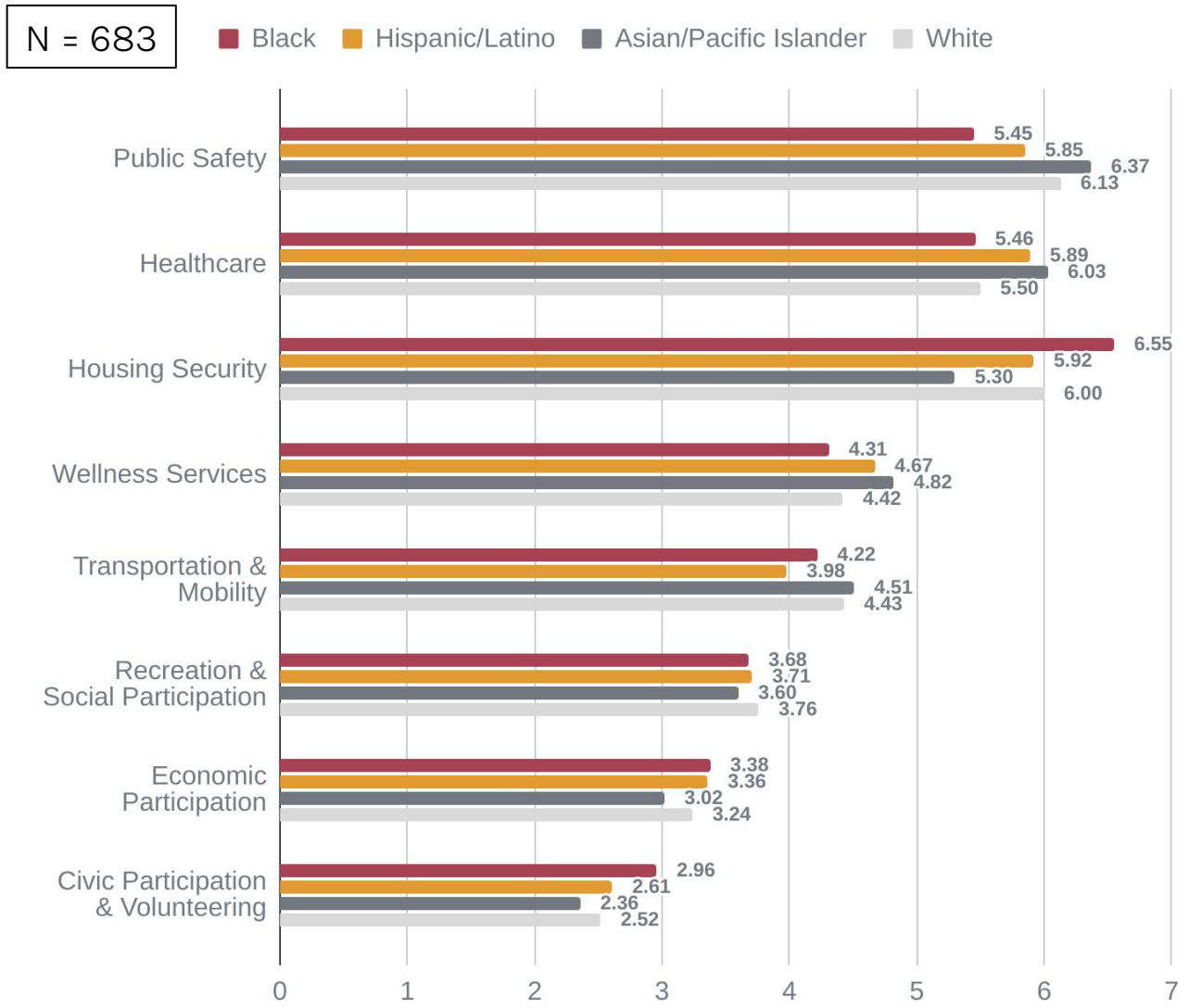
Figure 9. Priority Areas for Seniors in San Leandro, by Age Group



**Key Takeaway:** the above chart shows that, on average, older adults in San Leandro tend to prioritize the following areas of need more than younger adults:

- Public Safety
- Transportation & Mobility
- Recreation & Social Participation

Figure 10. Priority Areas for Seniors in San Leandro, by Racial & Ethnic Group



**Key Takeaway:** the above chart shows that, on average, residents of color in San Leandro tend to prioritize the following areas of need more than other residents:

- Economic Participation
- Civic Participation & Volunteering

The survey also asked respondents to rank specific solutions within each area of need from highest priority (1) to lowest priority (6). Below (and on the next page) are the lists of solutions, 6 per priority area and 36 in total, in the order they were presented on the survey.

### **Recreation & Social Participation**

- More art participation programs
- More cultural and language-appropriate programs
- More intergenerational programs
- More outdoor park/public space programs
- More technology education programs
- Other - specify

### **Civic/Economic Participation & Volunteering**

- Seniors-only hours and/or parking at businesses
- More employment/job resources for working seniors
- More senior volunteer opportunities
- More youth volunteering to help seniors
- More support/resources for family/volunteer caregivers
- Other - specify

### **Health & Wellness Services**

- Expand food and meals programs like at the Senior Center
- Increase access to case management supports
- More cultural and language-appropriate services/clinics
- Raise awareness of lifelong healthy aging/brain health
- Single location for all health-related services
- Other - specify

### **Housing Security**

- Build more affordable senior housing units
- Enact housing protections like rent control
- Expand aging-in-place models like the PACE Center
- Remove barriers to building Accessory Dwelling Units
- Repurpose underutilized buildings/space like malls
- Other - specify

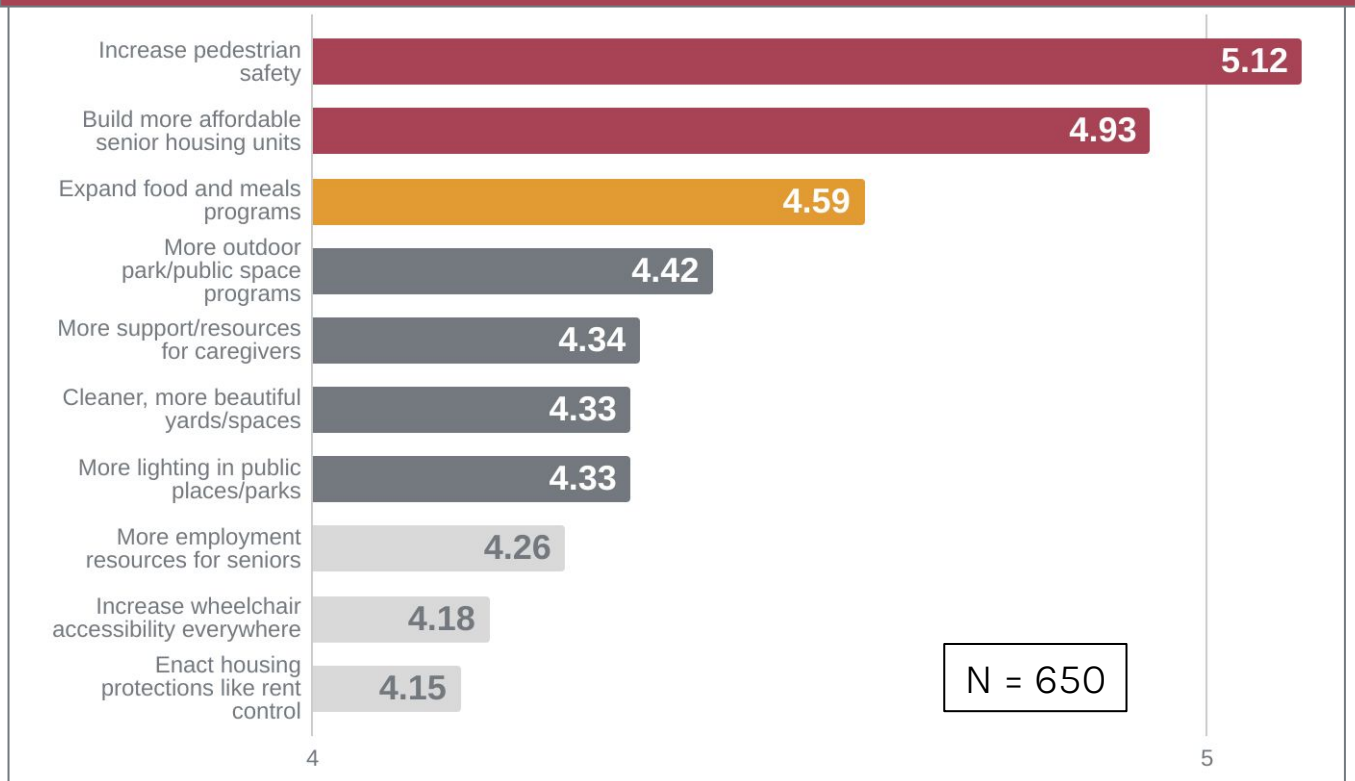
## Public Safety

- Cleaner, more beautiful private yards/public spaces
- Expand companion traveling programs for errands
- Expand the City Ambassadors program
- More lighting in public places/parks
- Raise awareness of emergency response/resilience info
- Other - specify

## Transportation & Mobility

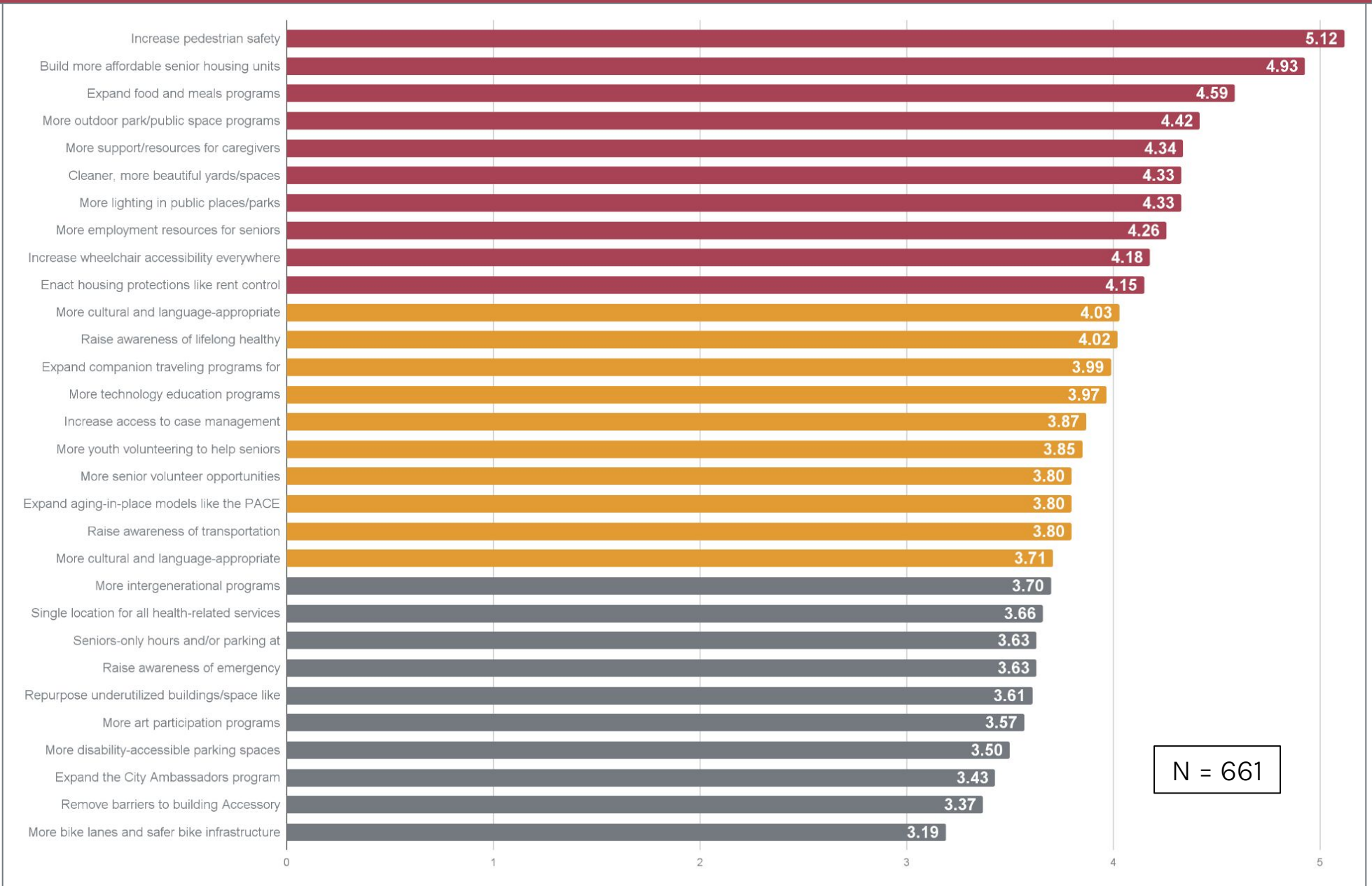
- Increase pedestrian safety (e.g., sidewalks, crosswalks)
- Increase wheelchair accessibility everywhere
- More bike lanes and safer bike infrastructure
- More disability-accessible parking spaces
- Raise awareness of transportation resources/options
- Other - specify

Figure 11. Priority Solutions for Seniors in San Leandro, by Average Ranking

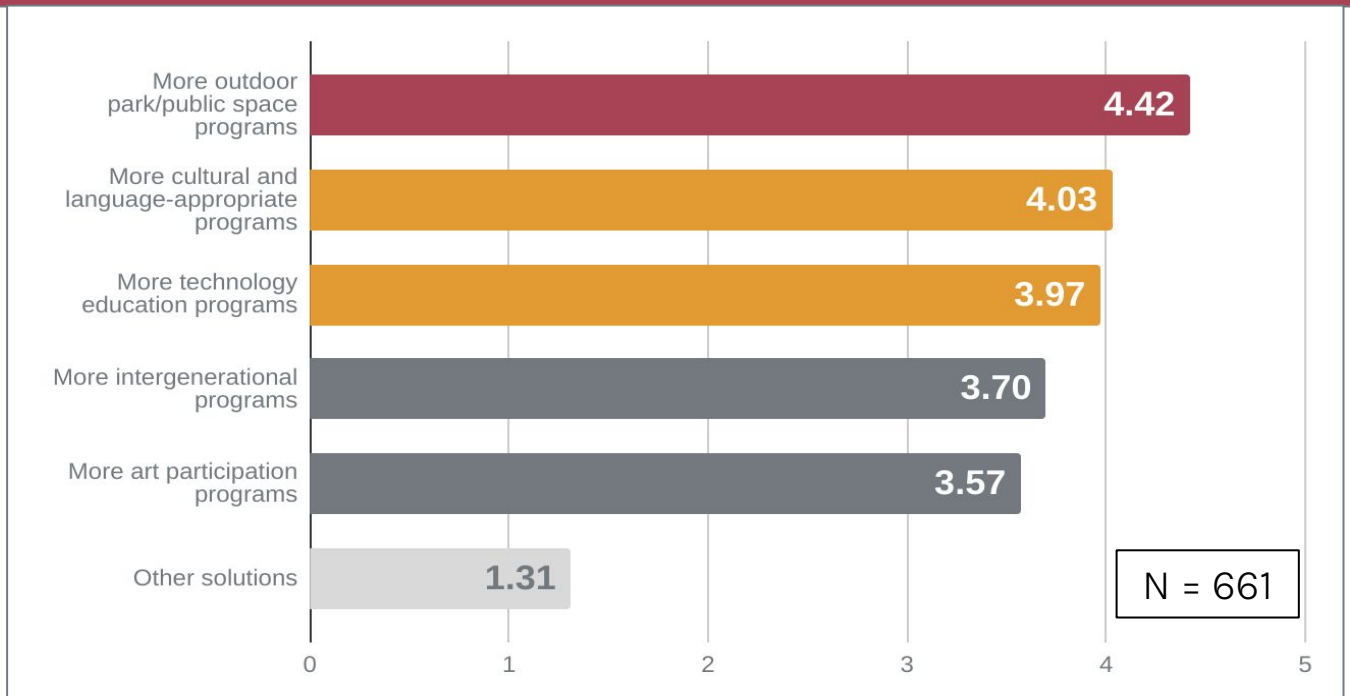


**Key Takeaway:** the above chart shows the **top 10 solutions** (out of the 36 possible choices across all priority areas), as ranked by survey respondents. **Increasing pedestrian safety** and **building more affordable senior housing units** were by far the **most popular choices** in the survey sample.

Figure 12. All Surveyed Projects for Seniors in San Leandro, by Average Ranking

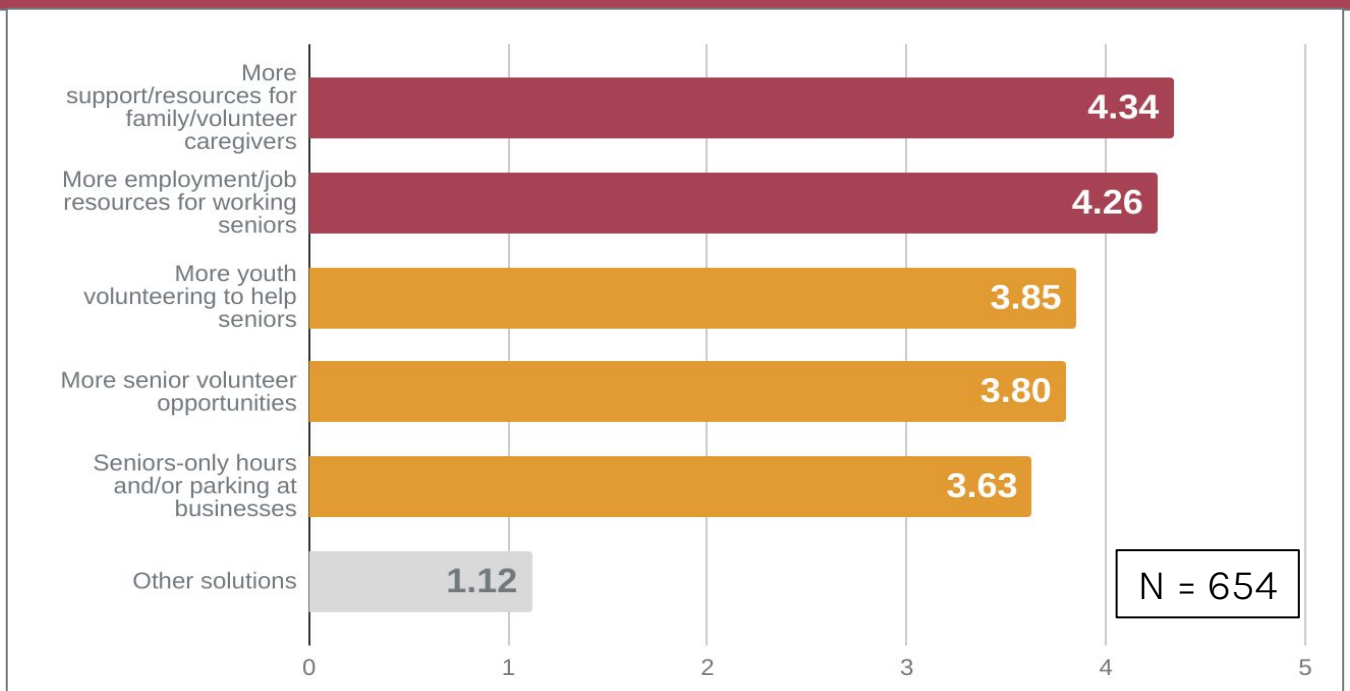


**Figure 13. Recreation & Social Participation Projects only, by Avg Ranking**



**Key Takeaway:** the **most popular** of the six Recreation & Social Participation solutions to choose from was **more outdoor park/public space programs**.

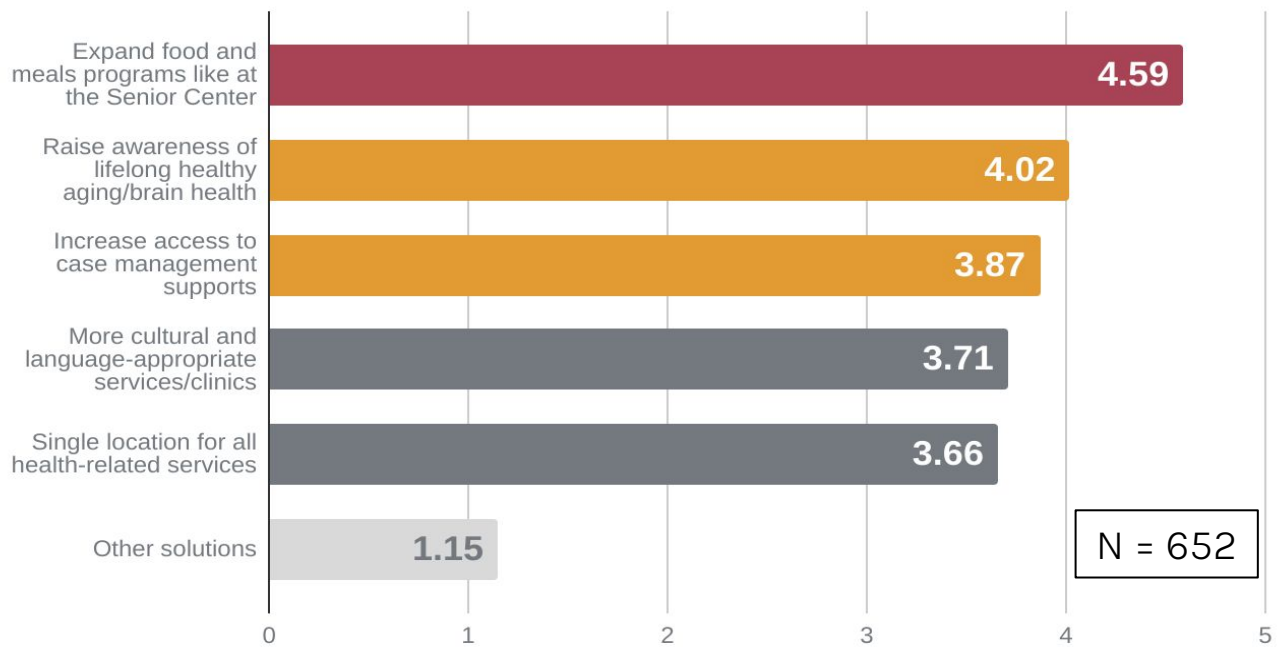
**Figure 14. Civic/Economic Participation Projects only, by Avg Ranking**



**Key Takeaway:** the **most popular** of the six Civic/Economic Participation & Volunteering solutions to choose from was **more support/resources for caregivers**.

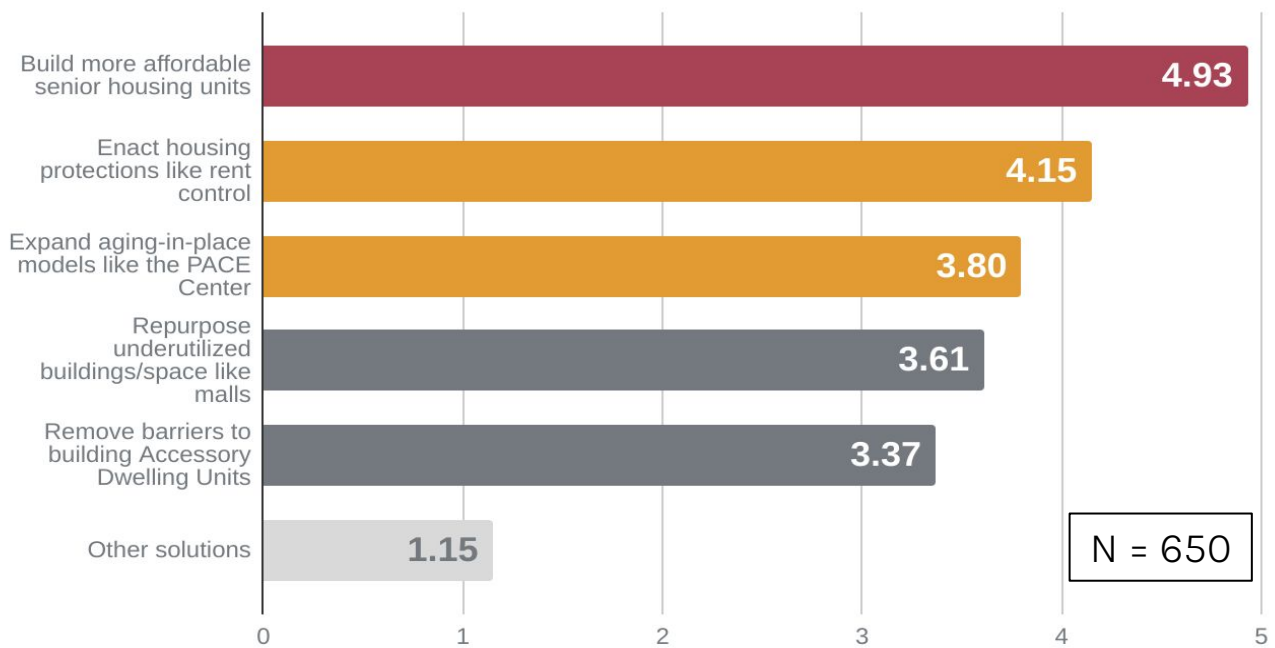


Figure 15. Health & Wellness Services Projects only, by Avg Ranking



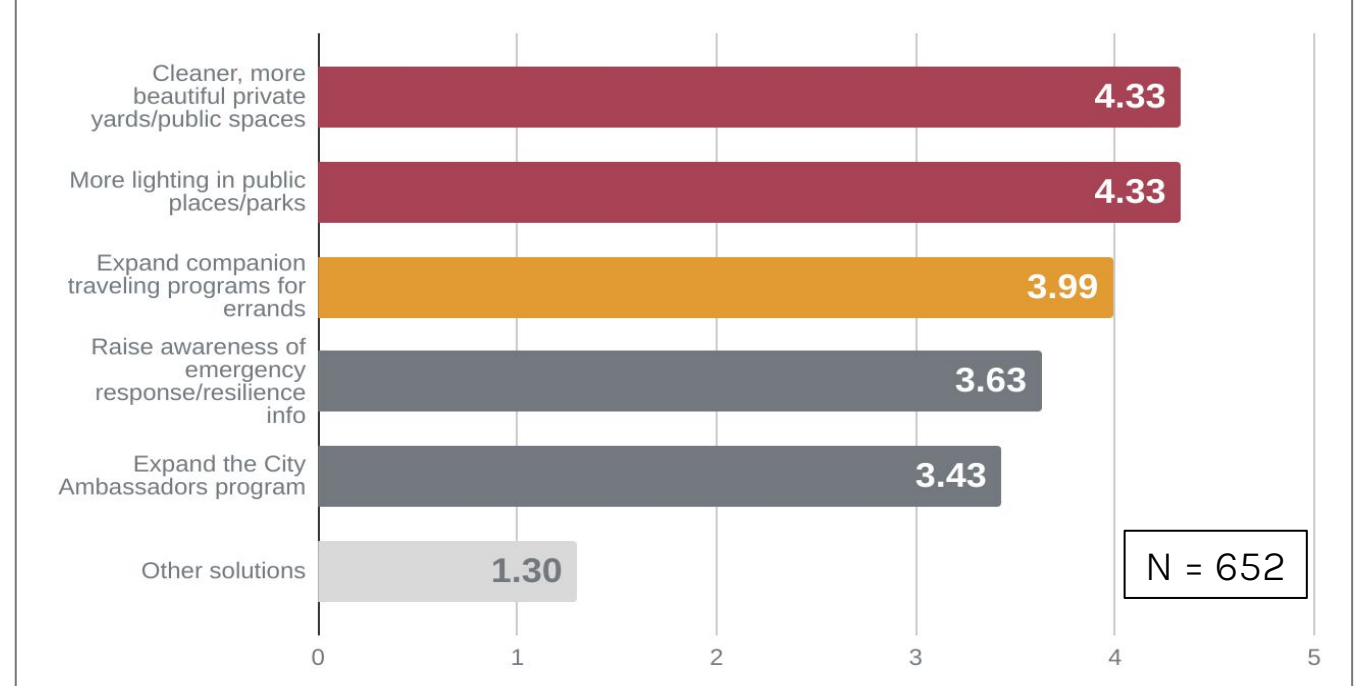
**Key Takeaway:** the **most popular** of the six Health & Wellness Services solutions to choose from was to **expand food and meals programs**.

Figure 16. Housing Security Projects only, by Avg Ranking



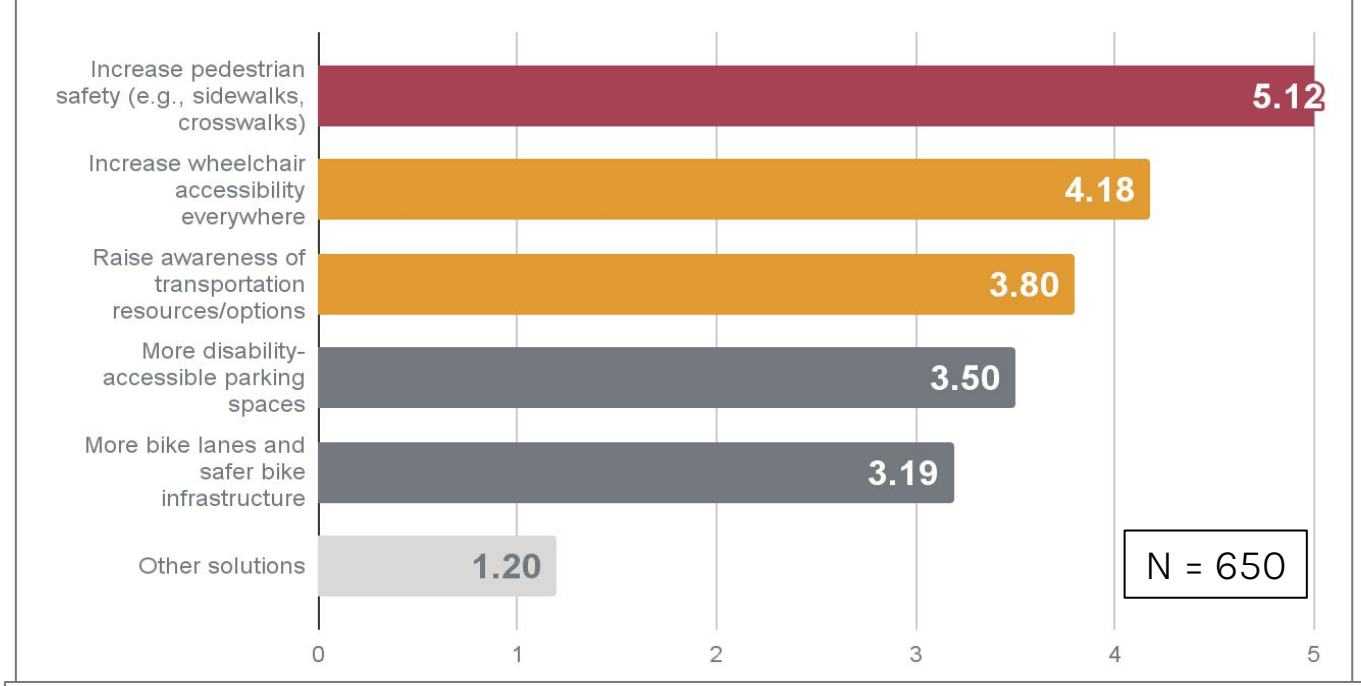
**Key Takeaway:** the **most popular** of the six Housing Security solutions to choose from was to **build more affordable senior housing units**.

Figure 17. Public Safety Projects only, by Avg Ranking



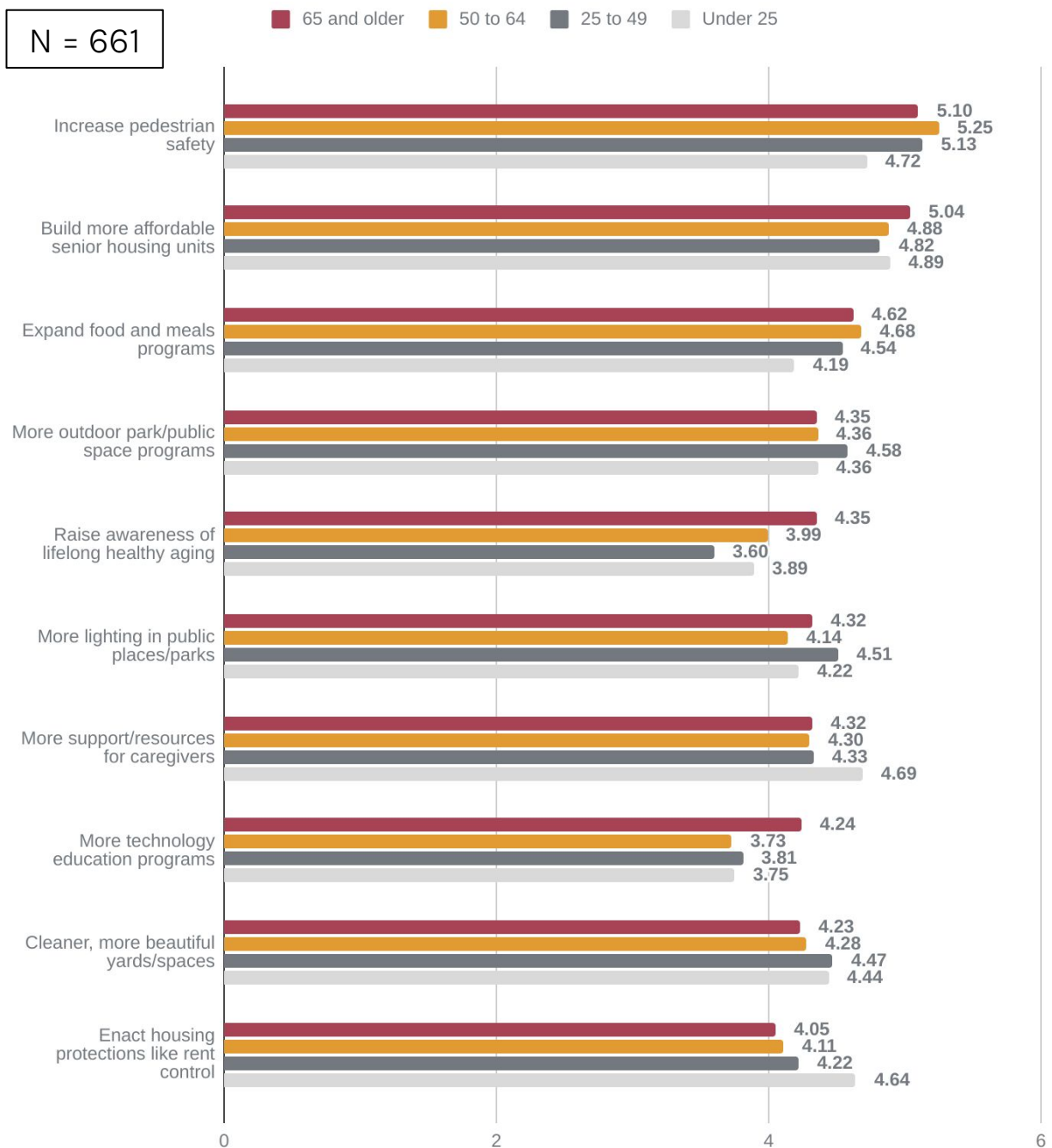
**Key Takeaway:** the **most popular** of the six Public Safety solutions to choose from was **cleaner, more beautiful private and public spaces, with more lighting**.

Figure 18. Transportation & Mobility Projects only, by Avg Ranking



**Key Takeaway:** the **most popular** of the six Transportation & Mobility solutions to choose from was to **increase pedestrian safety (e.g., sidewalks, crosswalks)**.

Figure 19. Priority Projects for Seniors in San Leandro, by Age Group\*

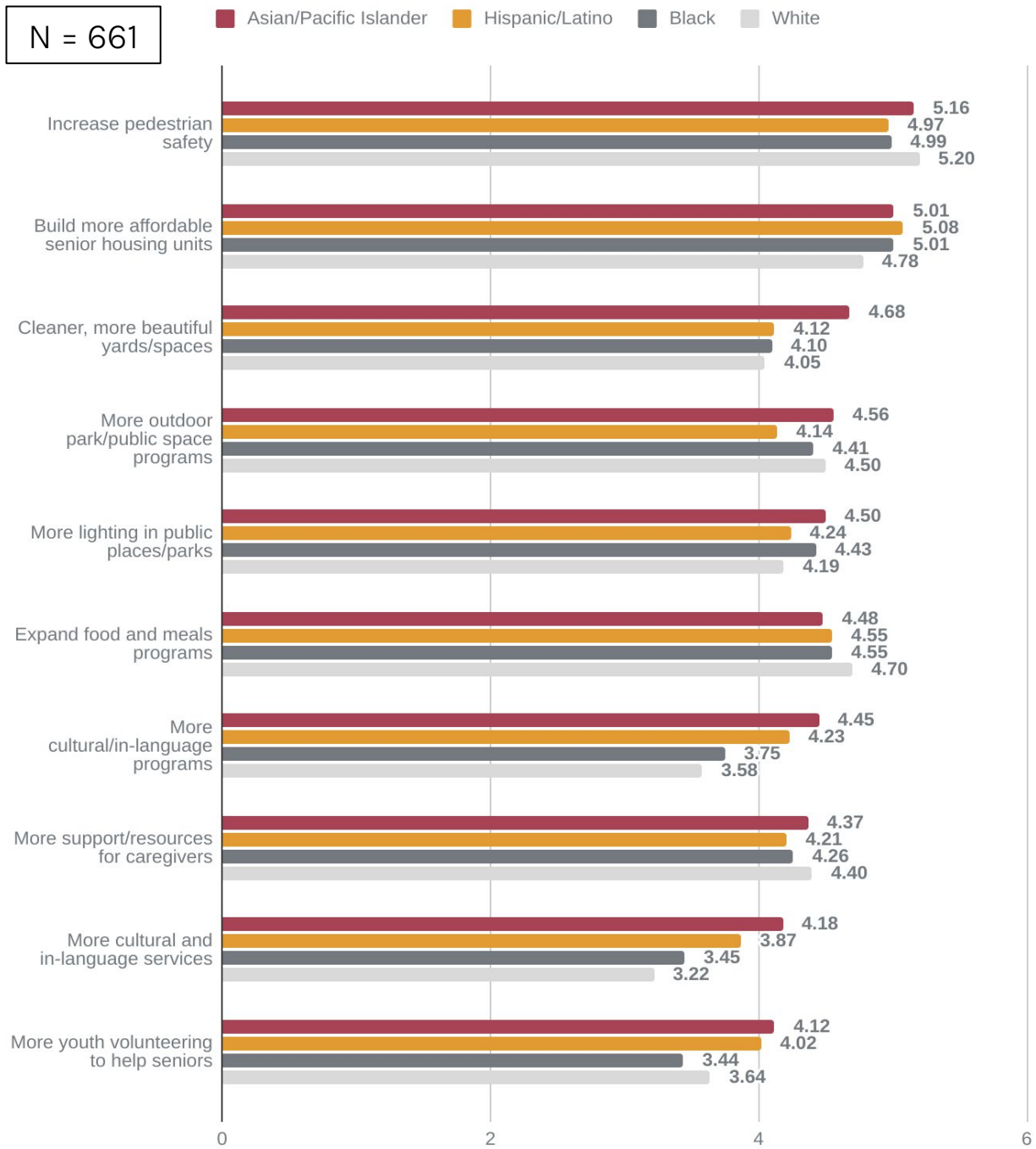


\* Projects shown are the top 10 among respondents 65 and older, based on average ranking.

**Key Takeaway:** on average, older adults prioritized the following solutions more than younger adults:

- Expanding food and meals programs
- Expanding aging-in-place models like the PACE Center
- Raising awareness of transportation resources and options
- Having more senior volunteer opportunities
- Having seniors-only hours and/or parking at businesses

Figure 20. Priority Projects for Seniors in San Leandro, by Racial/Ethnic Group\*



\* Projects shown are the top 10 among Asian and Pacific Islander respondents, based on average ranking.

**Key Takeaway:** on average, people of color prioritized the following solutions more than other survey respondents:

- Enacting housing protections like rent control
- Having more employment resources for seniors
- Increasing disability accessibility
- Having more cultural/in-language programs and services

# Age-Friendly Partners



# Leadership Team

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# Acknowledgements

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Native American Health Center

Rudy Gonzalez  
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Wendy Peterson  
Senior Services Coalition of Alameda County

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In and Out Printing

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Building Futures

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Korean American Community  
Center of the East Bay

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Gonzalez & Rachel Cardenas  
Davis Street

Shirley Gee & Thieny Nguyen  
Vietnamese American Community Center of  
the East Bay

The Age-Friendly San Leandro initiative would also like to thank the many participants of our interviews, listening sessions, and community survey. Without your time and thoughtfulness, there would be no Action Plan.

For everyone else who has helped us along the way but is not mentioned here, know that we value you and your partnership.





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