

# Cradle-to-Golden Years



## Five-Year Strategic Plan

2016-2020

Fulton County Aging and Youth Services Department

**Vision:** Leading the way in service through commitment, consistency, and innovation.

## MISSION :

Fulton County's Aging and Youth Services Department improves the quality of life of children, youth, and seniors through the development and coordination of programs and advocacy that achieve self-sufficiency, sustainability, and civic engagement.

### CORE VALUES:

Compassion  
Integrity  
Creativity  
Accountability  
Respect  
Excellence

**28.2%**  
Children &  
Youth in Fulton  
County

**25.3%**  
Seniors in  
Fulton County

**Fulton County Population – 984,293** (U.S. Census Bureau's 2010 Census)

In September and October 2015, the Aging and Youth Services Department conducted 26 public forums in the community to discuss issues impacting children, youth, and seniors. Participants provided input and shared evidence-based practices and best practices that would be useful in improving the quality of life of the county's residents. This strategic planning process was transparent and inclusive of diverse stakeholders geographically located throughout Fulton County. These stakeholders included citizens that we serve and their families, county officials, our partners in service delivery, and advocates.

A total of 19 themes emerged from the public forums and exemplified the areas of greatest concern:

### Children & Youth Forums

Education  
Family  
Health/Mental Health  
Safety  
Socio-economic  
Transportation

### Aging Forums

Affordable/Accessible Housing and Home Repair  
Caregiver Services and Support  
Education & Outreach  
Elder Abuse, Neglect, & Exploitation  
Health/Mental Health  
Program Enhancements  
Safety  
Socialization  
Socio-economic  
Staffing  
Technology  
Transportation

The Aging and Youth Services Department has used the emerging themes as a foundation to launch a five-year strategic plan to guide the department's work. This strategic plan is a living document consisting of five strategic priorities and a number of related operational objectives. The plan also includes two frameworks, Cradle-to-Career and Career-to-Golden Years, which will shape the agency's collaborative partnerships of being proactive in serving the county's citizens. We encourage you to use this strategic plan to hold the department accountable in meeting the five priorities. Moreover, this strategic plan is a useful advocacy tool for making resource allocation decisions.

# **Fulton County Commissioners**

Dr. John H. Eaves, Chairman  
*District 7 (At-Large)*

Liz Hausmann, Vice Chair  
*District 1*

Bob Ellis  
*District 2*

Lee Morris  
*District 3*

Joan P. Garner  
*District 4*

Marvin S. Arrington, Jr.  
*District 5*

Emma I. Darnell  
*District 6*

## **County Executive Team**

Dick Anderson  
*County Manager*

Dr. John M. Thompson  
*Director, Aging and Youth Services Department*

If you need reasonable modifications due to a disability, including communications in an alternate format, in order to participate in any County-sponsored program or meeting, please contact the Department's Disability Compliance Liaison (DCL), at (404) 613-7944, seven (7) days in advance to facilitate your request. For TDD/TTY or Georgia Relay Service Access, dial 711.

# 1

## STRATEGIC PRIORITY #1 Increase program capacity to effectively address the social and health needs of the most vulnerable and at risk children, youth, and seniors

- To enhance long-term services and supports for seniors that enable them to remain at home and age in place
- To improve access to screenings and immunizations that result in better health outcomes
- To educate and train caregivers and staff to effectively identify mental health symptoms in order to make appropriate referrals
- To ensure children are receiving developmental screenings and the necessary support to prepare them for kindergarten and beyond
- To connect citizens with partnering organizations to effectively address food hunger



11.1% of Fulton County seniors live with **Depression**



60.1% of Fulton County seniors need **Home Repair**

“Research overwhelmingly supports the importance of facilitating early and emerging literacy skills in preschool-age children as a critical foundation for literacy development.”  
(Paulson et al., 2004)

## STRATEGIC PRIORITY #2

### Improve relationships across generations

- To create intergenerational programs and services to enhance social skills and academic outcomes for children and youth
- To develop a civic and community engagement component that recruits, trains, and retains volunteers to address issues and to transform their communities
- To facilitate engagement and mentoring opportunities that decrease social isolation among the senior population
- To elevate the level of communication and understanding between seniors, children, and youth
- To provide caregiver and relative-care education and support that improve the quality of life and relationships between the caregiver and care recipient

**“Program[s] that bring together the same children and elders will better reduce ambiguities about the relationship, lessen social distance, and support intergenerational solidarity.”**

(Bales et al., 2000; Chapman & Neal, 1990)

# 2



# 3

## STRATEGIC PRIORITY #3 Establish and maintain a culture of quality customer service that includes integrity and transparency

- To enhance the talent management process that improves the department's overall effectiveness and efficiency
- To establish a culture of accountability, compassion and excellence in customer service that leads to optimal service delivery
- To establish a succession plan that identifies and prepares staff for management and leadership opportunities
- To standardize operating procedures and departmental policies that lead to consistent management and staff practices
- To establish minimum staffing levels throughout the department that yield optimal service delivery
- To establish and maintain a data-driven and performance based system to shape policy and to continuously improve quality outcomes

**“Performance management isn't managing performance. It's the leader's responsibility to help build up and then release the enhanced performance of an employee.”**  
(Forbes Magazine, 2015)



## STRATEGIC PRIORITY #4

### Create and strengthen partnerships to implement innovative practices

- To secure commitment from partners to develop and invest in intergenerational housing that meets the housing and social needs of citizens
- To advocate for government and private partnerships to support affordable and accessible housing so that citizens are not displaced from the county
- To advocate for government and private partnerships to eliminate food deserts as a means to address nutrition-related health problems including obesity, diabetes, and heart disease
- To partner with organizations in educating the public about the advantages of shared housing in addressing financial needs and social isolation
- To leverage county dollars with partners to implement programs that enhance the quality of life of existing customers while attracting new ones who could benefit from the services
- To develop partnerships that will increase transportation options and increase rider capacity
- To develop web-based courses that increase access to health and wellness programming
- To facilitate the co-location of services (via on-site or app-based) for seniors, children, and youth in the four multipurpose facilities that increase access to public and private services

# 4



# 5

## STRATEGIC PRIORITY #5

### Promote preparation for a productive and healthy future



- To invest in evidence-based health and wellness services that lower hospital readmissions and prevent premature institutionalization **\$** 229 per day (Nursing Home Private Room)

vs

**\$** 67 per day (Adult Day Health Care Services)

- To promote instructional programs that improve public safety
- To enhance case management services that promote self-sufficiency
- To promote and enhance resources that assist individuals with financial management to improve economic status
- To connect citizens to publicly and privately funded emergency assistance programs that provide temporary financial relief
- To connect citizens with workforce development resources that increase their access to economic opportunities
- To identify partners that mitigate generational trends of unhealthy/criminal behavior and improve family dynamics



“Even in high-crime inner-city neighborhoods, well over 90 percent of children from safe, stable homes do not become delinquents. By contrast only 10 percent of children from unsafe, unstable homes in these neighborhoods avoid crime.”  
(The Heritage Foundation, 1995)



17.6% of **Fulton County Residents** live below the poverty level



25.9% of **Children** in Fulton County live in poverty

# Cradle-to-Career Model

To establish a network of partners who support the 'Cradle-to-Career' model and will be accountable for ensuring that each vulnerable and at-risk child and youth access the essential services and programs that could increase their likelihood for accessing economic opportunities in the future. The following provides an outline of the model's five outcomes and their respective objectives.

## 1. Every child is prepared to succeed in kindergarten.

- To provide children with a developmental screening to flag issues early in their lives and ensure that they receive the essential supports to be ready to start kindergarten on time
- To enhance early care and education
- To improve nutritional health and healthy development of children
- To ensure access to early childhood education programs
- To provide resources and support for families and caregivers to support literacy and parenting capacity

## 2. Every child is supported in and out of school.

- To provide access to violence prevention and intervention
- To supplement out-of-school time (OST) with programs that reinforce learning and address behavior
- To implement afterschool programming
- To develop program for reengaging children facing truancy or dropping out of school, teen pregnancy, etc.
- To expand programming to address mental health and social challenges
- To develop and use early warning data systems to prevent failure and help at-risk students
- To improve early grade reading proficiency
- To increase family involvement and connections
- To connect youth to extra-curricular and volunteer activities that contribute to the community

## 3. Every child graduates from high school or a GED program or vocational program.

- To promote literacy training to offset and prevent illiterate youth entering workforce
- To provide alternative pathways to graduation and post-secondary training for disconnected youth and those with special needs
- To engage and mobilize the community to create safe environments, support families and promote youth achievement

## 4. Every young adult enters a postsecondary institution, vocational training or career.

- To assist students in developing career-ready skills
- To coordinate relationships and services between Pre K-12 and postsecondary education systems
- To utilize Georgia 411 to customize college or vocational financial planning
- To help students to begin connecting to careers
- To provide support to help students succeed in college or other postsecondary training

## 5. Every young adult is self-sufficient and is a positive contributor to society.

- To provide resources through community partnerships and initiatives to increase economic opportunities
- To enhance opportunities for paid internships and job opportunities
- To provide youth leadership programs through local businesses, sister agencies and non-profit organizations
- To increase the number of citizens who are work ready at age 18
- To align training opportunities to meet the identified needs of the workforce
- To support education, employment and employment training for the special needs population (e.g. older youth, foster youth, probation, disadvantaged, Intellectual and Developmental Disabilities)
- To provide resources and support to increase the financial literacy and stability of young adults and their families

# Career-to-Golden Years Model

To establish a network of partners who support the 'Career-to-Golden Years' model and will be accountable for ensuring that seniors and caregivers are aware and linked to cost effective long-term care services and supports that promote longevity and independence during one's golden years. The following provides an outline of the model's five outcomes and their respective objectives.

- 1. Every working adult will work towards eating healthy, being physically active, being financially prepared for retirement, and will engage in estate planning.**
  - To partner with organizations facilitating seminars to educate young adults and their families about preparing for retirement
  - To increase the public's awareness about senior villages and recruit volunteers to sustain this model in the county
  - To ensure that citizens are accessing both public and private benefits
- 2. Every working adult 50+ and new retiree will be educated about preventive health measures, long-term care services and supports (LTSS), long-term care insurance, Medicare, and resources for caregiver support.**
  - To partner with organizations facilitating seminars on LTSS
  - To promote the benefits of senior villages to grassroots community organizations
  - To provide technical assistance to organizations interested in establishing and maintaining senior villages in their communities
  - To connect interested retirees with economic opportunities
- 3. Every senior will have access to resources to aid them in maintaining a productive, independent lifestyle.**
  - To educate seniors about financial scams, fraud, and abuse
  - To connect seniors with health and wellness programs and other home and community-based services that promote a positive quality of life
- 4. Every senior newly diagnosed with a chronic disease will be offered training to manage the progression of the disease through a self-management program.**
  - To partner with hospitals and with other healthcare providers in connecting newly diagnosed seniors with health concerns to the Chronic Disease Self-Management Program
  - To educate and connect newly diagnosed seniors with health concerns to various health and wellness programs

- 5. Every vulnerable senior will be linked to home and community-based services to assist the individual with aging in place and to remain as independent as possible.**
  - To ensure that vulnerable seniors have a completed assessment and are advised on various home and community-based services options
  - To ensure that vulnerable seniors have a completed Benefits Check Up report to determine their qualifications for public benefits
  - To provide case management to seniors requiring the support
  - To connect caregivers with respite programs and other support resources
- 6. Every vulnerable, hospitalized senior and seniors residing in nursing homes will be linked to a community transition program to prevent premature institutionalization and help them to regain independence.**
  - To educate hospitalized and institutionalized seniors and their families on home and community-based services and supports options
  - To provide case management to seniors requiring the support
- 7. Every vulnerable senior who is unable to remain safely in the community will be linked to institutional care.**
  - To provide options counseling on appropriate healthcare services for seniors
  - To connect caregivers to support resources

# Cradle-to-Go<sup>ld</sup>en Years



Track our progress - [fultoncountyga.gov/days-welcome](http://fultoncountyga.gov/days-welcome)

## Five-Year Strategic Plan

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2016-2020

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**Fulton County Aging and Youth Services Department**