

Aging in Every Sector

Speakers and Learning Objectives

Morning Keynote:

Theresa Edelstein, MPH, LNHA: Changing the Lens on Aging - It Begins with Us



Theresa Edelstein, MPH, LNHA, is President of GAP Healthcare Consulting, LLC where she focuses on mentoring, leadership, education and policy in the post-acute and long-term care fields. She is also a Certified Professional in Age-Friendly Health Care.

Prior to beginning her company, Ms. Edelstein was a member of the executive team at the New Jersey Hospital Association from 1997 until 2025. She focused on partnerships to transform health, developed and implemented dozens of education programs, led regulatory and policy work on post-acute care, managed care and insurance and supervised the emergency management team. Prior to joining NJHA, Ms. Edelstein was a nursing home administrator in New Jersey and in New York City for ten years in both the non-profit and for-profit sectors.

Ms. Edelstein is a part-time faculty member at the Edward J. Bloustein School of Planning and Public Policy, Rutgers University. She is also a trained facilitator for the National Center to Reframe Aging in Washington, DC. In addition, she is a gubernatorial appointee on the New Jersey Medical Assistance Advisory Council and serves on the Older Adults Committee at the NJ Department of Health. She holds a Masters in Public Health from Columbia University and a Bachelor of Science degree from Georgetown University.

Morning Breakout Sessions:

Is NJ Ready for a universal LTC coverage? Lessons from WA Cares



Amy Brown, JD, is the Senior Policy Advisor for the NJ Long Term Care Ombudsman's Office and Director of Advocacy/Outreach for I Choose Home. As Senior Policy Advisor, Amy develops internal policies and procedures, sets LTCO policy priorities, conducts legislative analysis and outreach and collaborates with advocacy groups to advance LTCO policy priorities. She also serves and provides input to task forces and state-level advisory groups.

As Director of Advocacy and Outreach for I Chose Home NJ, Amy supervises all program policy work related to nursing home-to-community transitions, directs advocacy efforts and works with Executive Team members and other relevant state/local/federal partners to ensure project implementation/success.



Benjamin W. Veghte, PhD., is Director of the WA Cares Fund, the nation's first universal long-term care insurance program in Washington State. He is a Board member of the American Society on Aging, an MIT CoLab Mel King Community Fellow, and a member of the Care Guild, a group of 125 innovators redesigning care for the 21st century. He holds a Ph.D. from the University of Chicago and an MPA from the Harvard Kennedy School. Veghte is an expert on U.S. and OECD social policy with recent publications on the German and Dutch long-term care systems. His research and policy work focus on developing new

policies that improve the economic security of families and support them in balancing work and care. He taught comparative social policy and comparative politics as an Assistant Professor of Political Science at the University of Bremen, Germany, until 2008. He worked as a Social Policy consultant for the European Union, working on projects which advised EU accession countries on how to harmonize their social policies with EU standards. Veghte was Vice President for Policy at the National Academy of Social Insurance from 2015-18. From 2018- 2020, he led the research portfolio at Caring Across Generations.

Identified Gaps: The cost of long-term care is beyond most people's financial means, and according to the NJAAW 2024 survey, less than 14% of residents have LTC insurance. With an aging population, the current situation is unsustainable.

Learning Objectives:

- Participants will understand the impacts of family caregiving responsibilities on workers and how the WA Cares Fund can help working families.
- Participants will understand the basic structure of the WA Cares Fund, the nation's first universal long-term care insurance program, including who contributes to the program, how to meet contribution requirements, and what types of benefits will be available.
- Participants will understand the lessons the WA Cares Fund has learned and why workers from other states could benefit from universal long-term care coverage, like WA Cares.

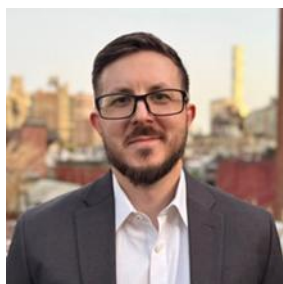
Expanding New Jersey's Direct Care Workforce



Armonie Pierre-Jacques, MPH, is a Program Officer at the New Jersey Health Care Quality Institute, where she focuses on policy, health care affordability, and maternal child health. She is also a certified Mental Health First Aid (MHFA) instructor and trains community health workers to identify warning signs and connect individuals to care.

Armonie co-leads the Essential Jobs, Essential Care New Jersey coalition alongside PHI-- a coalition of 90+ organizations advocating for policies that strengthen and support the direct care workforce, including certified homemaker-home health aides (CHHAs), certified nursing assistants or nurse aides (CNAs), and direct support professionals (DSPs).

Armonie has a master's degree in public health from Drexel University and a Bachelor of Science in public health from the College of New Jersey.



Jack Teters, MPP has over four years of experience in policy development and analysis working for the State of New Jersey, as well as years of nonprofit experience. His work focuses on supporting equitable programs for individuals with disabilities and older adults, including the recently published "Direct Care Workforce Strategic Plan," the launch of the online Disability Information Hub and work to redesign the value-based payment program for nursing facilities. Jack is motivated by the opportunity to design and implement practical solutions that address complex challenges facing New Jersey's residents and create a welcoming and accessible state for older adults and individuals with disabilities.

Identified Gaps: New Jersey faces a shortage of direct care workers, a challenge that is expected to grow as the population ages.

Learning objectives:

- Identify barriers and challenges to recruiting, training and retaining Direct Care Workers.
- Identify the range and roles of Direct Care Workers, including in-patient centers, community-based services and disability services

- Understand the elements of NJ's Strategic Plan to increase the DCW.

NJAAW's Housing Design Competition: Did We Find an Answer?



Steve Leone is an award-winning design professional with over thirty-five years of experience in the field of architecture and design. He has an extensive background in senior living environments that have included the full continuum from fully independent living environments to care models of all types.

Steve has lent himself to multiple volunteer roles - he is a founding member and Director of LEAPp (Life Enrichment Aging-in-Place professionals) a think-tank comprised of industry experts dedicated to the development of life enrichment centers for elders. He serves on the board for New Jersey Advocates for Aging

Well and is an active member of LeadingAge and the NJ Alliance for Culture Change. He has authored articles in multiple publications and has spoken at numerous industry events across the country.

Steve is also a recognized leader in the realm of sustainable design, a founding member, Past Chairman and Board member of the USGBC, NJ Chapter and a member of the Freehold Township Environmental Commission.



Marina Rubina, R.A.,P.P. is a Registered Architect in the states of New Jersey and California and is a LEED Accredited Professional. She holds Masters degrees in both Architecture and Structural Engineering from the University of California, Berkeley. Marina is involved in the life of her community as a member of Princeton's municipal Site Plan Review Advisory Board, board member of Princeton Future, and a founding member of Princeton Progressive Action Group.



Helen Kioukis, MPA, is the Policy Manager at New Jersey Future, a nonpartisan organization that promotes smart, equitable, and sustainable growth. In this role, Helen works to advance the organization's land use and housing policy agenda, including the priorities of the Great Homes & Neighborhoods for All initiative and policies that promote age-friendly communities. Helen began her advocacy career as a labor union organizer, working with hospital and public health workers across NY, PA, and NJ. She

then transitioned into policy and advocacy roles within nonprofits, including serving as lead organizer of New Jersey's statewide redistricting reform campaign, Fair Districts NJ. Helen also worked as a Policy & Planning Specialist in the Commissioner's Office at the NJ Department of Community Affairs. Helen holds a B.A. in Sociology from Boston University and a Masters in Public Administration with a focus on community development from Rutgers, where she was also a Graduate Fellow at the Eagleton Institute of Politics.



Marc Lincer, AICP/PP, CAPM is a Professional Planner and member of the American Institute of Certified Planners. With the planning consulting firm Topology for six years, Marc has amassed a wide range of experience across the company's portfolio, working with urban and suburban municipalities across the State. Marc specializes in zoning, land use, affordable housing, and public engagement. Marc is also a Certified Associate in Project Management, deploying project management skills to effectively design and deliver projects. Marc has managed a number of notable projects at Topology, such as award-

winning work on public community visioning for the Livingston Mall and a comprehensive amendment

to Morristown's form-based Land Development Ordinance, as well as Millburn's Open Space and Recreation Plan Element, the Downtown Rockaway Redevelopment Plan, and South Orange's cannabis zoning ordinance.

Identified Gaps: NJ ranks among the 10 most expensive states for housing. Although new housing continues to be built, most homes are 50+ years old, 2-stories in height, and inaccessible or inappropriate to older residents. Across the state, land is at a premium, pushing developers to build market rate and luxury housing over housing that is affordable to those at middle to lower incomes. NJAAW's 2024 Statewide Survey of Older Adults revealed that many older adults want to stay in their communities but face challenges with their current homes and lacked options to downsize. To highlight this challenge and provide solutions, we hosted a design competition, with support from AARP, to explore 3 categories: Accessory Dwelling Units, detached single family, and multi-family housing.

Learning objectives:

- Review lessons learned from the NJAAW/AARP design competition
- Identify barriers to affordable and appropriate housing for older residents
- Understand terms "Universal Design" "Missing Middle," "Accessory Dwelling Unit/ADU" and how they incorporate age-friendly elements
- Identify universal design and architectural elements that are age friendly and enable aging-in-place

Dementia in New Jersey - Research and Resources

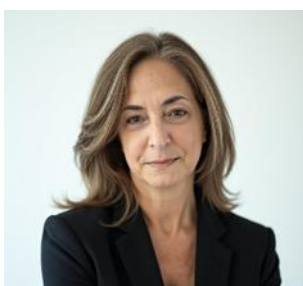


Nancy D. Chiaravalloti, PhD is Director of Neuropsychology, Neuroscience and Traumatic Brain Injury Research at Kessler Foundation and Research Professor of Physical Medicine and Rehabilitation at Rutgers University, New Jersey Medical School. Dr. Chiaravalloti has published over 250 peer-reviewed manuscripts and has also made hundreds of national and international presentations. She has received several national and international early career awards and is considered an expert in cognitive rehabilitation and cognitive training. Dr. Chiaravalloti is a reviewer for numerous peer-reviewed journals and is on the Editorial Board of *Frontiers in Neurotrauma* and *MS Journal*.

Dr. Chiaravalloti attended Muhlenberg College and completed her graduate training at MCP Hahnemann University. She completed her internship Training at Brown University and her post-doctoral fellowship training at UMDNJ / Kessler Foundation.



Demi Pavlakos, LSW, is the Manager of Programs and Services at Alzheimer's New Jersey. Demi is a Licensed Social Worker and has supported individuals in the social work field, including those with dementia and their caregivers, for the past 10 years. Demi is passionate about gerontology and bereavement. Prior to working at Alzheimer's New Jersey, Demi has experience working in hospice and in adult day care.



Kerri Sherer, LSW, serves as the Deputy Director of the Bergen County Division of Senior Services, where she oversees the strategic delivery of essential programs for the county's aging population. A dedicated advocate for seniors, Kerri is the creator and Administrator of the Bergen County Dementia Friendly Initiative, a pioneering program designed to build inclusive communities, reduce stigma, and provide specialized training for residents and professionals alike. With a background as a Licensed Social Worker, Kerri

combines clinical expertise with administrative leadership to ensure that Bergen County remains a leader in compassionate, age-friendly service.

Identified Gaps: There is a general lack of knowledge about current research on dementia, resources for individuals impacted by dementia and practical implementation strategies for creating inclusive environments beyond a clinic setting. This is why it is necessary to increase awareness about dementia as well as the available resources for those impacted by dementia, including:

- **Social and Cultural Nuances:** The barriers faced by diverse or underserved populations and how stigma prevents families from accessing available community resources.
- **Stakeholder Collaboration:** How to effectively involve people living with dementia in decision-making and project planning rather than treating them solely as passive recipients of care.

Learning Objectives:

- Understand the difference between normal age-related changes in the brain vs. dementia.
- Understand current research in New Jersey on dementia and related issues on aging.
- Explain the core principles of a “dementia friendly” environment, distinguishing between traditional medical-centered care and person-centered community inclusion models.
- **Evaluate Barriers to Social Inclusion:** Assess the impact of social stigma and cultural norms on service utilization and develop strategies to engage diverse or underserved groups in dementia-friendly initiatives.
- Describe programs and services provided by Alzheimer’s New Jersey.
- Name at least 3 community supports to increase the sharing of resources in the community.

New Jersey’s Age-Friendly Employers: From Commitment to Certification



Carol Jackson, MSG, is Director of the Americas at the Age Friendly Institute, where she leads employer engagement and certification initiatives across the region. She previously supported the Institute in a volunteer capacity for two years while simultaneously holding a senior leadership role at AVEVA, a Schneider Electric company, from which she recently retired. At AVEVA, Carol led global talent development for a 6,500-employee technology organization, designing and implementing later-career workforce strategies. Her work focused on advancing flexible working models, mentorship programs, and Employee Resource Groups (ERGs) to strengthen knowledge transfer, improve retention, and support more effective, unbiased career conversations between managers and experienced employees.

Carol also founded and led “Generations,” AVEVA’s multi-generational ERG, for five years. The group played a key role in shaping internal programs to attract, engage, and retain later-career talent, while contributing to broader organizational awareness of age diversity. She is currently exploring phased-retirement models to help organizations better align workforce planning with the evolving expectations of older employees. She is a recognized advocate for age-inclusive workplaces and is committed to helping organizations unlock the full value of a multi-generational workforce.



Jean Rebele, MS.Ed joined Parker Health Group in 2017 as Chief Administration and Talent Officer, bringing more than 25 years of experience in human resources and talent management across multiple industries and with several prestigious companies. In her role, Jean partners with Parker’s Executive Leadership Team and Board of Trustees to align Parker’s people strategy with the organization’s North Star while maintaining a strong value proposition for more than 1,000 employee care partners. She oversees all Human Resources and Talent functions across Parker’s business lines, with deep expertise in leader development and culture building.

Prior to joining Parker, Jean served as Director of Organization Development at RWJBarnabas Health, New Jersey's largest and most comprehensive healthcare system, where she developed and implemented their executive development program. Earlier, Jean led Global Leadership and Professional Development at Bristol-Myers Squibb, where she was responsible for the design, development, and implementation of all staff, management, and executive development initiatives for the global enterprise. Jean's career spans the healthcare, insurance, financial services, and biopharmaceutical sectors, having previously held leadership roles at New York-Presbyterian, American International Group (AIG), and Morgan Stanley. Jean earned a Bachelor of Arts in Communications Studies and Writing from SUNY Oswego and a Master of Science in Human Resources Education from Fordham University.



Derek Kane is Director of Learning focused on developing a future ready workforce at Bristol-Myers Squibb. He leads a global learning team and network-wide learning program to ensure colleagues across the global product supply organization have the capabilities needed to deliver high-quality life-saving medicine to patients in need.

Identified Gap: Ageism in the workforce is prevalent and usually overlooked by DEI efforts. With an expanding aging population, understanding the needs of and adapting HR policies to recruit and retain older adults, who are working either by choice or by necessity, is necessary to support the needs of both workers and employers.

Learning objectives:

- Identify ageism in the workforce.
- Understand the motivations of employers to accommodate older workers.
- Identify demographics trends that impact workers and employers.
- Understand common concerns of employers and best practices in human resources.

Lunch Speakers: The National Movement for Multisector Plan on Aging



Amy Herr, MHS, PMP is an expert in state and federal health policy analysis focusing on long-term services and supports for seniors. Amy's career has focused on enabling successful aging and lowering healthcare costs; she also has extensive experience with Medicaid program policy development and implementation. Before joining the West Health Policy Center, Amy was a managing consultant with The Lewin Group, where she directed large contracts for state Medicaid and federal health programs focusing on home and community-based services, managed care, oral health, and program integrity.

Prior to that she was a health policy analyst for the National Association of State Medicaid Directors and a legislative assistant in the U.S. Senate.

Amy is a member of the Board of Directors of the American Society on Aging and co-chairs ASA's Public Policy Committee. She is also a member of the National Academy of Social Insurance. Amy completed her graduate studies at Johns Hopkins Bloomberg School of Public Health, preceded by undergraduate studies at the College of William and Mary. She is a certified Project Management Professional (PMP).



Erin Westphal, MSG, serves as the Director of Policy, Programs, and Operations at the Foundation. In this role, she helps advance the Foundation's mission to ignite bold and equitable changes in how older adults age by leading initiatives that strengthen the integration of medical and social care. With deep experience in aging policy and community-based program development, Erin shapes scalable solutions that elevate the lived experiences of older adults. She manages a diverse portfolio of state and national partnerships, develops cross-sector funding collaboratives, and supports the Foundation's internal operations and strategic alignment.

Before joining the Foundation, Erin served as Special Projects Coordinator for the City of Los Angeles Department of Aging, developing community-based programs for older adults and caregivers. She also led research and program development efforts as Director of Research at the Beverly Foundation and coordinated elder justice initiatives at the University of California, Irvine's Elder Abuse Forensic Center.

Identified Gaps: An aging population requires change in planning, resource allocation and strategy at local, state and federal levels.

Learning Objectives:

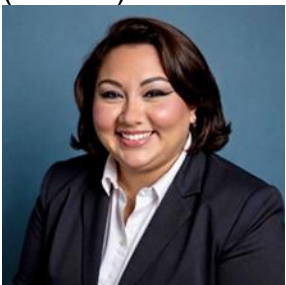
- Use quantitative and qualitative data to understand the rationale for MPAs
- Identify the grounding of an MPA in focus areas/pillars
- Review the timeline of the MPA movement, where and when it started, and how NJ is part of a movement
- Identify existing efforts that lead into this.

Geriatric Interprofessional Education Immersion (GIPEI): Building an Age-Friendly Workforce Through Experiential Learning



Dr. Emily J. Balog is an occupational therapist, translational health scientist, educator, and U.S. Air Force veteran. She is an Associate Professor at Rowan-Virtua School of Osteopathic Medicine, where her work focuses on aging, interprofessional education, and community health innovation. Dr. Balog has practiced occupational therapy since 2006, specializing in geriatric rehabilitation, home modification, and aging in place. Her research integrates knowledge translation, team science, and implementation science to develop practical solutions that improve participation and independence for older adults and other vulnerable populations. A veteran of the New Jersey Air National

Guard, she specialized in emergency management and disaster preparedness and deployed in support of Operation Enduring Freedom in 2008. Dr. Balog is a Distinguished Fellow of the National Academies of Practice (FNAP) and a Fellow of the American Occupational Therapy Association (FAOTA).



Stephanie Berdugo-Hernandez, MPH, is a public health professional focused on advancing geriatric education, workforce development, and interprofessional collaboration to improve care for older adults. She serves as a Program Coordinator at the New Jersey Institute for Successful Aging at Rowan-Virtua School of Osteopathic Medicine, where she supports educational initiatives that prepare healthcare professionals to deliver age-friendly care. Her work centers on curriculum development, teaching, and program implementation, with an emphasis on social determinants of health, the 4Ms framework, and healthy

aging. Stephanie is passionate about public health education and developing innovative approaches to strengthen the healthcare workforce and improve outcomes for aging populations.

Identified Gaps: A collaborative, age-friendly, and dementia-friendly care across clinical and community settings strengthen the geriatrics workforce by providing interprofessional education and clinical training in underserved and community-based settings with the goal of preparing learners to practice in these environments grounded in a robust conceptual framework that emphasizes evidence-based adult learning, interprofessional teamwork, continuous quality improvement, and holistic, person-centered care, with a strong focus on measurable outcomes, real-world application, and program sustainability across clinical and community settings. Students engaged in real-world, team-based learning through interdisciplinary foundational didactics, observations at site visits, and implementation through collaborative care planning with community-based older adults in an affordable senior housing community to address the complex health and social needs of residents strengthen the geriatrics workforce by providing interprofessional education and clinical training in underserved and community-based settings with the goal of preparing learners to practice in these environments following program completion.

Learning Objectives:

- Describe the structure and core components of the GIPEI model and its role in developing an interprofessional geriatrics workforce.
- Explain how the GIPEI implementation model operationalizes interprofessional, team-based learning to support age-friendly and dementia-friendly care across clinical and community settings.
- Identify opportunities to replicate, adapt, or partner with the GIPEI program, including pathways for student participation across disciplines.

Beyond the Building: Reimagining Senior Centers Without Walls



Pat Bohse is President and CEO of Bohse & Associates, LLC, providing strategic leadership, consulting, and advocacy to nonprofit and public-sector organizations since 1989. With more than 45 years of experience in aging services, Pat is widely recognized as a transformational leader who helps organizations strengthen impact, sustainability, and community reach.

Pat previously served as Executive Director of the Senior Citizens Activities Network (SCAN), where she successfully transformed a struggling nonprofit into a thriving adult social education and resource center serving Monmouth and Ocean Counties in New Jersey. During her tenure, SCAN expanded both in-person and virtual programming, including the development of a Senior Center Without Walls model that continues to serve active and homebound older adults.

Pat has held leadership roles at the county, state, and national levels, including serving as Association Manager for the New Jersey Area Agencies on Aging (NJ4A) and as a long-standing board member of the National Association of Nutrition and Aging Services Programs (NANASP). She is a nationally recognized speaker, adjunct professor in nonprofit management, and trusted advisor to aging-services organizations navigating innovation and change.



Colette Reasonover is a dedicated social work student and researcher at Rutgers University, specializing in the intersection of aging, health policy, and community support systems in New Jersey. Currently pursuing a Master of Social Work in the Management and Policy track, Colette brings a unique interdisciplinary background that combines advanced quantitative analysis with a deep focus on disability studies and caregiver support. With a published research portfolio and firsthand experience as a caregiver for an Alzheimer's patient, Colette is committed to advancing evidence-based policy and educational initiatives that improve the quality of life for seniors and their families across the state.

Identified Gaps: NJ has over 250 senior centers of varying sizes, access to funding, resources and membership, with no organized way to share resources or supports. While the population is aging, senior centers are less attended and underutilized by the growing number of older residents. NJAAW has conducted a survey of NJ Senior Centers to identify strengths and challenges. Survey findings will help guide the NJ Association of Senior Centers (NJASC), a newly formed alignment to support and share resources among senior centers throughout state.

Learning objectives:

- Learn the results of a statewide survey of senior centers throughout NJ
- Identify gaps in resources and services, including language, training for disabilities
- Identify programs and services that meet the needs of new retirees and the different needs of senior centers attendees, including language, ability, cultural and income
- Identify strategies for senior centers to increase engagement with residents

New Jersey's Age-Friendly Movement – Past Present and Future



Moderator: Emily A. Greenfield, PhD, is a Professor of Social Work and the founding director of the Hub for Aging Collaboration at Rutgers University. Dr. Greenfield's scholarship seeks to bolster community-centered approaches for advancing innovation and equity in social programs for long and healthy lives. Her work has helped to accelerate 21st-century models for aging in the community, including age- and dementia-friendly community initiatives, housing-based supportive service programs, and Village organizations.



Melissa Chalker, MSW is the Deputy Director of the Division of Aging Services, NJ Department of Human Services. Melissa joined state government in March of 2021, previously she was the Executive Director of the nonprofit New Jersey Advocates for Aging Well (NJAAW) formerly known as, New Jersey Foundation for Aging (NJFA). While at the Division of Aging Services, Melissa has assisted with the development of the Age-Friendly Blue Print and the roll out of the Age-Friendly Community Grant Program. Melissa earned her

MSW from the Rutgers, The State University of New Jersey, School of Social Work. She also serves as an adjunct professor for the Rutgers School of Social Work MSW program. She earned her BSW from Alvernia University in Reading, PA.



Jeanne Herb leads the Age-Friendly initiative as a community volunteer in Frenchtown, NJ (Hunterdon County) with support from the New Jersey Department of Human Services. She is a New Jersey native and alumna of Rutgers and New York Universities. Previously, she served in senior management roles in New Jersey state government and at the Rutgers University Bloustein School of Planning and Public Policy.



Shannon Lyons, M.S., is an NYU-trained Research Scientist with a Masters degree in Environmental Medicine and 10+ years experience as a Community Engagement Associate. Shannon's community-based work has melded the concepts of age-friendliness and environmental health in order to better define age-friendly environmental and public health issues in partner communities. Her work experience has been focused on Garfield, NJ, but Shannon also helped launch the Fair Lawn, NJ age friendly initiative, Fair Lawn for All Ages, including the development, implementation and analysis of their community

survey. Shannon is currently providing consulting services for the Age-Friendly Communities Grant Programs through Rutgers University's Bloustein School of Planning and Public Policy. Shannon has published several peer-reviewed journal articles and serves on the Advisory Board for the Aging and Social Change Network. In 2018, she was named a New York University Aging Incubator Senior Fellow. In 2022, she launched The Harpour Group, LLC and serves as Managing Partner, where she continues to focus on projects related to community engagement, strategic planning and coalition building strategies, including the Age-Friendly Bergen Roundtable.



Rebecca Martin, MSW, MDes, is a Senior Research Specialist at the Rutgers Bloustein School of Planning and Public Policy, a doctoral candidate at the Rutgers School of Social Work, and affiliate of the Rutgers Hub for Aging Collaboration. One works as the administrative lead providing technical assistance and capacity-building for two grant programs funded through the NJ Department of Human Services, the Inclusive Healthy Communities (IHC) and Age-Friendly Grants Programs (AFGP) and teaches Chronic Illness and Disability for the Rutgers School of Social Work. Rebecca is a licensed social worker in NJ, with experience supporting college students with disabilities and older adults in subacute care. One holds a Master of Social Work with an Aging and Health Certificate from Rutgers, a Master of Design with honors from The Hong Kong Polytechnic University, and a BA in Corporate Media Mass Communications from James Madison University.



Janet Sharma is currently coordinator of Age-Friendly Englewood, a community-wide project that is working to ensure that residents of Englewood can age-in-place in their homes and in the community with dignity and independence, Mrs. Sharma and her team seek to help the community become more livable for people of all ages, with particular attention to the rapidly growing number of older adults. She served for 22 years as CEO of the Volunteer Center of Bergen County (now Bergen Volunteers), which has the distinction of being named a Volunteer Center of Excellence by Points of Light. She also chaired the Bergen County VOAD (Voluntary Organizations Active in Disaster), which managed a large Hurricane Sandy Recovery Project. A graduate of Washington University in St. Louis, she held previous positions in fundraising at Dwight-Englewood School and Holy Name Hospital.

She also served on the Governor-appointed Age-Friendly Advisory Council which helped inform the NJ Department of Human Service's Blueprint for Aging in New Jersey, adopted in 2024. She coordinates the Age-Friendly Bergen Roundtable and advocates to share and expand learnings around aging in Northern New Jersey.

Identified Gaps: NJ has a decade-long history of age-friendly work that started in Princeton and Montclair and spread throughout Northern NJ. However, as more than 10,000 adults turn 65 each day in the United States, many municipalities—particularly in underserved and less-resourced areas—have yet to adopt or implement age-friendly frameworks. This breakout session will highlight both progress and persistent gaps, sharing past and current efforts while also sharing strategies to expand reach, deepen impact, and sustain age-friendly practices across the entire state.

Learning Objectives:

- Understand the Age-Friendly Framework in Practice/Identify key components of the age-friendly framework and examine how New Jersey communities have successfully implemented these strategies over the past decade.
- Participants will review past and current age-friendly efforts across New Jersey to determine effective practices, common challenges, and opportunities for improvement.

- Participants will be able to outline at least two actionable ideas or strategies to advance and sustain age-friendly initiatives within their own municipalities or organizations.

The Carl F West Estates - The Future of Housing



Debra Carter serves NCBA, Inc. in a dual leadership capacity as Director of Employment Services and Director of Housing for NCBA Housing Management/Development Company. With more than 35 years of leadership experience in aging and community-based services, Ms. Carter has dedicated her career to advancing housing stability, economic opportunity, and quality of life for older adults and vulnerable populations. During her 25-year tenure with NCBA, Inc., Ms. Carter has overseen nationally recognized programs that expand workforce participation and

strengthen housing access for older adults. She directs multi-million-dollar federally funded initiatives and leads strategic partnerships with government agencies, housing providers, and community organizations to ensure older adults have access to stable housing and meaningful employment opportunities.

Prior to joining NCBA, Ms. Carter served for 12 years as Executive Director of senior living facilities, where she led operations focused on providing safe, supportive, and dignified living environments for seniors and individuals with developmental disabilities.

Julian Tisdale has extensive experience advancing affordable housing initiatives, workforce development, and community-centered programs that strengthen stability and economic mobility for vulnerable populations. He currently serves as the Management Analyst for Employment Service at NCBA, Inc., where he provides national leadership and operational oversight for a federally-granted workforce programs serving older adults across multiple states. In addition, Mr. Tisdale serves as the Property Manager for Carl F. West Estates, a newly developed affordable housing community in Washington, D.C., designed to serve seniors, grandfamilies, and individuals transitioning from homelessness through Permanent Supportive Housing (PSH) programs. Mr. Tisdale's leadership at NCBA, Inc. further complements his housing work through the integration of workforce development strategies that support economic independence for older adults and underserved populations.

Prior to joining NCBA, Inc., Mr. Tisdale served as Administrative Director of Critical Care at a level II trauma center in Baltimore, where he led operational strategy for high-acuity service lines and helped develop and implement a public health emergency preparedness plan during the COVID-19 pandemic. He also served as an Operations Administrator with the Maryland Department of Health, managing procurement and contract oversight for statewide public health programs.

Identified Gaps: More than 54,000 grandparents in New Jersey are raising grandchildren. The ability of grandparents to raise grandchildren depends on financial stability, resources, health status and more. Housing designed to meet the needs of older adults does not align with the needs and resources needed to support children. The Carl West Estates in Washington DC is an experimental affordable housing model designed to support older adults who are raising grandchildren or other family.

Learning objectives:

- Identify the needs of an intergenerational household, including support for seniors and young children.
- Understand barriers to intergenerational, affordable housing.
- Identify replicable elements to include in housing designs and programming.