

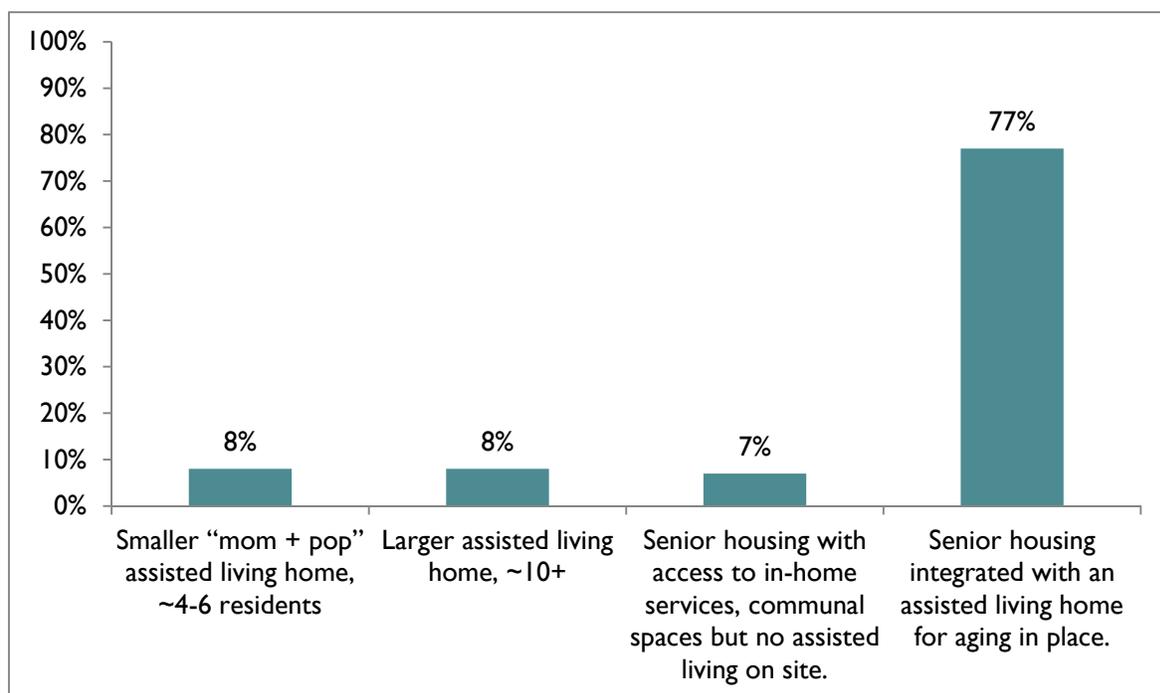
6. ASSISTED LIVING DEMAND FORECAST

In Juneau, demand is strong for assisted living. There is a growing senior population who will require more assisted living, independent senior housing and services along the continuum of care. A larger percentage of Juneau seniors, relative to Alaska and the U.S., have the financial ability to pay for assisted living, either through retirement income or long-term care insurance (see Chapter 5). Juneau seniors have repeatedly expressed a preference to bring more assisted living to Juneau through the 2010 Senior Needs Assessment, the 2013 public meeting on assisted living, and the 2014 community meeting and workshop for this study. Additionally, there are no other substantial assisted living options available to Juneau seniors, except the Juneau Pioneer Home, which has an active waitlist of 97, as of May 2014.

Friends (elders) are being sent away to Wrangell and Petersburg because there is nowhere to go in Juneau for assisted living. – Key informant interview

Moving to assisted living can be a difficult decision for an individual and their family. Often seniors prefer to stay in their homes unless their need is so substantial that intensive services and supports are necessary. Aging in place communities that offer independent living as well as assisted living, along with an array of activities that appeal to seniors, are a viable alternative to seniors remaining in their own homes.

Figure 6-1: Preferred Living Situation for Help with ADLs, July 2014 Community Workshop



This chapter summarizes the methodology to estimate current and future market demand for assisted living. It is important to note that a demand forecast is a conceptual estimate of the number of individuals who will choose to buy something today and in the future. A demand forecast is not an exact predictor of future decisions by individuals who are complicated creatures that consider many factors in decision-making. Additionally, social and economic circumstances change, and the extent to which they do alters the reliability of a demand forecast. Demand forecasts should be revisited periodically and updated when appropriate. A forecast like the one in this study predicts the overall “order of magnitude” of demand for assisted living that should be anticipated in the future. Order of magnitude estimates can help communities and investors plan for the appropriate level of demand. For example, planning for 100 assisted living beds is very different from planning for 1,000. A demand forecast helps identify the approximate level of resources to meet future needs.

METHOD

The method to quantify the potential demand for assisted living in Juneau is described below:

1. Collect data on current utilization of housing and services by senior age cohort to understand which services and supports are currently used by Juneau seniors.
2. Remove duplication between service utilization counts to estimate the number of individuals utilizing senior housing, assisted living, and other senior services, by age cohort.
3. Develop a demand forecast using the following three steps.
 - a. Step 1 | Use current Pioneer Home utilization rates, by age cohort, to forecast future assisted living demand. This was done by applying Pioneer Home current utilization rates by age cohort to the future population forecast of seniors by age cohort. Step 1 provides an estimate of the minimum number of assisted living beds that will be in demand assuming the current utilization rates at the Pioneer home are the basis for future demand for assisted living.
 - b. Step 2 | Increase the utilization rate of assisted living calculated in Step 1 by including utilization rates for those on the Pioneer Home wait list, 50 percent of the utilization rates for those on Medicaid Personal Care Assistance (PCA), utilization of the Medicaid waiver for Adults Living Independently (ALI) and utilization rates for those who attend Bridge Adult Day. Apply the increased utilization rates by age cohort to the future population forecast of seniors by age cohort. Step 2 provides an estimate of the maximum level of demand for assisted living in Juneau before adjusting for preference and willingness, as well as, ability to pay.
 - c. Step 3 | Reduce the demand forecast estimated in Step 2 by preference and willingness, as well as ability to pay. The details of this methodology are described later in this chapter.

DEMAND FORECAST SUMMARY

Based on the methodology described above, Figure 6-2 summarizes current and future demand for assisted living in Juneau.

Figure 6-2: Summary of Assisted Living Demand Forecast

	2014	2017	2022	2027	2032	2037	2042
	Senior Population						
60-64	2,348	2,381	2,301	1,755	1,540	1,361	1,626
65 to 74	2,338	3,010	3,824	3,979	3,401	2,732	2,384
75 to 84	775	974	1,425	2,168	2,785	2,911	2,469
85+	285	319	359	483	706	1,088	1,393
	Assisted Living Beds						
Demand Forecast (Total Beds)	109	131	170	233	301	362	380
Assisted Living Supply of Beds in 2014	53	53	53	53	53	53	53
Surplus (Gap) in Beds	(56)	(78)	(117)	(180)	(248)	(309)	(327)

CURRENT UTILIZATION RATES

The first place to start when considering demand for future housing and services is to understand how the current population is utilizing those services and housing options today. Estimates were prepared to identify the current supply and utilization rates for senior housing and services in Juneau, by senior age cohort. Data from the State Department of Health and Social Services (DHSS) Senior and Disability Services (SDS) grant database (SAMS) and the Medicaid database (DS3), as well as key informant interviews and provider publications were used as the primary sources of data for estimating current utilization. Figure 6-3 provides the duplicated counts of individuals served in various senior programs and housing options in Juneau. These estimates are duplicated because many individuals receive multiple services. For example, an individual may receive both transportation and meals from Southeast Senior Services (SESS).

REMOVING DUPLICATION

In order to gain a more accurate picture of the actual number of individuals in Juneau receiving services, a process to remove the duplication of services for the same individual was conducted. When possible data received from the State came as unduplicated counts. In other instances, simplifying assumptions were used to estimate the number of unduplicated individuals. Provider interviews also informed the method for removing duplication of recipients across service and housing categories. For example, people using the Medicaid waiver program could be living in the Pioneer Home. Therefore, the total number of Medicaid waiver recipients was reduced by the number of waiver recipients at the Pioneer Home to ensure this duplication was removed. Removing duplication in senior services, such as meals, rides, taxi vouchers, and respite is nearly impossible because these services are not tracked across providers to be able to count only the

individual who uses the services. By integrating key informant interviews, simplifying assumptions were used to estimate the number of unduplicated seniors. Details on this methodology are included in Appendix F.

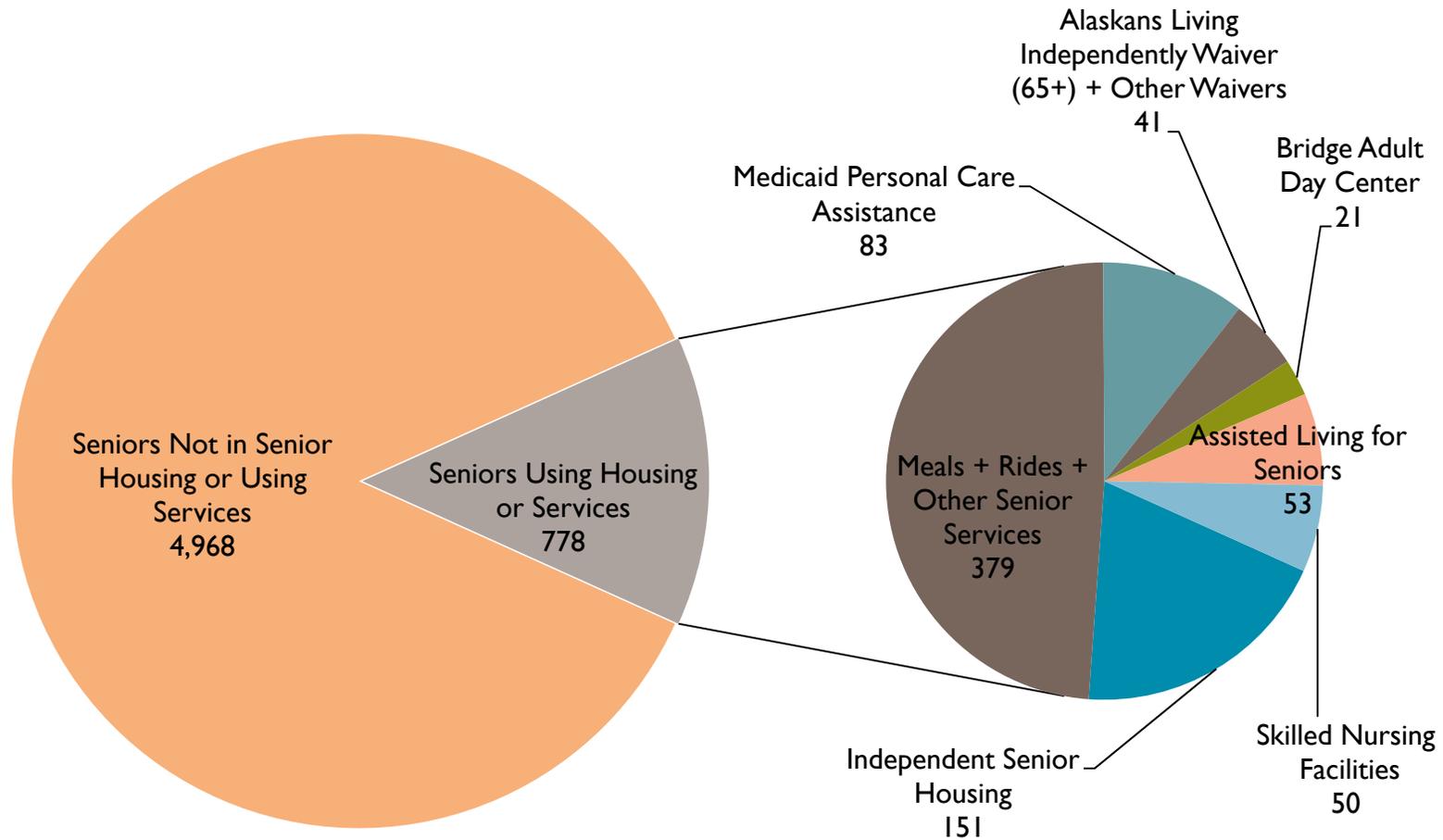
By removing duplication where possible, it was determined that approximately 800 individual seniors are receiving a service or are living in some type of senior housing in Juneau. The majority of the interviewees also provided age breakdowns of residents or recipients, which allowed for estimates of service and housing utilization by age.

Figure 6-3: Utilization of Housing and Services Juneau by Juneau Seniors (Duplicated Counts)

Type	Examples	Estimated Service Units (Duplicated Seniors)
Independent Senior Housing	Fireweed Place, Mountain View, Smith Hall	158
Senior Services	Southeast Senior Services (SESS) including case management, respite, chore, meals, rides, Southeast Alaska Independent Living (SAIL) programs for seniors	2,377
Personal Care Assistants (PCA) in Home (Medicaid)	Cornerstone Home Care, Center for Community (Compass Home Care), Priority Healthcare	83
Adult Day	Bridge Adult Day Center (SESS)	21
Medicaid waivers (care in-home or in assisted living)	Alaskans Living Independently waiver and seniors on Intellectual + Developmentally Disabled waiver	48
Assisted Living Homes	Juneau Pioneer Home, Helping Hands + Healing Hearts + seniors on General Relief in assisted living homes for developmentally disabled individuals.	53
Skilled Nursing Facility	Wildflower Court	50
Total Duplicated Seniors in Senior Housing or Services: <i>Estimates duplicated between category</i>		2,790
<i>Hospice + Home Care of Juneau²⁰</i>		<i>4,833 service units for 191 patients</i>

²⁰ Note that Hospice and Home Care of Juneau recipients are not included in the overall total because the services provided are medical and not focused on assistance with activities of daily living. While the medical services are integral to the health and wellbeing of seniors in Juneau and are definitely a critical component of the continuum of care, these services were not directly integrated into the mathematical model for estimating demand for assisted living due to the nature of the services provided. However, information on the number of service units and patients services are provided for summary purposes.

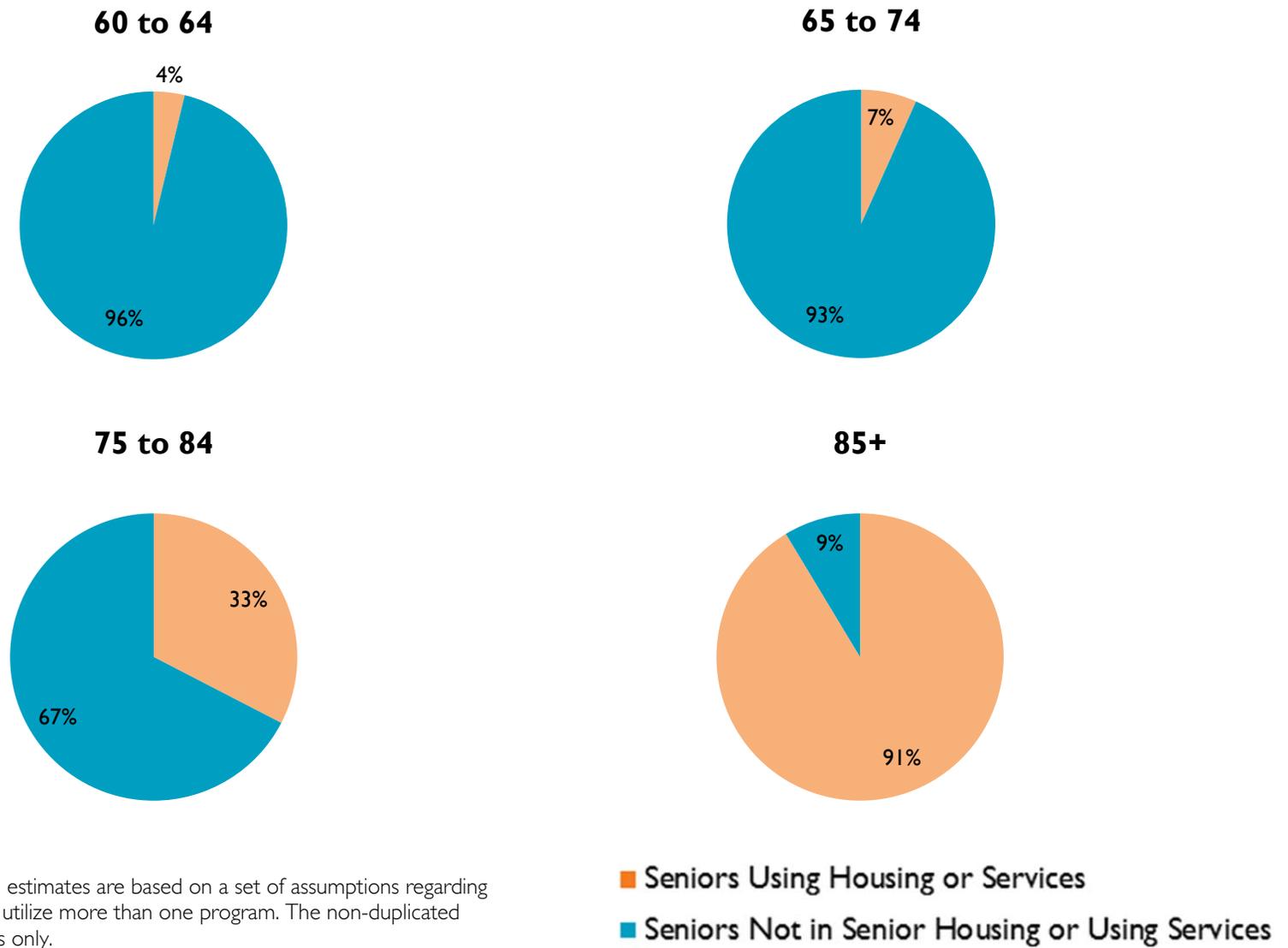
Figure 6-4: Seniors (60+) in Juneau Participating in Senior Housing and/or Services (Unduplicated)



Note: Non-duplicated estimates are based on a set of assumptions regarding where a recipient can utilize more than one program. The non-duplicated numbers are estimates only.

Source: State of Alaska, DHSS, SDS database, provider reports, key informant interviews.

Figure 6-5: Housing and Service Utilization Increases as Seniors Age (Juneau)



Note: Non-duplicated estimates are based on a set of assumptions regarding where a recipient can utilize more than one program. The non-duplicated numbers are estimates only.
Source: State of Alaska, DHSS, SDS database, provider reports, key informant interviews.

FORECAST STEPS

The State of Alaska Department of Labor and Workforce Development (DOL&WD) forecasts population by age for each borough or Census area in Alaska. A range of utilization rates that vary according to age were applied to forecasted population to using a three step process to develop a demand forecast for assisted living. Because utilization of long-term care services and supports increases as seniors' age, utilization rates for each senior age cohort were used to develop the assisted living demand forecast. These utilization rates are shown in Figure 6-10 toward the end of this chapter.

STEP I: EXISTING ASSISTED LIVING UTILIZATION RATE

This first step in estimating assisted living demand is applying the current utilization rate for seniors at assisted living in Juneau, which is primarily the Juneau Pioneer Home as well as a few beds currently occupied by seniors at other smaller homes for the developmentally disabled. Currently, utilization rates range from zero for 60 to 64 year olds up to 8.4 percent for 85 and older seniors. If current assisted living utilization rates by Juneau seniors are applied to the future senior population forecasts, there will be a gap of 150 beds by 2042. This calculation is shown in Figure 6-6.

The calculation in this step is intended to provide perspective on the lowest possible demand for assisted living beds in Juneau. It is extremely conservative because it assumes that there is no additional demand beyond that expressed by current assisted living utilization rates. In fact, it is clear that more seniors in Juneau are in need of, and demand, assisted living than is currently provided given constrained supply in Juneau. For example, the active waitlist of 97 people for the Juneau Pioneer Home includes seniors who are willing and able to move into assisted living within 30 days. However, as this step in the forecast illustrates even using an unrealistically low projection, 150 new beds of assisted living will be needed to meet future demand.

Figure 6-6: Step I of Assisted Living Demand Forecast, Juneau

	2014	2017	2022	2027	2032	2037	2042
Juneau Senior Population							
60-64	2,348	2,381	2,301	1,755	1,540	1,361	1,626
65 to 74	2,338	3,010	3,824	3,979	3,401	2,732	2,384
75 to 84	775	974	1,425	2,168	2,785	2,911	2,469
85+	285	319	359	483	706	1,088	1,393
Step I: Demand Based on Existing Assisted Living Utilization Rates in Juneau							
Juneau Existing Assisted Living Utilization Rates							
60-64	0%	0%	0%	0%	0%	0%	0%
65 to 74	0%	0%	0%	0%	0%	0%	0%
75 to 84	3%	3%	3%	3%	3%	3%	3%
85+	8%	8%	8%	8%	8%	8%	8%
Assisted Living Beds							
Step I Demand (Beds)	53	63	82	118	56	192	203
Assisted Living Supply of Beds in 2014	53	53	53	53	53	53	53
Step I Surplus (Gap) in Beds	0	(10)	(29)	(65)	(103)	(139)	(150)

STEP 2: INCREASED UTILIZATION RATES

The second step forecasts demand for assisted living by increasing the estimated utilization rate of assisted living in the future. To do this, utilization rates, adjusted by age, of other long-term care programs where seniors could potentially need assisted living were applied to future population forecasts. The higher utilization rates includes the share of seniors currently in assisted living, those on the active wait list for the Juneau Pioneer Home, seniors utilizing the Medicaid PCA program,²¹ seniors using the Medicaid waiver to receive in-home services who must meet nursing facility level of care (NFLOC) standards, and seniors at the Bridge Adult Day program. The higher utilization rates are applied to the same senior population forecast as in Step 1, thus increasing the total demand for assisted living beds. Figure 6-7 shows Step 2.

Step 2 is intended to demonstrate the higher range of possible demand for assisted living beds given projected population growth and higher assisted living utilization. However, these numbers are unrealistic because they do not take into account that seniors will continue to

Figure 6-7: Step 2 of Assisted Living Demand Forecast, Juneau

	2014	2017	2022	2027	2032	2037	2042
	Senior Population in Juneau						
60-64	2,348	2,381	2,301	1,755	1,540	1,361	1,626
65 to 74	2,338	3,010	3,824	3,979	3,401	2,732	2,384
75 to 84	775	974	1,425	2,168	2,785	2,911	2,469
85+	285	319	359	483	706	1,088	1,393
Step 2: Demand Based on Increased Assisted Living Utilization							
	Increased Utilization Rates [1]						
60-64	0%	0%	0%	0%	0%	0%	0%
65 to 74	2%	2%	2%	2%	2%	2%	2%
75 to 84	14%	14%	14%	14%	14%	14%	14%
85+	36%	36%	36%	36%	36%	36%	36%
	Assisted Living Beds (Not Adjusted for Preference + Willingness to Pay)						
Step 2 Demand (Beds)	253	303	392	540	696	838	881
Assisted Living Supply of Beds in 2014	53	53	53	53	53	53	53
Step 2 Surplus (Gap) in Beds	(200)	(250)	(339)	(487)	(643)	(785)	(828)

[1] Increased utilization rates for forecasting demand for assisted living in Step 2 are based on current utilization rates by age for those in assisted living in Juneau (mostly Pioneer Home), those on the Pioneer Home wait list, 50% of those on the Medicaid PCA, and those at Bridge Adult Day.

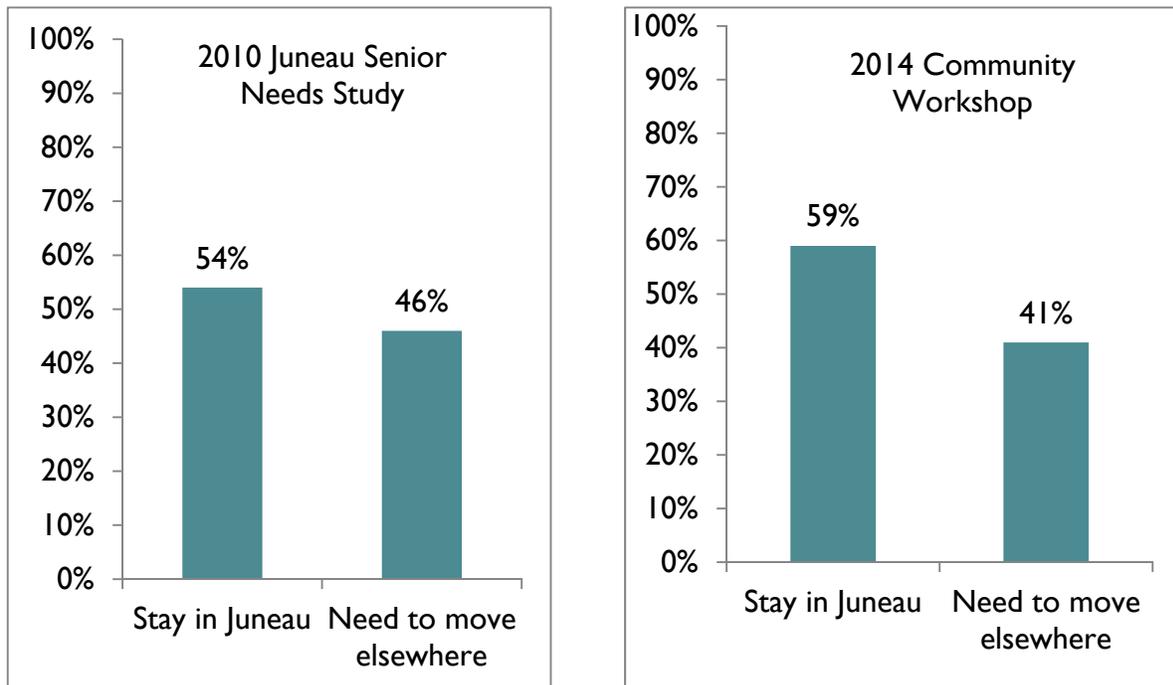
²¹ Note that 50% of the utilization rate of those using Medicaid PCA in 2014 were included. This is because PCA often provides basic chore service and allows seniors to stay in their homes. A smaller percentage of those with PCA will opt to move into assisted living unless their level of care increases or the assisted living community provides amenities that they cannot otherwise secure in their existing home.

choose other home and community based programs, such as the Medicaid waiver in their homes, Bridge Adult Day, and PCA services. Additionally, Step 2 does not integrate willingness and ability to pay for assisted living.

STEP 3: ADJUSTMENT FOR PREFERENCE + WILLINGNESS/ABILITY TO PAY

The third step adjusts the assisted living forecast downward based on willingness to move to and pay for assisted living. The 2010 Juneau Senior Needs Survey reported that 46 percent of seniors would not seek assisted living in Juneau due to cost. Participants at the 2014 community workshop expressed similar sentiment (see Figure 6-4). As a result, the assisted living forecast estimated in Step 2 was reduced by 46 percent.²² The remaining beds were further reduced by 20 percent because the case studies of other assisted living facilities indicate that fewer people participate compared to what they report in the survey and beds take longer to fill than anticipated. After accounting for these factors in Step 3, the estimated gap in beds by 2042 is 327 beds (see Figure 6-9). This last step in the forecast process accounts for, not only higher assisted living utilization rates for those who need it, but also accounts for what people say they can actually commit to based on surveys, interviews and case studies.

Figure 6-8: In Juneau, the average cost of assisted living is at least \$5,000/month. Knowing these current costs, if you needed assisted living outside of your own home would you:



²² The 2010 Juneau Senior Needs study percentages were used in the demand forecast because the survey was sent to all seniors in Juneau and is considered more statistically valid than the responses from participants at a community workshop.

Figure 6-9: Step 3 of Assisted Living Demand Forecast, Juneau

	2014	2017	2022	2027	2032	2037	2042
	Juneau Senior Population						
60-64	2,348	2,381	2,301	1,755	1,540	1,361	1,626
65 to 74	2,338	3,010	3,824	3,979	3,401	2,732	2,384
75 to 84	775	974	1,425	2,168	2,785	2,911	2,469
85+	285	319	359	483	706	1,088	1,393
Step 3: Increased Assisted Living Utilization Modified for Preference + Willingness to Pay							
	Assisted Living Beds						
Gross Forecast of Demand for Step 3	253	303	392	540	696	838	881
(less) 46% Juneau seniors who indicated they would not seek AL in Juneau due to cost (2010 survey)	(116)	(140)	(181)	(248)	(320)	(386)	(405)
(less) 20% for less demand than anticipated. Case studies indicate fewer people participate compared to surveys + beds take longer to fill up than anticipated + recipients can and will choose other home and community based services.	(27)	(33)	(42)	(58)	(75)	(91)	(95)
Demand Forecast Step 3 (Beds) Adjusted for Preference + Willingness to Pay	109	131	170	233	301	362	380
Assisted Living Supply of Beds in 2014	53	53	53	53	53	53	53
Step 3 Surplus (Gap) in Beds	(56)	(78)	(117)	(180)	(248)	(309)	(327)

Figure 6-10: Current + Forecasted Utilization Rates of Long Term Care, by Age Cohort, Juneau

Utilization Rates	2014	2017	2022	2027	2032	2037	2042
Receiving Assisted Living	% of Juneau seniors utilizing services in Juneau						
60-64	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
65 to 74	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
75 to 84	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%
85+	8.4%	8.4%	8.4%	8.4%	8.4%	8.4%	8.4%
Pioneer Home Active Wait List	% of Juneau seniors utilizing services in Juneau						
60-64	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
65 to 74	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
75 to 84	6.1%	6.1%	6.1%	6.1%	6.1%	6.1%	6.1%
85+	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%
Medicaid PCA (50% of current utilization)	% of Juneau seniors utilizing services in Juneau						
60-64	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
65 to 74	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%
75 to 84	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
85+	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Medicaid Waiver not in Assisted Living	% of Juneau seniors utilizing services in Juneau						
60-64	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
65 to 74	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%
75 to 84	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%
85+	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Bridge Adult Day	% of Juneau seniors utilizing services in Juneau						
60-64	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
65 to 74	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
75 to 84	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
85+	4.6%	4.6%	4.6%	4.6%	4.6%	4.6%	4.6%

Source: Utilization rates for 2014 based on data from State of Alaska and local providers. Future year utilization rates based on current year estimates.

DEMAND FOR HOME + COMMUNITY BASED SERVICES

While the focus of this demand forecast is on quantifying the number of assisted living beds the Juneau market can absorb, it is critical that the community consider the need to ramp up the provision of other senior home and community based services. Figure 6-11 provides a rough estimate of the number of “service units” required to maintain current service levels as the population grows. Service units are the total number of people served by each provider and by each program but do not reflect unduplicated individuals. Currently, Southeast Alaska Independent Living (SAIL) and Southeast Senior Services (SESS) provided 2,105 service units in 2014 to those over age 65. These are not individuals, but are duplicated counts because many people receive multiple services. Based on this math, service providers in Juneau will need to go from providing 2,105 service units today to those age 65 and older to providing 4,271 by 2032, which means providing close to twice the level of service, as today.

Figure 6-11: Demand Forecast: Senior Home and Community Based Service Units

Item	2014	2017	2022	2027	2032	2037	2042
Juneau Borough Population Age 65+	3,397	4,303	5,608	6,630	6,892	6,731	6,246
Units of Senior Services for age 65+ (Duplicated) in 2014 [1]	2,105						
Units of Senior Services as Percent of Juneau Population	62%	62%	62%	62%	62%	62%	62%
Demand Forecast for Units of Senior Services [2]	2,105	2,666	3,475	4,109	4,271	4,171	3,871

[1] Units of senior services are the number of people that SAIL and SESS provide services to in 2014 regardless of duplication by program and provider. Many individuals receive multiple services. As a result, this number does not reflect the total number of individuals served but is the number of service units provided.

[2] Does not include an estimate of the number of Hospice and Home Care of Juneau (HHCJ) service units required to meet the demand from a growing senior population. In fiscal year 2012, HHCJ provided 4,833 service units to 191 patients.

7. RECOMMENDATIONS FOR JUNEAU ASSISTED LIVING

Based on the demographic analysis, utilization rate analysis, demand forecast, 2010 Juneau Senior Needs Study, key informant interviews, and responses from the participants at the 2014 community workshop, the following are recommendations to meet the demand for assisted living, as well as other service and housing needs for Juneau’s aging population.

RECOMMENDATIONS

1. *Plan for the co-location of assisted living with senior independent housing to create an aging in place community.* Approximately 77 percent of participants at the July 2014 community workshop said the preferred model for Juneau is senior independent housing co-located with assisted living. A co-located senior independent housing, assisted living, and memory care campus could help address a range of unmet needs in the Juneau community. In addition to being great for seniors who want to age in place, consider including workforce housing as part of an aging in place campus to provide affordable housing for health sector employees. Also, consider the incorporation of a more robust senior center than currently exists in Juneau as part of this senior community, as well as moving the Aging and Disability Resource Center (ADRC) to the same campus (see recommendation 11 for more detail).
2. *Distribute this demand study to potential investors.* Several investors and assisted living developers have expressed an interest in Juneau for a future project. Senior Citizens Support Services Incorporated and other Juneau organizations should send this study to those who have expressed an interest, as a way to help educate potential investors on the market potential for assisted living in Juneau.
3. *Identify and assess locations for a co-located independent senior housing and assisted living community in Juneau.* Workshop participants chose Downtown/Willoughby District as their top location for an assisted living and senior housing community. Second choice was Twin Lakes and third choice was Mendenhall Valley. About 27 percent of workshop participants were from the Downtown / Willoughby District but the rest of the participants were from a range of neighborhoods in Juneau. Community preference is one component of site location. Other critical issues are land availability and suitability in terms of proximity to services and activities and walkable terrain. An opportunities and constraints analysis that examines potential sites for assisted living and senior housing would be helpful.
4. *Plan to meet demand for assisted living in multiple ways.* To generate 327 assisted living beds in Juneau between now and 2042 will require a diverse array of solutions. The project currently being discussed (see recommendation # 1) is one way to meet some of the expected

Figure 7-1: Locations for Assisted Living by Order of Preference from July 2014 Community Workshop Participants

1.	Downtown / Willoughby District
2.	Twin Lakes
3.	Mendenhall Valley
4.	Auke Bay
5.	West Juneau
6.	Douglas
7.	Lemon Creek
8.	Near the Airport
9.	Out the road
10.	Other

demand for assisted living. Other options include future phases of assisted living, as well as the conversion of larger homes to small-scale assisted living homes, similar to what has occurred in Anchorage. These assisted living homes often re-purpose larger residential structures. Another way to meet assisted living demand is to incorporate flexible design that will allow co-located independent senior units to be converted into assisted living units as demand increases for higher-level care.

Overall, planners should phase the development of assisted living in-line with the aging senior population. The assisted living demand forecast is based on data that shows assisted living is needed more as people age into their late 70s and early 80s. The growth in the older senior age cohort continues through the end of the forecast (2042) and beyond. As a result, many older seniors will need assisted living in later years. While the demand forecast shows a need for assisted living currently (56 beds in 2014 and 117 by 2022), that demand grows over time to 327 by 2042.

5. *Recommend feasibility testing to help refine the specific scale of a near-term assisted living and senior independent housing project.* This study identifies the potential overall demand for assisted living. The next step is to begin estimating the operating revenues and expenses of assisted living at various sizes with a mix of payers to begin to understand which scale will work for Juneau. Based on the conclusions of this demand forecast, an assisted living facility of between 30 and 40 beds paired with approximately 40 to 50 units of senior independent housing units may be a good place to start feasibility testing. Other assisted living feasibility analyses indicate that there is a sweet spot where rate revenue supports operations and debt service. If there are too many units, the staffing and construction costs can be too significant for rate revenue to offset. A financial feasibility analysis can help identify that sweet spot, and identify the public and private resources that will be necessary to make the project pencil.

6. *Anticipate that a public/private partnership will likely be required.* Feasibility testing will help identify the financial requirements of a potential assisted living and senior independent housing community. However, given what we know about other assisted living communities, a public/private partnership may be necessary. This could mean that the community must help with land costs, or it could mean that partnerships are required to develop housing and services for those seniors with lower incomes.

Another option is for the City and Borough of Juneau (CBJ) to empower its Affordable Housing, Sustainability, and Aging commissions to develop and recommend incentives to encourage expansion of housing and services along the senior continuum of care. An example could be to offer incentives for individual homeowners to convert their homes to small assisted living facilities. The community should continue to have conversations about how to partner and what type and level of resources they can provide.

Figure 7-2: Most Important Feature for an Assisted Living Home, July 2014 Community Workshop

1.	Private space
2.	Proximity/walkability to community services
3.	Meal and chore services
4.	Personal care assistance
5.	Proximity and/or views of the natural environment
6.	Low cost
7.	Care coordination
8.	24 hour care
9.	Activities
10.	Dementia care
11.	Common areas

7. *Work to bring more financial resources to Juneau for senior independent housing and services, and publicize funding opportunities to potential assisted living developers.* There is a range of financial resources to help support senior housing and assisted living in Juneau, particularly for seniors with limited incomes. Funding through the Alaska Housing Finance Corporation (AHFC) Senior Citizens Housing Development Fund (SCHDF) is one source. While this fund is limited, Raven Landing in Fairbanks secured funds for several years to help build senior housing in Fairbanks. Juneau is in a good position to request funds for a project that benefits the Juneau community. Additionally, AHFC runs a loan program (called Senior Housing Loan) to help assisted living operators open new homes. Other federal and state financing sources may also be available. Ultimately, the assisted living developer will apply for funding or work with partners to apply for funding. However, it is important for Senior Citizens Support Services Incorporated (SCSSI) and the Assisted Living for Seniors (ALFS) Task Force to publicize potential funding options to potential investors.

Build on reverence for elders as a “natural model” for supporting Juneau seniors as they age.

– July 14 Community Workshop Participant

8. *Continue to consider how the tribal health system can partner to bring more assisted living to Juneau.* The Southeast Alaska Regional Health Consortium (SEARHC) provides health services to tribal members in Southeast Alaska. Additionally, the Tlingit Haida Regional Housing Authority (THRHA) is the tribally designated housing entity for southeast Alaska and currently owns and operates Fireweed Place in Juneau. The Central Council Tlingit & Haida Indian Tribes Elderly Service Program works to support elders as they age. Tribal organizations could offer resources to help provide community based assisted living and senior services in Juneau. For example, SEARHC may be able to operate and provide some of the long-term care health services required for assisted living, while THRHA could help develop and/or partner with a developer to provide affordable senior housing as part of an assisted living and senior housing community.

9. *Plan for additional independent senior housing.* While this study focused mostly on assisted living, there will clearly be a need for more senior housing as the Juneau population ages. Many Juneau seniors will seek smaller houses closer to services as they age. For example, 71 percent of participants at the 2014 community workshop indicated that they prefer a home between 701 and 1,500 square feet when they age. Additionally, if developers are encouraged to focus on increasing the range of options for Juneau’s independent seniors to downsize, many larger homes will potentially be available for conversion to small-scale assisted living homes. Additionally, independent senior housing with supportive services, such as meals, daily checks, housekeeping, and social activities are also needed in Juneau.

Set up the project similar to UAS housing with individual apartments but meal options (restaurant or cafeteria). There could be a central activity building and a medical center on campus with private nursing services available.

– July 14 Community Workshop Participant

10. *Ensure home and community based services can keep pace with the aging population.* As the senior population ages, home and community based services will be critical to meeting the needs of seniors and helping them to remain safely in their homes for as long as possible. At the community workshop, when asked what their preferred

living arrangement was if they were an active 70-year-old, 64 percent of participants said they would like to continue living in their current homes, if they are able to do so. Another 20 percent said they would move to an apartment in Juneau within walking distance of restaurants, activities, and services. Services like adult day care, respite and transportation enable seniors to live at home by providing support to family caregivers so that they can attend to other parts of their lives.

I do respite care in homes for private pay clients. I have partnered with a friend who tag-teamed with me for support and substitute help. It is DELIGHTFUL work. I'd like to see other retirees join a group of us for training, fun and support, and offer talented and loving respite care. It's a great way for us to be involved and helpful. – July 14
Community Workshop Participant

Community workshop participants acknowledged the need for both in-home and outside of the home caregiving and support services; these types of support services were identified as the third most important service for Juneau seniors as they age, after assisted living and housing close to amenities. Thirty seven percent of workshop participants did not want to burden their family and friends with care at all and would rather hire a caregiver.

Home and community based services in Juneau will need to grow to meet the demand, especially for programs like adult day that require physical space. Private pay personal care is not widely available in Juneau and could be a business opportunity. To help keep Juneau seniors in their own homes, a comprehensive set of home and community based services is required including trained personal care assistants who can afford to live and work in Juneau, as well as robust senior centers, opportunities for adult day care, and respite for caregivers. The following are three strategies to help increase home and community based providers keep pace with the growing senior population.

- As a community, advocate for funding for local senior home and community based service providers.
- As a community, collaborate with appropriate agencies and entities to create a funding and development plan for an expanded Juneau Senior Center. Help create a realistic and appropriate plan by identifying programs and activities seniors are asking for now and will want and need in the future.
- The JEDC and/or other economic development entities should consider helping to advance more business opportunities for private pay personal care assistants by helping with business planning and marketing for interested entrepreneurs and by conducting or sponsoring periodic workshops on assisted living licensing and operations, or other topics related to serving the elderly.

11. *Support information and referral through the Aging and Disability Resource Center (ADRC) and other ways for individuals to learn more about available services and housing options.* Currently, the Southeast Alaska Independent Living Center (SAIL) operates the ADRC through state and federal grants. The ADRC is the primary source of information to help seniors understand the services and housing options available to them. The Juneau community should work with SAIL to make sure that seniors are utilizing this resource and that it is providing the necessary information to help

seniors and caregivers make decisions for their future. This could be done by using list serves and web site of other organizations to advertise the ADRC and letting people know the number to call and the information available. Another option is to mail a post card to seniors in Juneau alerting them to the ADRC.