



# STRATEGIC PLAN 2024 — 2026

AGENCY  
ON AGING  
AREA 4

# EXECUTIVE SUMMARY

## **2023 marks 50 years of service for aging adults and people with disabilities.**

As the largest of the 33 agencies on aging serving California, we are dedicated to helping older adults and people with disabilities maintain their health and independence and age in the place of their choosing.

In 2020, COVID-19 forced us to quickly pivot to continue serving consumers through a global pandemic. Hit the hardest were older adults, especially those in local care facilities. We galvanized staff, partners, and volunteers — working with Sacramento County to provide home delivered restaurant meals to older adults, creating a YouTube channel to continue our fitness and nutrition classes online, and partnering with organizations in several counties to develop a network of aging and disability resource connections.

Now, in a post-pandemic world, two factors continue to impact the landscape of the aging network and its ability to continue delivering quality services.

First is the lingering impact of COVID on the needs of aging adults and people with disabilities. As COVID resources expire, the need remains high and continues to impact our abilities to provide quality, low-cost services that allow older adults to age in the place of their choosing.

Second is the aging of the population as a whole. Today, there are already more Americans ages 65 and older — just over 49 million, according to the U.S. Census — than ever before, and they represent the largest and most diverse older adult population in American history. That trend will increase as the Baby Boomer generation (individuals born between 1946 and 1964) continues to age.

The number of aging adults and people with disabilities seeking long-term services and supports (LTSS) is growing at an unprecedented pace. This Strategic Plan charts a course to position ourselves to better address the health-related social needs of the folks who reside in our seven-county service area.

## **GOALS**

### **Over the next three years, Agency on Aging Area 4 will:**

- 1 Strengthen our long-term fiscal sustainability through revenue-generating partnerships.
- 2 Communicate the added value of strategic partnerships to attract new partnerships.
- 3 Advance the intersectional principles of Diversity, Equity, Inclusion and Accessibility (DEIA).
- 4 Implement evidence-based evaluation methods to increase efficiency and effectiveness of service delivery.



## ABOUT AGENCY ON AGING AREA 4

Agency on Aging Area 4 (AAA4) is one of 33 area agencies on aging in California designated by the State to develop, coordinate, and fund programs designed to help older adults and people with disabilities maintain their health and independence. We operate as a non-profit, Joint Powers Authority with the counties of Nevada, Placer, Sacramento, Sierra, Sutter, Yolo, and Yuba. We fund and monitor programs provided by local Community Based Organizations with funding under the Older Americans Act. We also provide direct services using available grant sources and collaborate with other organizations where there is opportunity and need.

## MISSION

Our mission is to enrich the lives of older adults and people with disabilities by **FOSTERING** networks of support, **ADVOCATING** for individual choice, **COLLABORATING** with others, **ENSURING** equity, and **STRIVING** to do so with conviction.

## VISION

Our vision is an ageist- and ableist-free society.

## GOAL ONE

# Strengthen Fiscal Sustainability



Recent studies show that addressing aging adults' social needs can improve overall quality of health while also lowering public costs.

As we look to the future, we will innovate to address an unprecedented number of aging adults' health-related social needs by diversifying funding streams and forging strategic partnerships with health care systems.

## GOAL

**We will strengthen our long-term fiscal sustainability by pursuing cross-sector, revenue-generating partnerships with health care partners, foundations, and other funders.**

## STRATEGIES

- Develop a comprehensive business case that demonstrates our ability to leverage our areas of expertise and improve the bottom line for health care partners, reinforces the value that we can bring to health care partnerships, and supports the development of additional partnerships.
- Invest in infrastructure that can focus on building viable, long-term funding streams beyond Older Americans Act.

## GOAL TWO

# Highlight Strategic Partnerships



In both urban and rural communities, connecting people to resources continues to be a challenge. Barriers to accessing care such as isolation, language, culture, geography, transportation, and identity, make service delivery more difficult.

We have made significant strides by collaborating with health care providers, the public and private sector, as well as with faith-based, cultural, fraternal, social, and other community-based organizations. These organizations have a proven record of providing targeted support to historically underserved and marginalized communities.

## GOAL

**We will effectively communicate the value our mission-oriented partnerships bring, thereby attracting a broader spectrum of non-traditional partners that will enable us to further advance our mission.**

## STRATEGIES

- Develop a communications plan that will highlight our successes, partnerships, and collaborations.
- Define a roadmap for cross-agency collaboration that leverages our areas of expertise and expands our reach across all seven counties.

## GOAL THREE

# Increase Diversity, Equity, Inclusion & Accessibility



We are committed to upholding and expanding the principles of diversity, equity, inclusion, and accessibility (DEIA) across every facet of our operations. We've already begun the work of building these core values into all our agency's operations by adopting a formal DEIA statement.

We seek to model those values as we advance our mission by developing policies that encompass everything from our contractual agreements to the way we recruit employees, structure our volunteer programs, and deliver services to the residents of the seven counties we serve.

## GOAL

**We will intentionally weave the intersectional principles of diversity, equity, inclusion and accessibility (DEIA) into everything we do.**

## STRATEGIES

- Establish DEIA policies and resources that will guide our service delivery, employment practices, communications, and partnerships.
- Execute a comprehensive agency volunteer structure that seeks to expand the diversity of the volunteers engaging with the community on behalf of the agency.
- Become a resource hub for partners and the community sharing DEIA best practices, resources, training, and presentations.

## GOAL FOUR

# Ensure Quality of Service



Building upon our 50 years of leadership as a reputable steward of public funds, we understand the value of innovation in program delivery to meet the needs of a growing number of aging adults and people with disabilities.

Recent data suggests that programs that implement Continuous Quality Improvement (CQI) principles are more responsive to community needs and, ultimately, improve overall health — whether that be through direct service, contracting with partners for service delivery, or serving as fiscal administrator for partners in underserved communities.

## GOAL

**We will implement an evidence-based plan around CQI principles to ensure quality implementation of service delivery that meets the holistic needs of aging adults and people with disabilities across all seven counties.**

## STRATEGIES

- Develop a defined, data-driven evaluation framework incorporating CQI principles that serves as a foundation for making evidence-based decisions that will identify areas and opportunities for improvement.
- Ensure transparency around funding decisions for service delivery, including program development and administration.
- Create pathways that improve access to resources for direct and funded partners, particularly those serving underserved communities.

## STRATEGIC PLANNING COMMITTEE

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## SPECIAL THANKS TO

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