September 2022 – 2025
Board of Directors Strategic Plan
For review by the Board of Directors on August 15, 2022

Planning is NOT an event. It is the continuous process of ~
▪ strengthening what works and abandoning what does not,
▪ making risk-taking decisions with the greatest knowledge of their potential effect,
▪ setting objectives, appraising performance and results through systematic feedback,
▪ making ongoing adjustments as conditions change.  

Drucker

AAAPP Vision
Our community will provide older adults, people with disabilities and caregivers with the resources and services needed to
  maintain independence
  promote healthy aging and
live an optimal quality of life.

Strategic Planning Steering Committee
Committee
Chair: Charlie Robinson, Board President
Members:
  Virginia Rowell, Board Member and Strategic Plan Implementation Advocate
  Stuart Strikowsky, Vice-President
  Anne Corona, Board Secretary
  Eric Gerard, AAAPP Advisory Council Member

Planning Committee Meetings
  January 26, 2022
  February 23, 2022
  April 25, 2022
  June 13, 2022
  July 25, 2022

Executive Director: Ann Marie Winter

Facilitator: Nina P Berkheiser, Your Nonprofit Advisor
AAAPP Strategic Plan: September 2022 ~ September 2025

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ARTICLE III: PURPOSES
The specific purposes for which the Agency is organized include the following:

Section 1. To operate as an area agency designated by the State of Florida, in accordance with the Older Americans Act of 1965 as amended, and as defined in the State Community Care for the Elderly Act, to engage in the planning, provision, and supervision of a broad range of social services, programs, and activities for older persons within a designated planning and service area designated as Planning and Service Area (PSA) Five.

Section 2. To receive and administer grants and other funds from the U.S. Government, state governments, local government entities, private corporations, associations and foundations, and individuals in accordance with the purposes of the Older Americans Act and the State of Florida Department of Elder Affairs (DOEA).

Section 3. To perform only those activities permitted to be carried out by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).

Section 4. To exercise all powers generally allowed to not for profit corporations under the laws of the State of Florida for the purpose of carrying out the legislative intent regarding area agencies on aging as expressed in the Older Americans Act of 1965 as amended, and which include:
   (a) To promote the independence, dignity, health and well-being of older persons;
   (b) To serve as the advocate and focal point for older persons in the planning and service area.
   (c) To foster the development of a more comprehensive and coordinated system of services for older persons in the planning and service area known as PSA Five, which encompasses Pasco and Pinellas Counties.

Section 5*. To operate as an Aging and Disability Resource Center (ADRC) as designated by DOEA. The ADRC serves seniors, adults aged 18 and over with disabilities and their caregivers. ADRC functions include, but are not limited to, information; referral; long term care education; assistance with Medicaid eligibility for long term care services; intake/screening and wait list management for designated programs; and assistance with grievance/complaints for Medicaid managed long term care clients.

* From Bylaws, NOT included in Articles of Incorporation

Values
AAAPP regards all seniors and persons with disabilities as valued members of our community who merit dignity, respect and the resources for an optimal quality of life.

Vision
Our community will provide older adults, people with disabilities and caregivers with the resources and services needed to maintain independence, promote healthy aging and live an optimal quality of life.

Mission
A trusted resource to advocate, educate and empower seniors, adults with disabilities and caregivers which promotes independence, in partnership with the community.
IMPLEMENTATION WORKGROUPS

Funding Workgroup: Board Champion ~ Dr. Stuart Strikowsky, Board Vice President

Members:
  - Judge George Jirotka
  - Dave Alvarez, Board Treasurer
  - Chris Comstock,
  - Commissioner Christine Fitzpatrick

Staff Liaisons: Ann Marie Winter, Executive Director
               Paula Moore, Chief Financial Officer

Workforce Workgroup: Board Champion ~ Lena Wilfalk

Members:
  - Virginia Rowell, Strategic Plan Implementation Advocate
  - Harriet Crozier
  - Charlie Robinson, Board President

Staff Liaison: Wendy Arroyo, HR Administrator

Marketing Workgroup: Board Champion ~ Commissioner Charlie Justice

Members:
  - Mai Vu
  - Sallie Parks
  - Commissioner Eric Gerard, AAAPP Advisory Council

Staff Liaisons: Jason Martino, Director of Planning
                Jillian Rose, Director of Outreach

Services Workgroup: Board Champion ~ Julie Hale & Anne Corona, Board Secretary

Members:
  - Dr. Audrey Baria
  - Barbara Sheen Todd

Staff Liaisons:
  - Kristina Jalazo, Director of Program Accountability
  - Tawnya Martino ARDC Director
BOARD ISSUE: How can we build brand awareness of AAAPP for targeted audiences that will increase volunteers, funding and partner referrals, as well as educate clients & caretakers about our services.


**STRATEGY 1: Rebrand AAAPP to build public recognition with target audiences**

**PRIORITY: 1**  
**YEAR: 2022-2023**

*How we will measure success:* A new branding package (DBA, Logo, Graphics, Slogan, Elevator Statement, etc.) has been created and has been incorporated into all AAAPP marketing materials.

*Target date for completion: 2023*

**Board Responsibilities:**
1. Support change by consensus
2. Engage Branding Agency
3. Systematically use new branding when representing AAAPP

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Who will do it?</th>
<th>When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Include rebranding as an agenda item for Board discussion</td>
<td>C Robinson</td>
<td>Aug 22</td>
</tr>
<tr>
<td>Draft and Issue an RFI including a Scope of Work that will:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Ensure that branding messages “says what we do,” makes the benefits clear &amp; include a call to action</td>
<td>Charlie &amp; Jason &amp; Jillian</td>
<td>Oct 22</td>
</tr>
<tr>
<td>2. Ensure that branding strategy uses visual illustrations in lieu of antiquated info and statistics.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Ensure that case messages are incorporated in appropriate marketing materials</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review proposals and engage Branding Agency</td>
<td>Charlie J &amp; Eric G</td>
<td>Nov 22</td>
</tr>
<tr>
<td>Branding Agency commences work</td>
<td>Charlie J &amp; Eric G</td>
<td>Jan 23</td>
</tr>
<tr>
<td>Rebranding package ready for Board review</td>
<td>Charlie J &amp; Eric G</td>
<td>Mar 23</td>
</tr>
<tr>
<td>Inventory of all existing AAAPP marketing materials for rebranding</td>
<td>Charlie J &amp; Eric G</td>
<td>June 23</td>
</tr>
<tr>
<td>Review the need for and the potential criterion for a spokesperson</td>
<td>Charlie J &amp; Eric G</td>
<td>June 23</td>
</tr>
<tr>
<td>Collaborate with the Funding Workgroup to ensure that a philanthropic message is included in messaging as appropriate</td>
<td>Sallie P</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Roll-out plan</td>
<td>Charlie J &amp; Eric G</td>
<td>Aug 23</td>
</tr>
<tr>
<td>Research segmenting target audience for specific messaging and calls to action</td>
<td>???????</td>
<td>Sep 23</td>
</tr>
</tbody>
</table>

*What are the things we need to budget for in order to implement this solution?*
- Sub-contractor costs – Branding agency
- Marketing materials, Advertisements, Media, etc.

*What other resources do we need to be successful?*
- Famous agency spokesperson?
STRATEGY 2: Develop a Board Member Community Engagement Program

PRIORITY: 2      YEARS: 2023-24

How we will measure success: Number of public information events that BOD Members attend for outreach

Target date for completion: December 2023

Board Responsibilities:
1. Engage Utility companies and/or Municipal/County Water Departments to help outreach AAA services
2. Engage faith communities to outreach AAA services for seniors or caregivers
3. Engage local governments for purposes of service-specific sponsorship or assistance funding, I.E Chore

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Who will do it?</th>
<th>When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify BOD Members who can conduct Utility or Municipal Engagement</td>
<td>Charlie</td>
<td>Aug 23</td>
</tr>
<tr>
<td>Identify BOD Members who can conduct Faith Community Engagement</td>
<td>Charlie</td>
<td>Aug 23</td>
</tr>
<tr>
<td>Identify BOD Members who can conduct Local Government Engagement</td>
<td>Charlie</td>
<td>Aug 23</td>
</tr>
<tr>
<td>BOD members have completed Utility and/or Municipal engagement</td>
<td>TBD</td>
<td>Dec 23</td>
</tr>
<tr>
<td>BOD members have completed Faith Community engagement</td>
<td>TBD</td>
<td>Dec 23</td>
</tr>
<tr>
<td>BOD members have completed Local Government engagement</td>
<td>TBD</td>
<td>Dec 23</td>
</tr>
<tr>
<td>Research initiating a Legislative “fellows” program with other organizations that are leaders in the senior community (AAA, AARP, etc.)</td>
<td>Charlie</td>
<td>Aug 23</td>
</tr>
</tbody>
</table>

What are the things we need to budget for in order to implement this solution?

What other resources do we need to be successful?

************************************************************************************************************
AAAPP Strategic Plan: September 2022 ~ September 2025

BOARD GOAL: Increase & Diversify Funding ~ Funding Workgroup

BOARD ISSUE: How do we systematically increase diversified and unrestricted funding that is sustainable and also increase funding to allow AAAPP to respond to emerging community needs.


STRATEGY 1: Systematically increase gifts from individuals

PRIORITY: 1 YEAR: 2

How we will measure success: Needs assessment is completed and data is available for analysis (planning coalition building & fundraising depend on the data).

Target date for completion: January 2024

Board Responsibilities:
1. Board members systematically thank existing donors
2. Speaking engagements (in conjunction with Marketing Workgroup)

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Who will do it?</th>
<th>When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify current donors</td>
<td>Stuart</td>
<td>Oct 22</td>
</tr>
<tr>
<td>Create thank you script</td>
<td>Stuart</td>
<td>Jan 23</td>
</tr>
<tr>
<td>Train &amp; Activate Board members to make thank-you calls and report back on the donor’s specific program interests.</td>
<td>Stuart</td>
<td>Jan 23</td>
</tr>
<tr>
<td>Ask Board members to identify potential supporters for cultivation</td>
<td>ALL workgroup mbrs</td>
<td>Jan 23</td>
</tr>
<tr>
<td>Develop a “case” statement for making gifts to AAAPP and for each funding priority</td>
<td></td>
<td>Feb 23</td>
</tr>
<tr>
<td>Collaborate with Marketing Workgroup to ensure that funding messages and case for support is included in marketing materials as appropriate</td>
<td>George J</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Consider hiring Staff: Development Staff or maybe Grant Writer</td>
<td>Ann Marie</td>
<td>Mar 23</td>
</tr>
<tr>
<td>Research budgeting for Development Staff or maybe Grant Writer</td>
<td>Paula &amp; Ann Marie</td>
<td>Jan 23</td>
</tr>
<tr>
<td>Explore asking religious groups to donate</td>
<td>Stuart</td>
<td>Jan 23</td>
</tr>
<tr>
<td>Develop a donor recognition system</td>
<td>Workgroup</td>
<td>June 2023</td>
</tr>
</tbody>
</table>

What are the things we need to budget for in order to implement this solution?
Possibly Development Staff or maybe Grant Writer

What other resources do we need to be successful?
### STRATEGY 2: Restructure the Annual Luncheon to increase net dollars raised.

**PRIORITY:** 1  
**YEAR:** 2023

**How we will measure success:** More money raised, Increased attendance of potential qualified donor prospects

**Target date for completion:** Spring 2023

**Board Responsibilities:**
1. Sponsor tables
2. Identify additional donor prospect
3. Invite donor prospects to see AAAPP programs in action

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Who will do it?</th>
<th>When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify volunteer leadership for restructuring the luncheon</td>
<td>Stuart</td>
<td>Dec 22</td>
</tr>
<tr>
<td>Work with the Board to identify potential sponsors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Created testimonial presentation or video (in conjunction with Marketing Workgroup)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ask each Board member to sponsor a table and bring 7 qualified donor prospects to sit at their table</td>
<td>ALL workgroup mburs</td>
<td>Jan 23</td>
</tr>
</tbody>
</table>

**What are the things we need to budget for in order to implement this solution?**

**Video?**

**What other resources do we need to be successful?**
### STRATEGY 3: Implement a planned gift program

**PRIORITY:** 2  
**YEARS:** 2023-24

#### How we will measure success:
The number of inquiries and notifications regarding estate planning has increased.

#### Target date for completion:
Marketing materials developed and in place by December 2023.

#### Board Responsibilities:
1. Relationship management with people who inquire/notify

<table>
<thead>
<tr>
<th>Task</th>
<th>Who will do it?</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a simple marketing message to increase awareness/</td>
<td>Ann Marie</td>
<td>Jan 23</td>
</tr>
<tr>
<td>offers people the opportunity to change lives by supporting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AAAPP programs through a gift from their estate.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decide where to place messages for maximum impact – letterhead,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>website, marketing materials, public radio, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop a list of dollar amounts with impact examples. (For ex:</td>
<td>Ann Marie</td>
<td>Feb 23</td>
</tr>
<tr>
<td>$5k will feed 100 seniors for a week at a congregate feeding site)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create a list of possible gifts/definitions: will, trust, life ins,</td>
<td>Chris</td>
<td>Mar 23</td>
</tr>
<tr>
<td>IRAs, stock, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop a systematic response/follow-up system for inquiries</td>
<td>Ann Marie</td>
<td>Mar 23</td>
</tr>
<tr>
<td>Develop involvement strategies so that prospective donors can see</td>
<td>Chris</td>
<td>Jun 23</td>
</tr>
<tr>
<td>the potential for their gifts in action – personal contact, site</td>
<td></td>
<td></td>
</tr>
<tr>
<td>visits, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tract inquiries and notifications</td>
<td>Staff</td>
<td>Jun 23</td>
</tr>
<tr>
<td>If possible, use testimonials to demonstrate to others that</td>
<td></td>
<td>Sept 24</td>
</tr>
<tr>
<td>individuals can make a difference and have committed to making</td>
<td></td>
<td></td>
</tr>
<tr>
<td>gifts through their estate plans – others will follow where they</td>
<td></td>
<td></td>
</tr>
<tr>
<td>lead.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consider forming a recognition society</td>
<td></td>
<td>June 23</td>
</tr>
</tbody>
</table>

#### What are the things we need to budget for in order to implement this solution?
- Staff time

#### What other resources do we need to be successful?
- Marketing Materials

*****************************************************************************
AAAPP Strategic Plan:  September 2022 ~ September 2025

BOARD GOAL: Recruit & retain qualified staff & volunteers ~ Workforce Workgroup

BOARD ISSUE: How do we meet AAAPP’s increased manpower needs: 1. employee retention, recruitment, training, & salary ranges; 2. possibly meeting some needs with volunteers.


STRATEGY 1: Review of position classifications

PRIORITY: 1  YEAR: 2022/2023

How we will measure success: Survey has been conducted with data available to justify positions and compensation packages.

Target date for completion: 2023

Board Responsibilities:
1. Review HR analysis and recommendations regarding job classifications & job satisfaction
2. Actively support any reclassification recommendations with the Dept of Elder Affairs

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Who will do it?</th>
<th>When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research costs and feasibility of contracting with a HR consulting firm to conduct Compensation Survey</td>
<td>Lena &amp; Workgroup</td>
<td>Aug 22</td>
</tr>
<tr>
<td>Create RFI with Scope of Work to identify a HR Consulting Firm</td>
<td>Ann Marie/Workgroup</td>
<td>Aug 22</td>
</tr>
<tr>
<td>Review proposals and presentations by HR Consulting Firms</td>
<td>HR Consulting Firm</td>
<td>Oct 22</td>
</tr>
<tr>
<td>Select HR Consulting Firm</td>
<td>Workgroup, Wendy/Ann Marie</td>
<td>Nov 22</td>
</tr>
<tr>
<td>Review job responsibilities and tasks, revise if needed</td>
<td>Consultant/Wendy/Workgroup</td>
<td>Apr 23</td>
</tr>
<tr>
<td>Review position qualifications, revise if needed</td>
<td>Consultant/Wendy/Workgroup</td>
<td>Apr 23</td>
</tr>
<tr>
<td>Rewrite position descriptions based on the above review if needed</td>
<td>Consultant/Wendy/Workgroup</td>
<td>Apr 23</td>
</tr>
<tr>
<td>Explore feasibility of remote work</td>
<td>Consultant</td>
<td>Apr 23</td>
</tr>
<tr>
<td>Research comparable compensation packages for similar positions in the community</td>
<td>Consultant/Wendy/Workgroup</td>
<td>Apr 23</td>
</tr>
<tr>
<td>Add COO, Development Director, Volunteer Coordinator, Technology Officer positions as part of survey</td>
<td>Wendy/Ann Marie</td>
<td>Apr 23</td>
</tr>
<tr>
<td>Make recommendations for reclassification and salary range adjustments as needed</td>
<td>Wendy/Ann Marie/ Paula</td>
<td>Aug 23</td>
</tr>
</tbody>
</table>

What are the things we need to budget for in order to implement this solution?
- Cost of HR Consultant
- Any changes to position classifications and salary ranges
- Any costs related to remote work

What other resources do we need to be successful?
# AAAPP Strategic Plan: September 2022 ~ September 2025

**STRATEGY 2: Increase the number of active volunteers**

**PRIORITY:** 2  
**YEARS:** 2023

**How we will measure success:** Increase in the number of volunteers who are actively involved  
**Target date for completion:** 2024

**Board Responsibilities:**
1. Outreach to community contacts such as community groups, schools, businesses, etc. that may be able to refer volunteers  
2. Be familiar with AAAPP volunteer opportunities

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Who will do it?</th>
<th>When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify specific AAAPP volunteer opportunities</td>
<td>Wendy</td>
<td>Oct 22</td>
</tr>
<tr>
<td>Assess budget for Volunteer Coordinator Position</td>
<td>Paula/Ann Marie</td>
<td>Oct 22</td>
</tr>
<tr>
<td>If budgets permit - recruit and train Volunteer Coordinator</td>
<td>Wendy</td>
<td>Jan 23</td>
</tr>
<tr>
<td>Create position descriptions with qualifications, responsivities &amp; tasks for priority volunteer jobs</td>
<td>Vol Coord</td>
<td>Mar 23</td>
</tr>
<tr>
<td>Based on the job description identify where best to find these volunteers – caregiver and caregiver support groups, universities, community groups, clubs &amp; organizations, schools, etc.</td>
<td>Lena &amp; Workgroup</td>
<td>Mar 23</td>
</tr>
<tr>
<td>Recruit &amp; Screen applicants</td>
<td>Vol Coord</td>
<td>ongoing</td>
</tr>
<tr>
<td>Provide new recruits with agency orientation</td>
<td>Vol Coord</td>
<td>ongoing</td>
</tr>
<tr>
<td>Assign to a department contact for specific job training and supervision</td>
<td>Vol Coord</td>
<td>ongoing</td>
</tr>
<tr>
<td>Long term - establish a volunteer recognition program</td>
<td>Lena &amp; Workgroup</td>
<td>2024</td>
</tr>
</tbody>
</table>

**What are the things we need to budget for in order to implement this solution?**  
Outreach/promotion efforts

**What other resources do we need to be successful?**

**************************************************************************
**AAAPP Strategic Plan: September 2022 ~ September 2025**

**BOARD GOAL:** Diversify & expand partnerships for programs/services ~ Services Workgroup

**BOARD ISSUE:** Marked increase in need for services, as well as, unmet needs for housing, transportation, & home services. Need to focus AAAPP resources on priority sustainable services. Perhaps do an update to CASOA – post-Covid.

**WORKGROUP:** Board Champion ~ Julie Hale & Anne Corona, Board Secretary. Members: Dr. Audrey Baria, Barbara Sheen Todd  *Staff Liaisons: Kristina Jalazo/Tawnya Martin*

**STRATEGY 1:** Ensure there is a large pool of qualified vendors/providers to competitively bid to provide needed services

**PRIORITY:** 1  **YEAR:** 2023-25

**How we will measure success:**
- Increased number of qualified bidders
- Increased number of clients served

**Target date for completion:** 2025

**Board Responsibilities:**
1. Be proactive in recruiting additional vendors/providers
2. Meet and develop relationships with industry leaders to partner with AAAPP
3. Create a standing Board Committee to oversee and implement awareness and advocacy

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Who will do it?</th>
<th>When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify Champion for this workgroup</td>
<td>Charlie R &amp; Board</td>
<td>Sept 22</td>
</tr>
<tr>
<td>Identify priority client needs and potential partners who can help meet those needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initial research &amp; drafting of an initiative to attract potential bidders</td>
<td></td>
<td>2022</td>
</tr>
<tr>
<td>Review draft plan of the initiative</td>
<td>Workgroup</td>
<td>Mar 23</td>
</tr>
<tr>
<td>Get Board approval of the initiative to attract potential bidders</td>
<td></td>
<td>Mar 23</td>
</tr>
<tr>
<td>Review industry’s reimbursement rates and create an attractive partnership environment for potential vendors/providers</td>
<td>Staff</td>
<td>June 23</td>
</tr>
<tr>
<td>Create sponsorship opportunities to expand resources to serve category three (3) and under waitlisted clients</td>
<td>Entire Board</td>
<td>2024</td>
</tr>
<tr>
<td>Approach potential partners to discuss the initiative</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify Home Services organizations that could be approached for partnerships to meet the increasing need</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assure all services provided are transparent and accountable</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**What are the things we need to budget for in order to implement this solution?**
Reimbursement rates if the workgroup recommends an increase based on research

**What other resources do we need to be successful?**
STRATEGY 2: Identify gaps and unmet needs based on the current and future economic forecasts.

PRIORITY: 2      YEARS: 2024-25

How we will measure success:
- Additional unmet needs will be identified including but not limited to housing and expanding mental health services
- Increased number of community partners

Target date for completion: 2025

Board Responsibilities:

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Who will do it?</th>
<th>When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liaise with local contacts to bring resources to the AAAPP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Help facilitate the spread of resource information among community partners</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advocate for additional funding to meet unmet needs with the emphasis on housing and mental health</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

What are the things we need to budget for in order to implement this solution?

What other resources do we need to be successful?

STRATEGY 3: Advocate for streamlining rules, guidelines and regulations

PRIORITY: 2      YEARS: 2024-25

How we will measure success: Increased number of vendors/providers are enrolled for State and Federal contracts.

Target date for completion: 2025

Board Responsibilities:

1. Advocate with Legislators
2. Advocate with DOEA Leadership
3. Partner with other AAAs Board of Directors

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Who will do it?</th>
<th>When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a platform message to use for advocating streamlining rules &amp; regulations</td>
<td></td>
<td>2022</td>
</tr>
<tr>
<td>Develop a priority target list of legislators to educate re issues &amp; solutions</td>
<td>Barbara?</td>
<td>2023</td>
</tr>
<tr>
<td>Recruit &amp; train volunteers to meet with legislators</td>
<td>Workgroup</td>
<td>2023</td>
</tr>
<tr>
<td>Get Board input into the plan &amp; have the final plan approved by Board</td>
<td></td>
<td>2023</td>
</tr>
<tr>
<td>Meet with Local and State Legislators to advocate for streamlining rules and regulations to allow qualified vendors/providers to enter the market</td>
<td></td>
<td>2023</td>
</tr>
</tbody>
</table>

What are the things we need to budget for in order to implement this solution?

What other resources do we need to be successful?
STRATEGIC PLAN MONITORING, EVALUATION AND REVISION

REPORTING: Monthly (starting Nov 2022)
- Board Agenda includes oral reports by Workgroup Champion re strategy implementation for tasks with contemporaneous deadlines
- Strategic Planning Advocate facilitates Board reporting process at Board meetings - key successes, delays or potential challenges for goal achievement

MONITORING: Quarterly (starting March 2023)
- Board Agenda includes written “Quarterly Workgroup Progress Report Forms” submitted by Champions
- Strategic Planning Advocate facilitates Board reporting process at Board meetings - key successes, delays or potential challenges for goal achievement
- Board does review of the priority strategies for the current year
- Board makes minor adjustments if needed

EVALUATION: Semi Annually (starting June 2023)
- Champions provide written “Semi Annual/Annual Progress Report Summary” for review at the Board meeting
- Strategic Planning Advocate facilitates Board reporting process at Board meetings
- Board makes recommendations if needed
- Strategic Planning Committee meets after the Board meeting to review the summary reports and if needed formulate additional recommendations
- Planning Committee presents findings to the Board for review & discussion at the next Board meeting.

REVISION: Annually (starting November/December 2023)
- Champions provide written “Semi Annual/Annual Progress Report Summary” for review at the Board meeting
- Strategic Planning Advocate facilitates Board reporting process at Board meetings
- Board reviews summary report makes recommendations
- Strategic Planning Committee meets after the Board meeting to
  - review the summary reports
  - evaluate progress towards goals
  - formulate any needed recommendations for revisions or other adjustments to the plan
- Planning Committee presents findings to the Board for review & discussion at the next Board meeting.
- Board makes modifications as needed
QUARTERLY WORKGROUP PROGRESS REPORT FORM

DATE:

WORKGROUP:

  Board Champion:
  Members:
  Staff Liaison:

GOAL:

STRATEGY #:

Choose one

☐ Completed: Successfully/Unsuccessfully
☐ In Progress
☐ Stalled

NARRATIVE SUMMARY:

WORKGROUP RECOMMENDATIONS:

SEMI ANNUAL/ANNUAL WORKGROUP PROGRESS REPORT FORM

BOARD GOAL:

WORKGROUP/CHAMPION:

STRATEGIES:

ACCOMPLISHMENTS:

ISSUES:

RECOMMENDATIONS:
AAAPP Strategic Plan: September 2022 ~ September 2025

OVERVIEW OF ENTIRE INSTITUTIONAL PLANNING PROCESS

Community Need

Assessment - internal, external

Vision & Mission - how are we going to get there?

Board’s Strategic Plan “How are we going to accomplish our mission?”
  - Specific Goals and Objectives

Annual Implementation Plan - in writing
  - what activities are we going to do this year to achieve our goals?
  - who is going to do them? Assignment of activities to specific Board Members/Committees & sta support
  - how will we know if we are successful? Assignments must be quantifiable
  - when must each activity be done - specific deadlines
  - who has bottom line accountability and when will they be reporting to the Board?
  - what resources need to be in place - budget, volunteers & staff

Budget -
  - based on our plan how much is each activity going to cost?
  - can we budget any income for each activity?
  - do we need to budget for staff time to accomplish this activity?

Board Member/Committee Members Action Plans
  - individual plans for each member to do their part toward achieving the annual plan goals
  - basis for annual evaluation

Staff Performance Objectives ~ project management
  - individual plans for each staff member related to supporting Board/Committee in the accomplishmr of annual plan goals
  - basis for annual evaluation/performance review
  - basis for annual evaluation of compensation

Monitoring
  who is going to report? on what? to whom?
  how often are we going to report
  calendar of who is going to report on what to the Board re accomplishment of objectives

Evaluation
  When are we going to evaluate our performance against stated goals?
  have we achieved what we set out to do?
  basis for revision of plan

Revision
  at least annual
Planning: How the Board will accomplish its Mission & Vision

- taking advantage of external opportunities
- building on institutional strengths
- minimizing threats & weaknesses

Planning Assumptions: Plan will be Strategic, Systematic and Sustainable

2-3 Years
3 to 5 Actionable/Achievable Items
Comprehensive & Global Agency-wide planning – no silos!
Belongs to the Board
  Initiatives are established by consensus
  Consensus Rules! Individual board Mbros agree to support consensus
  Don’t make plans you don’t want to implement
  Board implements with assistance from staff
Focused and Measurable
Things that can be replicated and are sustainable
Easily Communicated
Systematically monitored, evaluated and revised
Different from Area Plan – silo, program plans, implementation

Decisions for Planning

To accomplish our corporate purpose/mission/vision

- Cannot continue doing status quo
- The plan requires that you innovate to meet the increased need – NEW/Change/Choices
- Continue to build on what we currently do well

SWOT Results Provide Focus and Reality Check

Used to identify critical issues that this plan must address to accomplish AAAPP’s Corporate Purpose and Vision

Plan in overlap of Purpose, Opportunities and Strengths

- Opportunities and Threats – what is needed and feasible in your community of service area
- Your organization's Strengths - what you are capable of doing. Provides Focus
- Your organization's Weaknesses – reality check.

Do you have what you need – If not how do you plan to get it?

- Leadership & Expertise – Board, Staff, Volunteers
- Money
AAAPP Strategic Plan: September 2022 ~ September 2025

KEY ISSUES TO BE ADDRESSED BY THIS PLANNING PROCESS

Final Issues were established for this plan at the April 18 2022 Board Meeting

Funding
- Sustainable to ensure continuity
- Diversification
- Unrestricted

Marketing/Advocacy/Outreach
- Volunteer recruitment
- Increase partner referrals
- Funders
- Branding/public awareness
- Client awareness – what services, how to access them, prevention
- Caretaker awareness

Manpower
- Employee –retention, recruitment & training, $
- Volunteer recruitment

Services
- Increased/Unmet Needs – housing, transportation, home
- Post CASOA needs assessment
- Program review to ensure focus on sustainable services

Technology
- What’s available to help clients?
- How could AAAPP use?

Top Issues from Survey & Advisory SWOT
- Programs & increase capacity to meet community needs – reduce wait list & response time, meet increased needs
- Increase & diversify, funding that is sustainable
- Increase Advocacy & Public Awareness
- Ensure adequate staffing
- Expand partnerships

Top Three Issues from Staff SWOT
1. Staff Recruitment and Retention
2. Expanding partnerships to address service needs
3. Sustainability and limitations of funding
**AAAPP Strategic Plan: September 2022 ~ September 2025**

**SWOT SUMMARY COMPILATION: ★ Board Mtg, • Survey, ◆ Advisory & ▶ Staff**

**EXTERNAL Opportunities and Threats:** True even if AAAPP did NOT exist!

### External Opportunities
- More seniors = increased political power
- Increased population = more manpower, more tax income, & political support for senior services
- Increased # of potential volunteers
- Increased interest in Affordable Housing
- Caregiver support
- Technology for aging advances
- Increased use of social media to build awareness – recruit younger, elder welfare checks, etc.
- Access to health care – cost & transportation

- Funding from state & grants
- Increased community (includes businesses & govt) support for keeping people out of nursing homes
- Potential Partners
- Technological advances that support seniors - social, safety, communications

**Network building:** Be a leading organization for other aging network groups in our 2-county area/Network building

- Development including fundraising and seeking funding from local governments – CDBG, grants
- Broaden our employee base: Think outside the box for hiring/retention/Retirees and 2nd jobs/Hire staff in Pasco County to do Helpline/ Consult with staff on what they want / it’s not all about $/what can we do to keep you around?
- Using existing and developing technology: AI or call trees/ Chat Lines / call center technology
- Media: social media/ Print & TV Media

- Expanding partnerships to address service needs: training, home share, transportation, etc.
- Increase fundraising efforts to address rent crisis and other threats. Less restrictions if got more donations.
- Volunteers – increased # moving to FL
- Worker Shortage

### External Threats
- Increase in # of elderly & need for services
- Inflation & increase in cost of living
- Housing costs/affordable housing & insurance
- Competition for charitable $
- Technology – cost to procure, lack of training, increased scams, increased spread of disinformation
- Decrease in funding for seniors
- Employee recruitment, retention, wage expectations
- Covid
- Mental Health/Isolation
- Lack of mobility/availability of transportation
- Natural Disasters

- Funding - lack of public funding, less govt funding, diversification,
- Decreased spending power - inflation, etc.
- Worker shortages
- pandemic/isolation
- political divide that threatened cooperative services for seniors

**Staffing shortage Issues:** Workforce issues – hiring/retention

- Nursing home - staffing shortages– sanitary issues / see that more in Pasco than Pinellas
- Lack of staffing, covid and conditions in nursing homes is forcing children to take parents out of nursing homes and have them in their own and causing caregiver burnout, insufficient services available

- Inflation for seniors on limited incomes affects housing, daily living
- Increased demand for services due to Medicaid recertification issues, calls to Helpline will increase.

- Demands of population growth on community infrastructure.
- Worker/caregiver shortage.
- Lasting impacts of pandemic: Funding, need for technology & training, mental health issues
AAAPP Strategic Plan: September 2022 ~ September 2025

AAAPP’s INTERNAL “Strengths and Weaknesses”

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>★ Caring &amp; Competent Staff</td>
<td>★ Wait list</td>
</tr>
<tr>
<td>★ Leadership</td>
<td>★ Funding – restrictions, deadlines, changing needs</td>
</tr>
<tr>
<td>★ New/Increased funding</td>
<td>★ Staffing – training time, space</td>
</tr>
<tr>
<td>★ Insider Partner awareness</td>
<td>★ External Awareness – Potential Partners &amp; Clients</td>
</tr>
<tr>
<td>★ Efficient delivery of services</td>
<td>• Wait List - turnaround time &amp; increased demand for services</td>
</tr>
<tr>
<td>• Leadership ~ Board &amp; Staff</td>
<td>• Funding - lack of diversification &amp; public funding, cutback in govt funding</td>
</tr>
<tr>
<td>• Effective &amp; needed programs</td>
<td>• Staffing needs</td>
</tr>
<tr>
<td>• Community partnerships</td>
<td>• Lack of volunteer support</td>
</tr>
<tr>
<td>• Current Funding</td>
<td>• Lack of community awareness</td>
</tr>
<tr>
<td>• Agency reputation/Community Standing</td>
<td>• Staffing issues at AAAPP and with providers / Helpline is understaffed and not able to call back all callers. Burnout</td>
</tr>
<tr>
<td>• Strong professional leadership and staff</td>
<td>• Lack of Diversified Funding Base</td>
</tr>
<tr>
<td>• Expertise to provide information to partner agencies</td>
<td>• Growing Waitlist for Services</td>
</tr>
<tr>
<td>• Leadership is aware of the Helpline issue/Transparency and honesty of staff about issues</td>
<td>• Sustainability and limitations of funding</td>
</tr>
<tr>
<td>➢ Great Staff</td>
<td>➢ Lack of Awareness;</td>
</tr>
<tr>
<td>➢ Mission oriented and commitment to excellence</td>
<td>➢ Staff Retention and Shortages</td>
</tr>
<tr>
<td>➢ Strong community presence</td>
<td></td>
</tr>
</tbody>
</table>

STRATEGIC PLAN REALITY CHECK QUESTIONS

- Mission/Program Compatibility?
- Good match for our organizational strengths/ community opportunities.
- Do we need additional resources to implement an activity?
- Can we track our progress?
- Opportunity costs – what are we giving up?
- Can we make it systematic? Sustainable?
- Do we have the Board Leadership we need?
- Do we have volunteers who can help implement?
- Do we have staff with the training and time to implement?
- How about infrastructure, technology, etc?
- Can we afford it?
- What is the projected return on our investment? Long and short term
Senior Trends

- Pasco County:
  - Cost of Living is 94.9% compared to 102.8% Florida wide and 100% nationally
  - Cost of Housing is $285,236 this year compared to $237,752 in March 2021
  - 79% of seniors (130,545) are considered living at or below the federal poverty line

- Pinellas County:
  - Cost of Living is 101.6% compared to 102.8% Florida wide and 100% nationally
  - Cost of Housing is $334,909 this year compared to $279,884 in March 2021
  - 79% of seniors (264,995) are considered living at or below the federal poverty line

ADRC Trends

- HelpLine calls have increased 20% over 2021

- Calls about Housing have increased 300% in January - March 2021 vs same period in 2022 with a 400% increase in number of seniors identifying as housing insecure during the same time frame.

- Complexity of calls has been noted

- Waitlists for almost all services are at all time highs

Agency Funding

[Graph showing annual funding comparison for the Area Agency on Aging Pasco-Pinellas, Inc.]
## Statistics: Population, CPI & Clients

### Aged 60+ Population Per County

<table>
<thead>
<tr>
<th>Year</th>
<th>Pasco 2018</th>
<th>Pinellas 2018</th>
<th>Pasco 2022</th>
<th>Pinellas 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>132,385</td>
<td>281,346</td>
<td>132,385</td>
<td>281,346</td>
</tr>
<tr>
<td>2015</td>
<td>138,005</td>
<td>290,620</td>
<td>138,005</td>
<td>290,620</td>
</tr>
<tr>
<td>2016</td>
<td>144,279</td>
<td>300,885</td>
<td>144,279</td>
<td>300,885</td>
</tr>
<tr>
<td>2017</td>
<td>149,560</td>
<td>308,164</td>
<td>149,560</td>
<td>308,164</td>
</tr>
<tr>
<td>2020</td>
<td>162,932</td>
<td>329,986</td>
<td>164,352</td>
<td>335,442</td>
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<tr>
<td>2025</td>
<td>186,371</td>
<td>367,707</td>
<td>188,970</td>
<td>373,851</td>
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<tr>
<td>2030</td>
<td>201,371</td>
<td>381,314</td>
<td>205,082</td>
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<tr>
<td>2035</td>
<td>212,791</td>
<td>388,655</td>
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<td>401,407</td>
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<tr>
<td>2040</td>
<td>219,848</td>
<td>388,005</td>
<td>221,164</td>
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<tr>
<td>2045</td>
<td>225,745</td>
<td>393,183</td>
<td>225,252</td>
<td>408,904</td>
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</table>

### Aged 85+ Population Per County

<table>
<thead>
<tr>
<th>Year</th>
<th>Pasco 2018</th>
<th>Pinellas 2018</th>
<th>Pasco 2022</th>
<th>Pinellas 2022</th>
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<tbody>
<tr>
<td>2014</td>
<td>13,946</td>
<td>36,021</td>
<td>13,946</td>
<td>36,021</td>
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<tr>
<td>2015</td>
<td>14,627</td>
<td>36,853</td>
<td>14,627</td>
<td>36,853</td>
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<tr>
<td>2016</td>
<td>15,058</td>
<td>35,185</td>
<td>15,058</td>
<td>35,185</td>
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<tr>
<td>2017</td>
<td>15,466</td>
<td>35,290</td>
<td>15,466</td>
<td>35,290</td>
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<tr>
<td>2020</td>
<td>16,691</td>
<td>35,921</td>
<td>16,793</td>
<td>36,507</td>
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<tr>
<td>2025</td>
<td>18,951</td>
<td>38,015</td>
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<td>2030</td>
<td>22,892</td>
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<td>27,938</td>
<td>54,511</td>
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<td>32,312</td>
<td>65,184</td>
<td>32,239</td>
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<td>37,791</td>
<td>78,432</td>
<td>37,423</td>
<td>81,520</td>
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</table>

### Consumer Price Index (CPI)

<table>
<thead>
<tr>
<th>Year</th>
<th>National Average</th>
</tr>
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<tbody>
<tr>
<td>2014</td>
<td>149,967</td>
</tr>
<tr>
<td>2015</td>
<td>51,480</td>
</tr>
<tr>
<td>2016</td>
<td>50,243</td>
</tr>
<tr>
<td>2017</td>
<td>50,756</td>
</tr>
<tr>
<td>2020</td>
<td>52,612</td>
</tr>
<tr>
<td>2025</td>
<td>56,966</td>
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<tr>
<td>2030</td>
<td>66,786</td>
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<td>2035</td>
<td>82,449</td>
</tr>
<tr>
<td>2040</td>
<td>97,496</td>
</tr>
<tr>
<td>2045</td>
<td>116,223</td>
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</tbody>
</table>

### Aged 60+ Population Per PSA

<table>
<thead>
<tr>
<th>Year</th>
<th>Pasco 2018</th>
<th>Pinellas 2018</th>
<th>Pasco 2022</th>
<th>Pinellas 2022</th>
</tr>
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<tbody>
<tr>
<td>2014</td>
<td>413,731</td>
<td>413,731</td>
<td>413,731</td>
<td>413,731</td>
</tr>
<tr>
<td>2015</td>
<td>428,525</td>
<td>428,525</td>
<td>428,525</td>
<td>428,525</td>
</tr>
<tr>
<td>2017</td>
<td>457,724</td>
<td>457,724</td>
<td>457,724</td>
<td>457,724</td>
</tr>
<tr>
<td>2020</td>
<td>492,918</td>
<td>499,794</td>
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<td>499,794</td>
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<tr>
<td>2025</td>
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<td>562,821</td>
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<tr>
<td>2030</td>
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<td>599,142</td>
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<td>601,446</td>
<td>617,019</td>
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<td>2040</td>
<td>608,453</td>
<td>624,557</td>
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<tr>
<td>2045</td>
<td>618,928</td>
<td>634,156</td>
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</table>

### Aged 85+ Population Per PSA

<table>
<thead>
<tr>
<th>Year</th>
<th>PSA 2018</th>
<th>PSA 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>49,967</td>
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</tr>
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<td>51,480</td>
<td>51,480</td>
</tr>
<tr>
<td>2016</td>
<td>50,243</td>
<td>50,243</td>
</tr>
<tr>
<td>2017</td>
<td>50,756</td>
<td>50,756</td>
</tr>
<tr>
<td>2020</td>
<td>52,612</td>
<td>53,300</td>
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### Clients Served

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### Clients Waiting

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**Waiting on Final CY21 Annual Report #**
Client Surveys

General Revenue client survey:

Surveys were mailed to a random sample of 200 active clients in CCE, HCE, ADI programs and resulted in overall response rate of 32%. Satisfaction surveys were not completed for 2020 due to Covid. The response rate for satisfaction surveys in the 2019 was 43%. There are 10 general questions regarding satisfaction with case management services and vendors. 2021 Survey results show a decreased percentage of positive responses, the decrease is between 7-10%. There were also a higher percentage of blank responses, in some cases 18% , which contributed to lower percentage of positive responses. Overall satisfaction with case management services were 80.44% for 2021 and 94.40% for 2019. Both Lead Agencies had lower numbers. Where GC's overall satisfaction was at 81.63% and CARES at 78.26%. Based on comments left by respondents, a serious issue identified is not having home health services due to lack of staff at the vendor agencies and low reimbursement rates. Health conditions also significantly impact client satisfaction. This is noted as a trend in all survey years completed to date. Both Lead Agencies experienced a plethora of changes due to COVID-19 pandemic. Case managers were not seeing clients face to face for most of the 2020 calendar year through summer of 2021. Survey results were reviewed with both lead agencies in detail to increase awareness regarding factors influencing client satisfaction and by addressing the identified areas of concern. Continuing this program evaluation on an annual basis will assist the AAAPP in improving the quality and access of services to ensure clients are receiving the care necessary to reduce the risk of NH placement.

Older Americans Act client survey:

Surveys were mailed to a random sample of 100 active clients in Homemaking and Counseling programs which represents 20% of all OAA active clients. The overall response rate of 36% was recorded, where counseling response rate was at 52% and homemaking at 32%. There are 8 general questions regarding satisfaction with services and service provider. 2021 Survey results show 96% respondents are very satisfied with homemaker services and 4% are somewhat satisfied. When it comes to counseling, the results show 85% of respondents are very satisfied with counseling services and 15% are somewhat satisfied. 100 % of respondents in both Counseling and Homemaking indicated they would recommend these programs to others. After evaluation of the responses presented, the Area Agency can confidently state that clients receiving services either from Homemaking or counseling are overall satisfied with the services offered to them within their county of residence. Further, based upon the results, it is clear that these OAA services are impacting the clients' lives in a meaningful and positive way.
LEGAL DUTIES OF NONPROFIT BOARDS

Under well-established principles of nonprofit corporation law, a board member must meet certain standards of conduct and attention in carrying out his or her responsibilities to the organization. Several states have statutes adopting some variation of these duties which would be used in court to determine whether a board member acted improperly. These standards are usually described as the duty of care, the duty of loyalty and the duty of obedience.

Duty of Care
The duty of care describes the level of competence that is expected of a board member, and is commonly expressed as the duty of "care that an ordinarily prudent person would exercise in a like position and under similar circumstances." This means that a board member owes the duty to exercise reasonable care when he or she makes a decision as a steward of the organization.

Reasonably informed, participate and act as a reasonable and prudent person
- Evidence of compliance includes
  - Preparing for and attending meetings
  - Participating in discussions and voting
  - Using independent judgment
  - Frequent review of organization’s financials

Duty of Loyalty
The duty of loyalty is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization.

Must exercise power as board member only in the best interests of the organization
- Conflicts of interest
  - Must be disclosed
  - Conflict of interest policy must be followed
  - Don’t use charity for personal gain
- Keep information confidential

Duty of Obedience
The duty of obedience requires board members to be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization. A basis for this rule lies in the public's trust that the organization will manage donated funds to fulfill the organization's mission.

Stay true to the charity’s mission & follow the organization’s bylaws
- Comply with federal rules
  - Form 990
  - Employment taxes
  - ERISA/DOL/OSHA
- Comply with applicable state & local law

Bruce R. Hopkins, Legal Responsibilities of Nonprofit Boards.
Board Source

**TEN BASIC RESPONSIBILITIES OF NONPROFIT BOARDS**

1. **Determine mission and purposes, and advocate for them.**

   It is the board's responsibility to create and review a statement of mission and purpose that articulates the organization's goals, means, and primary constituents served.

2. **Select the chief executive.**

   Boards must reach consensus on the chief executive's responsibilities and undertake a careful search to find the most qualified individual for the position.

3. **Support and evaluate the chief executive.**

   The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization.

4. **Ensure effective planning.**

   Boards must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.

5. **Monitor, and strengthen programs and services.**

   The board's responsibility is to determine which programs are consistent with the organization's mission and monitor their effectiveness.

6. **Ensure adequate financial resources.**

   One of the board's foremost responsibilities is to secure adequate resources for the organization to fulfill its mission.

7. **Protect assets and provide proper financial oversight.**

   The board must assist in developing the annual budget and ensuring that proper financial controls are in place.

8. **Build a competent board.**

   All boards have a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate their own performance.

9. **Ensure legal and ethical integrity.**

   The board is ultimately responsible for adherence to legal standards and ethical norms.

10. **Enhance the organization's public standing.**

    The board should clearly articulate the organization's mission, accomplishments, and goals to the public and garner support from the community.
DESCRIPTION: STRATEGIC PLANNING COMMITTEE

RESPONSIBLE TO: Board of Directors

STAFF RESOURCE: Executive Director

DESCRIPTION:
- To plan and lead the board’s strategic planning process
- To ensure that the planning process results in a plan that meets the community’s needs and accomplishes the organization’s mission.
- To ensure that the organization has the resources needed to implement its plan
- To oversee the board’s implementation process so that strategic plan goals are met
- To ensure that there is an ongoing reporting and evaluation process for all planning initiatives
- To institutionalize planning so that it is an ongoing process

MAJOR RESPONSIBILITIES:
- Provide leadership for the Board’s strategic planning efforts and ensure the involvement of individual board members
- Champion and guide the strategic planning process
- Create a comprehensive planning calendar for completing the strategic plan
- Ensure substantive community input by coordinating the board’s SWOT (Strengths, Weaknesses, Opportunities and Threats) initiatives including the identification of stakeholder constituencies as well as the recruitment and training of board leadership for these SWOT groups
- Provide input into the trend/demographic research process to identify potential community needs in the future
- Provide input on objectives for the facilitation process & expected outcomes for retreats and training sessions
- Ensure that the Board approves the Strategic Plan and any subsequent revisions
- Work with the board to ensure that appropriate Board Committees/Work Groups are established to implement the strategic plan
- Follow-up with Board Committees/Work Groups to ensure that implementation plans are completed for each goal with specific assignments and deadlines
- Ensure that a consolidated implementation plan that includes all activities, assignments and deadlines is constructed
- Make sure that appropriate resources are allocated for plan implementation based on priorities
- Oversee a regularly scheduled reporting process on goal achievement to the Board
- Make sure that there is a review and evaluation of the strategic plan every 6 months
- Oversee the Board’s revision of its strategic plan based on evaluation results
- Make sure that the plan is updated at least annually
- Institutionalize the planning process so that is strategic, systematic and sustainable

LENGTH OF COMMITMENT:
- Committee members are asked to make a minimum one-year commitment to serve on this committee

TIME INVOLVEMENT:
- Attendance at meetings
- Approximately one hour per month – recruitment, training, follow-up with committees, etc.
- Attendance and active participation in all planning retreats and implementation activities
- Active participation in recruitment and committee activities

__________________________________________  ________________________
Signature  Date
## AAAPP 2022 STRATEGIC PLANNING CALENDAR

### January
- **Final “2018 Strategic Plan Results and Evaluation” document prepared by staff.**
  - Includes bulleted “IMPACT” summary of 2018 plan outcomes
- **Consultant reviews “Results/Evaluation & IMPACT” report**
- **Steering Committee Face-to-Face Agenda Conference – Charlie, Ann Marie & Nina**
- **Staff Input/SWOT Mtg:**
  - ED facilitates Staff consensus-building, Consultant provides input and materials
  - Celebrate/assess the 2018 plan accomplishments, identify 2018 plan elements for consideration during the 2022 planning process, do new SWOT for 2022.
- **Steering Committee Teams Meeting #1** (before February Board meeting)
  - Review 2018 Plan Results/Assessment – accomplishments & things to carry over to 2022
  - Discuss/Finalize planning process, timelines and desired outcomes

### February
- **Board Meeting – February 14th**
  - Consultant leads discussion re 2018 Plan Results Summary
  - Steering Committee Report on 2022 Plan process, timelines, etc.
- **External Environmental/Competitive Scan and Leadership SWOT**
  - Staff conducts/consolidates research re demographic trends/gaps in services/needs analysis (include Area Plan unmet needs, COSOA 2019 Pre-Covid data).
  - Consultant drafts Board/Volunteer Leadership Survey/SWOT (with input from ED)

### March
- **Steering Committee Teams Meeting #2**
  - Review needs/gap analysis
  - Decision on Board meeting for Retreat 1 to do SWOT and Identify issues to be addressed by plan
  - Review Board Mtg Retreat 1 materials & agenda

### April
- **Board Meeting – SWOT & ISSUE IDENTIFICATION**
  - Community needs & AAAPP mission/vision/values
  - Board’s responsibility for planning
  - Planning basics & process overview – critical issues approach
  - Review of 2018 plan accomplishments
  - Agency & environmental trends
  - Environmental opportunities & threats identified
  - Agency strengths and weaknesses discussed
  - Identification of key issues critical for mission/vision accomplishment
- **Steering Committee Teams Meeting**
  - Review of revised planning calendar
  - Review of environmental scan information that will affect planning
  - Review of board swot
  - Discussion of critical issues to be addressed by this plan
AAAPP Strategic Plan: September 2022 ~ September 2025

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>SCHEDULE</th>
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| o review/approval of one day retreat agenda in may  
| o identification of planning “champions”  
| o identification of any additional information needed  
| o set meeting schedule                                                                                                                                                                                                                                                      |          |

May

**One Day Planning Retreat Facilitation**  
5/14/22

- prioritize critical issues to be addressed by this plan  
- identify & articulate goals  
- develop the strategies needed to achieve those goals  
- use SWOT & environmental scan to reality-check goals & strategies  
- establish task force/work groups to champion implementation  
- develop an implementation planning process for each strategy  
- decide on the monitoring, reporting and revision process for this plan  
- identify next steps needed and decide on a plan of action

**Board Meeting – Strategic Plan Reports**  
6/13/22

- Workgroup members approved by Board  
- Champions do oral summary of Workgroup Goals & Strategies

**Steering Committee In-Person Meeting (after Board Mtg)**  
6/13/22

- review of draft plan goals & objectives  
- identification of any additional work that needs to be done  
- set up steering committee meeting schedule for ongoing monitoring  
- discussion re Committee Recommendations for approval at Boards August Mtg

**Board receives first draft of plans for each workgroup with Steering Committee suggestions for revisions and additions**  
6/14/22

**Board Champions & Committee Work Groups - meetings with Staff**  
*June to 1st wk. of July*

- set quantifiable timed goal  
- review to ensure each task is assigned  
- do final implementation planning  
- draft budget recommendations

June

**The final written plan is drafted**  
7/25/22

**Steering Committee Meeting**  
7/25/22

- review final draft of plan  
- identification of any additional implementation needs  
- prepare recommendation re plan approval for the august board meeting  
- set regular meeting schedule to monitor plan implementation progress

August

**Board Review/Adoption of Strategic Plan**  
8/15/22

- adoption of 2022 plan  
- approval of schedule/process for reporting, review and revision of the plan

ONGOING

**Client is Responsible for Implementation and Monitoring**
- regular Committee Work Groups meetings to ensure implementation  
- monitoring progress towards goal achievement  
- reporting on plan progress and revisions per plan schedule
**BOARD GOAL #1: ADDRESS UNMET NEEDS & AAAPP’S WAITLIST**
Create a proactive comprehensive community-wide plan to address the current and future needs of seniors, persons with disabilities and caregivers.

STRATEGY 1: Conduct a professional community wide needs assessment survey.
STRATEGY 2: AAAPP convenes and serves as lead agency to build a community wide Coalition to address priority needs; bringing people, agencies and businesses together to establish common goals and commit resources to improve outcomes for seniors/persons with disabilities.
STRATEGY 3: Increase the use of volunteers and interns to meet unmet needs.
STRATEGY 4: Reduce the number of persons on the waitlist.

**Accomplishments:**
- CASOA survey created and implemented.
- Report done and distributed.
- Partner meeting with 67 attendees held.
- CASOA partnership included Pinellas Community Foundation, Pinellas County, Pasco County, Cities of Dade City, New Port Richey, Clearwater and St Petersburg.
- CASOA survey helped to inform our 2019 and 2020 Area Plans.
- Increased number of interns in VOCA and Outreach programs.
- Waitlist reduced by 30% at end of 2020. Numbers are climbing again.

**BOARD GOAL #2: INCREASE FUNDING**
Ensure that AAAPP can meet growing community needs and achieve its purpose by obtaining increased, diversified, sustainable, unrestricted funding for priority goals.

STRATEGY 1: Increase funding from foundations.
STRATEGY 2: Increase funding from for-profit entities.
STRATEGY 3: Explore what it will take to establish AAAPP as a taxing authority.
STRATEGY 4: Improve planned gift solicitation efforts.
STRATEGY 5: Explore developing a plan to solicit philanthropic gifts from individuals.

**Accomplishments:**
- Before 2018, the agency received a total of $0 from foundations. Since 2018, the agency has received $540,000 from foundations. Pinellas Community Foundation, Florida Blue Foundation and Well Med Foundation grants.
- The agency received funding from 2 for profit entities in the amount of $50,000. Florida Blue and Ring/Amazon.
- The taxing authority issue was thoroughly explored and determined to not be the right time to pursue this opportunity.
- Strategies 4 and 5 have not been met.
BOARD GOAL #3: EXPAND AWARENESS & ADVOCACY EFFORTS
Increase awareness/understanding re aging issues to targeted populations who can either: 1. use services or 2. Enhance/expand the services available in our community.

STRATEGY 1: Create a standing Board Committee to oversee and implement awareness and advocacy initiatives.
STRATEGY 2: Develop simple standardized messages and training to ensure compelling and consistent messaging.
STRATEGY 3: Establish & nurture relationships with Legislators so that they understand needs, issues and support solutions.
STRATEGY 4: Identify target audiences that have access to our client population and select the appropriate distribution channels for each segment of our target population.

Accomplishments:
- The Advocacy Committee was created.
- One standardized message was created.
- Continuing to establish and nurture relationships with legislators. Presentations to delegation meetings, in person district and Tallahassee meetings. Regular email contact and invitation to AAAPP events and activities.
- Outreach Plan includes identification of target audiences and more outreach being conducted.

BOARD GOAL #4: EXPAND, DIVERSIFY AND STABILIZE COMMUNITY PARTNERSHIPS
Enhance/expand the resources available in our community to address the issues of seniors, persons with disabilities and caregivers.

STRATEGY 1: Explore expanding services to seniors through Medicaid Managed Care Long Term Care Program (SMMCLTC).
STRATEGY 2: Expand participation in Evidence Based Prevention Programs/Service Delivery Model to help increase community resources focused on solving problems that face the elderly and persons with disabilities.
STRATEGY 3: Identify/expand partnerships to include nontraditional partners that can help increase community resources focused on solving problems that face the elderly and persons with disabilities.
STRATEGY 4: Use the needs assessment (1.1 and 1.2) to identify and recruit additional partners.
STRATEGY 5: Increase partner and other community agencies’ capacity to deliver quality programs that accomplish AAAPP’s purpose.

Accomplishments:
- For profit entity created, Golden Year Needs, Inc. to explore Medicaid Managed Care. Have not entered into a contract yet.
- Working with F4A to create opportunities on a statewide level to work with Medicare and Medicaid health insurance plans.
- Created Savvy Caregiver program and now part of our IIIE and IIID programming to caregivers and eligible seniors
- Partnered with Ring/ Amazon, USF, Uniper for programming and outreach
- Partnered with Social Venture Partners Tampa Bay to create and distribute a survey of all funded partners to assess their needs.
- As part of our draft Investment Plan, we have included grants to increase capacity of our partner agencies.
**2018 – 2021 Strategic Plan Impact Statement for Programs provided by AAAPP & Partners**

**Issue:** Seniors need information about home and community-based services because they no longer can perform one or more activities of daily living.

**Impact:**
- 63,830 seniors received the information they needed to find services that would enable them to stay in their homes; reducing the risk of nursing home placement.
- 15,815 seniors were deemed eligible to be enrolled in AAAPP services and received services to help them stay in their homes and reduce the risk of nursing home placement. Of that number, 4,418 were eligible for free Medicaid Long Term Care services through the Medicaid program and not the AAAPP.

**Issue:** Some elderly veterans are not able to take care of themselves and don’t have the means to hire help to assist them with activities of daily living.

**Impact:** 295 veterans could remain in their homes because they were able to hire caregivers through the Veterans Direct Program.

**Issue:** Seniors are twice as likely to be a victim of crime.

**Impact:** 900 seniors were able to navigate the judicial process through the Victims of Crime program.

**Issue:** Caregivers are exhausted and need help to care for their loved ones.

**Impact:** 458 caregivers were able to take a break, go to a doctor appointment or take care of activities outside the home knowing that their loved one was receiving the care they needed through the National Caregiver Support Program.

**Issue:** Seniors have emergency needs that are not covered by our other AAAPP programs.

**Impact:** The Senior Community Health Program made it possible for
- 2647 seniors to receive incontinence supplies
- 77 seniors to get emergency assistance that included rental assistance, new or repaired water heaters and new or repair of ACs.

**Issue:** Seniors are eligible for Medicare when they turn 65 and need information about Medicare, Parts A, B, C and D.

**Impact:** 17,065 seniors were able to choose the best Medicare plan for them based on the info AAAPP provided in its SHINE program.

**Issue:** Seniors have limited access to healthy and affordable daily food.

**Impact:** 24,806 seniors did not go hungry because our meals program provided them with 1,444,359 nutritious meals

**Issue:** Seniors may no longer be able to drive, limiting their mobility

**Impact:** 6755 were able to go to doctor appointments, meal sites for lunch and attend other activities with the 119,096 bus rides provided through our transportation program.

**Issue:** Seniors with financial issues are not able to adequately address heating/cooling problems.

**Impact:** 2555 seniors averted heating/cooling emergencies because of the Emergency Home Energy Assistance for the Elderly Program.
AAAPP Strategic Plan: September 2022 ~ September 2025

Issue: Seniors with dementia do not have many socialization opportunities.
    Impact: 645 seniors were able to socialize on a regular basis by attending Adult Day Care services while their caregivers received respite as a result.

Issue: Seniors don’t where to get help when they have a legal issue.
    Impact: 2007 seniors resolved legal issues including landlord/tenant issues and grandchild custody issues.

Issue: Seniors are likely to fall as they grow older and are at risk of hospitalization.
    Impact: 2146 seniors learned how to reduce their risk of fallings by participating in classes funded by the AAAPP.

Issue: Seniors fall and can’t get up.
    Impact: 2149 had an extra level of protection by being able to click a button and call emergency services through our Emergency Alert Response Program.