California 2030

**Recommendations for a
Future-Ready California Aging Network**

January 2024

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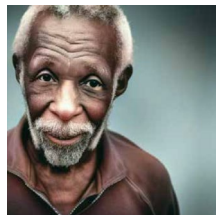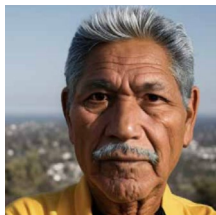
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Who is on the cover? On the cover are nine personas imagined by the CA 2030 Steering Committee, representing the diversity of older Californians. Images are AI-generated.

A Message from Susan DeMarois
Director of the California Department of Aging

December 2023

Dear Partners in the California Aging Network,

As the California Department of Aging (CDA) enters its 50th year as the State Unit on Aging, our decades-long journey with the California Aging Network takes on new significance. In this era of progress, we are responsible for shaping a future that reflects and responds to the evolving needs of our diverse communities. As a collective, we draw inspiration from the transformative work of California's Master Plan for Aging as a 10-year blueprint that calls on us to reimagine the California Aging Network for individuals, families, and communities statewide.

In collaboration with our CA 2030 Steering Committee members, CDA is positioning the Aging Network to meet the challenges and opportunities fast-approaching in 2030 – a year when a quarter of Californians will be 60 or older, reflecting an increasingly diverse population. Our CA 2030 research and discovery process solicited insights from 17,000 older adults and 253 stakeholders, envisioning Area Agencies on Aging (AAAs) as reliable community resources, trusted stewards of public funds, and local experts proficient in addressing community needs. We aim to seamlessly integrate AAAs within systems that enhance the health and well-being of Californians, forging strategic partnerships with local and state government agencies, aging and disability organizations, and health systems.

Over the past year, CA 2030 Steering Committee members have examined the role, purpose, and potential of the California Aging Network. These dedicated leaders in aging and disability are committed to constructing a person-centered, equity-focused, and performance-driven network in collaboration with CDA, the Newsom Administration, and the Legislature. This report, a culmination of our combined efforts, will provide actionable recommendations to drive future decisions. CDA will thoroughly review the report; evaluate the feasibility of various options; craft scenarios, proposals, and timelines; and develop work plans where possible.

We are proud of the collaborative process and the results the CA 2030 project produced. On behalf of the California Department of Aging, I extend heartfelt thanks to the representatives of the California Area Agencies on Aging, California Commission on Aging, California Foundation for Independent Living Centers, California State Association of Counties, and County Welfare Directors Association who contributed their expertise to the CA 2030 Steering Committee. We also express our deep gratitude to Collaborative Consulting for their exceptional project leadership.

With great anticipation and a shared commitment to building an inclusive California for all,

Susan DeMarois, Director
California Department of Aging

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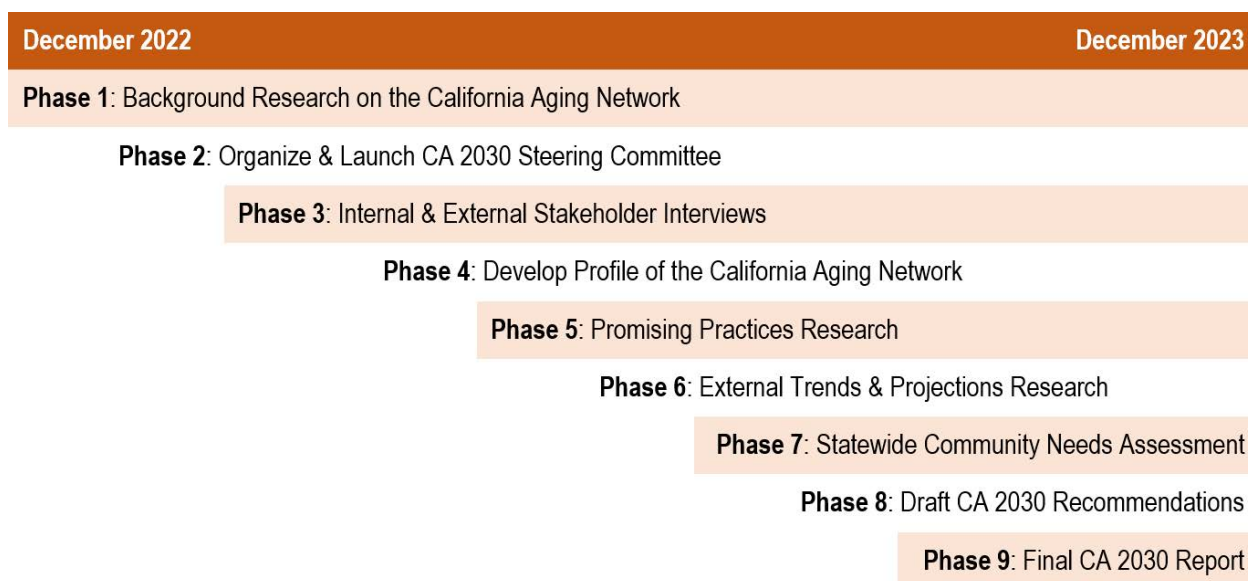
1. INTRODUCTION

Background & Purpose

California 2030 was launched in late 2022 to develop strategies and tactics to ready the California Aging Network for the future. In light of resources and attention devoted to aging and aging issues through the development of the state Master Plan for Aging, the COVID-19 pandemic, and the increasing number of Californians aged 60 years and older, the time had come to recognize the importance of a nearly 50-year old aging network and identify how it can evolve to meet the challenges of a future that looks very different than the past.

> **Defining the California Aging Network**
>
> For the CA 2030 project, the California Aging Network refers to the California Department of Aging (CDA) and the 33 Area Agencies on Aging (AAAs).

Methodology

The CA 2030 project was implemented over 12 months and consisted of nine phases of work:

December 2022	December 2023
Phase 1: Background Research on the California Aging Network	
Phase 2: Organize & Launch CA 2030 Steering Committee	
Phase 3: Internal & External Stakeholder Interviews	
Phase 4: Develop Profile of the California Aging Network	
Phase 5: Promising Practices Research	
Phase 6: External Trends & Projections Research	
Phase 7: Statewide Community Needs Assessment	
Phase 8: Draft CA 2030 Recommendations	
Phase 9: Final CA 2030 Report	

Qualitative and quantitative research was core to this project. It consisted of interviews with 253 stakeholders and subject matter experts from inside and outside the California Aging Network (Phase 3), an analysis of the activities of the California Aging Network (Phase 4), interviews with experts outside of California and research on promising practices in other states (Phase 5), research on external trends and projections that influence the California Aging Network (Phase 6), statewide administration of the Community Assessment Survey of Older Adults (CASOA) (Phase 7), and the development of actionable recommendations to achieve a future-ready California Aging Network (Phases 8 and 9).

Initial areas of focus were developed to guide the areas of inquiry for the project:

- **Geography**
- **Governance**
- **Programs & Services**
- **Key Performance Measures**
- **Funding**
- **Marketing, Branding & Communications**

As insights were identified through the research and engagement with the CA 2030 Steering Committee and CDA leadership, the areas of focus evolved into the following categories, structuring the recommendations for a future-ready California Aging Network (see part 4 on page 10):

- **Strategic Planning**
- **Communications**
- **Performance**

- **Funding**
- **Programs & Services**
- **Workforce**

- **Advocacy**
- **Data & Information Technology (IT)**
- **Planning and Service Areas (PSAs) & Designations**

2. FUTURE TRENDS & PROJECTIONS

Today is very different compared to 1978 when the map of AAA Planning and Service Areas (PSAs) was established. New generations of older adults, people with disabilities, and family (informal) caregivers carry different life experiences, economic and social needs, cultural preferences, and consumer expectations. Our daily lives have transformed with numerous new technologies; the gap between high- and low-income residents has widened; the effects of climate change are resulting in more natural disasters; the health sector has evolved; and public perceptions of aging and disability while improving, are still riddled with negative stereotypes.
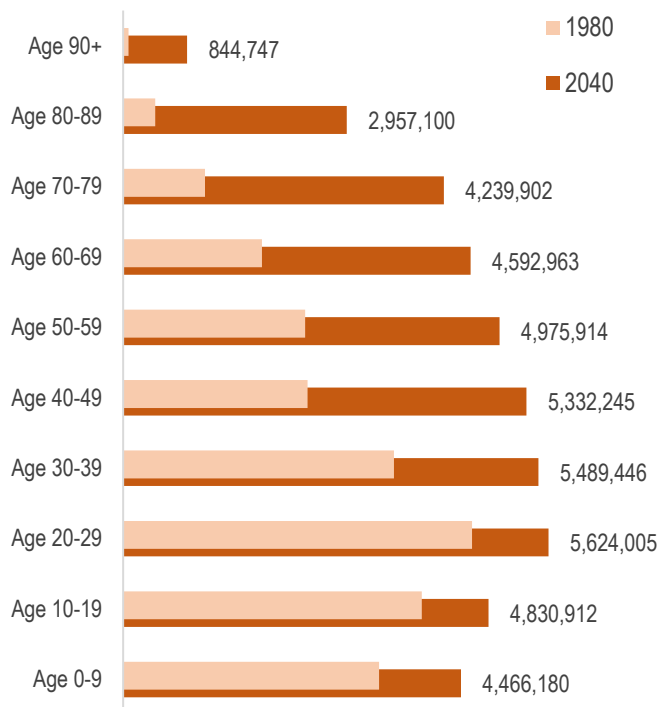
> **Defining Family (Informal) Caregivers**
>
> Any relative, kin, partner, friend, or neighbor who has a significant personal relationship with, and provides a broad range of assistance for, an older person or an adult with a chronic or disabling condition.

With the advancement of new technologies, growth of value-based and managed care services, widening economic and social disparities, and elevated consumer expectations for quality services, the California Aging Network must prepare for and situate itself within a more complex, integrated, and demanding environment.

Social Trends & Projections
While California's population growth has slowed in recent years, the older demographic is expanding and more Californians are living longer. Most – but not all counties – will experience population growth in the coming decades. Increases of non-White and mixed-race Californians means that service providers need to communicate in multiple languages. More Californians live alone and there is a shrinking birthrate, contributing to the short- and long-term challenges of paid and unpaid care provision for older adults and public funding for programs.

California 2040 Population Projections by Age

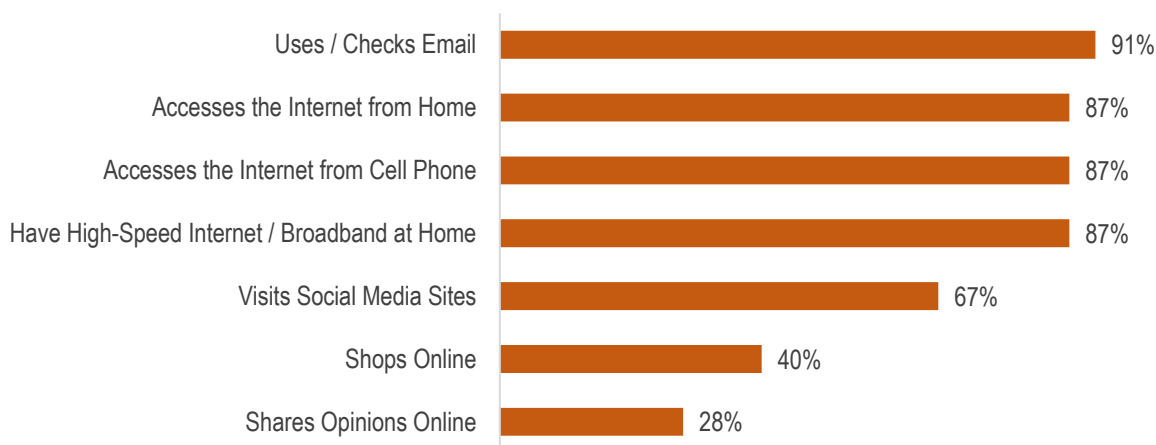| Age	1980	2040
Age 90+		844,747
Age 80-89		2,957,100
Age 70-79		4,239,902
Age 60-69		4,592,963
Age 50-59		4,975,914
Age 40-49		5,332,245
Age 30-39		5,489,446
Age 20-29		5,624,005
Age 10-19		4,830,912
Age 0-9		4,466,180

Source: CA Dept. of Finance (2023).

There are increasing food and nutrition challenges; and increases in chronic health conditions and physical, mental and cognitive impairments will also demand cost-effective solutions to help more people live stable lives in their homes and communities. These are only a few examples of how current and emerging social trends align with the core purpose and role of AAAs – to anticipate, understand, and help address aging-related challenges with local solutions.

Technological Trends & Projections
The use of email, internet, and personal devices among older Californians is steadily increasing. While only 10-15% of older Californians don't regularly use these technologies, this rate is much higher among those with the lowest incomes. The California Aging Network must provide the technological tools, platforms, and conveniences expected by most clients while closing the gaps with clients who do not have (but desire) them. The expansion of remote monitoring, sensors, and wearable devices presents new opportunities to promote independence and self-care. The expansion of automation and artificial intelligence could present opportunities for the California Aging Network to do more with the same or fewer resources. Advances in longevity biotechnology and life sciences could mean that even more older Californians will live longer in the decades to come.

Older Californians' Access to and Use of Technology

Category	Percentage
Uses / Checks Email	91%
Accesses the Internet from Home	87%
Accesses the Internet from Cell Phone	87%
Have High-Speed Internet / Broadband at Home	87%
Visits Social Media Sites	67%
Shops Online	40%
Shares Opinions Online	28%

Source: California Community Assessment Survey of Older Adults (2023). N=17,721 (12,939 respondents of a random probability sample survey and 4,782 respondents from an open participation survey). Responses were weighted to reflect the demographics of older Californians; characteristics used for weighting included age, gender, race, Hispanic origin, housing type, and status of renting or owning a home. Weights were calculated by Polco using an iterative, multiplicative raking model.
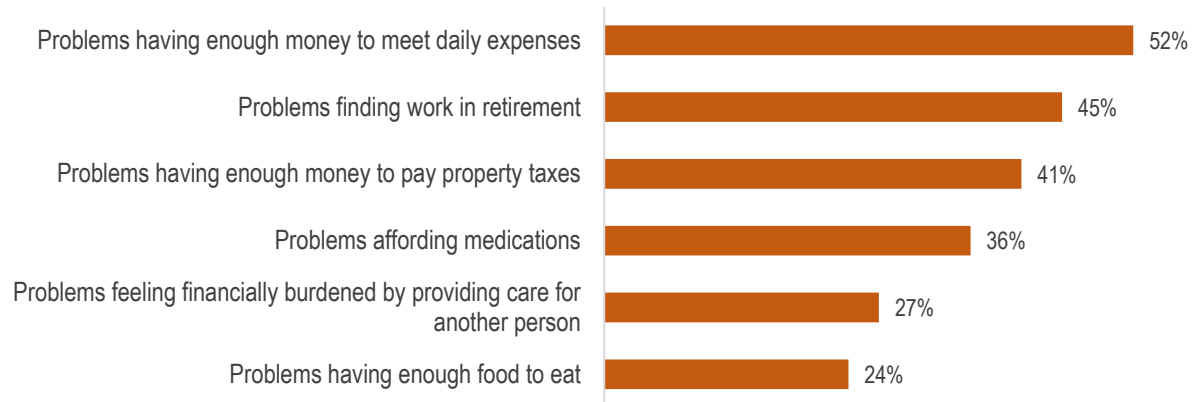
Economic Trends & Projections
Given past and future economic trends and projections, the California Aging Network faces considerable opportunities and challenges. While the Baby Boomer generation is hailed as the wealthiest generation in history, many struggle to afford basic needs to maintain their health and well-being. The income gap among Californians keeps widening, and younger (55–65-year-olds), lower-income, and non-White older Californians report the most challenges fulfilling basic needs. Older renters experience much more economic stress than older adult homeowners. More people work and retire later in

"We are going to have more people on public benefits, but we're also going to have a growing number and rate of older adults who are in the income gap: more people who don't qualify for benefits but who need help."

CA 2030 Stakeholder

life while persistent workforce shortages exist. Meanwhile, direct spending on the California Aging Network has not kept pace with general government spending.

Older Californians' Economic Challenges

Problems having enough money to meet daily expenses	52%
Problems finding work in retirement	45%
Problems having enough money to pay property taxes	41%
Problems affording medications	36%
Problems feeling financially burdened by providing care for another person	27%
Problems having enough food to eat	24%

Source: California Community Assessment Survey of Older Adults (2023). N=17,721 (12,939 respondents of a random probability sample survey and 4,782 respondents from an open participation survey). Responses were weighted to reflect the demographics of older Californians; characteristics used for weighting included age, gender, race, Hispanic origin, housing type, and status of renting or owning a home. Weights were calculated by Polco using an iterative, multiplicative raking model.

Environmental Trends & Projections

Climate change is manifesting in a rising heat index, diminishing air quality, and increasing extreme weather events, which are disrupting the lives and communities of Californians. There are more natural disasters, utility outages, and emergency declarations. Meanwhile, the limited supply of affordable and accessible housing is having a major effect on older adults' abilities to remain in their communities. The California Aging Network is becoming more involved in emergency planning and response, housing advocacy and assistance, and programs and services to promote social connection-areas expected to only grow in demand in the years to come.

"We've got huge challenges with global warming… and it's going to disproportionately affect vulnerable populations, including older folks and folks with disabilities."

CA 2030 Stakeholder

""We should be paying attention to the integration of healthcare and social services… that's going to happen regardless of what any of us do [and] that's where the funding is going to be."

CA 2030 Stakeholder

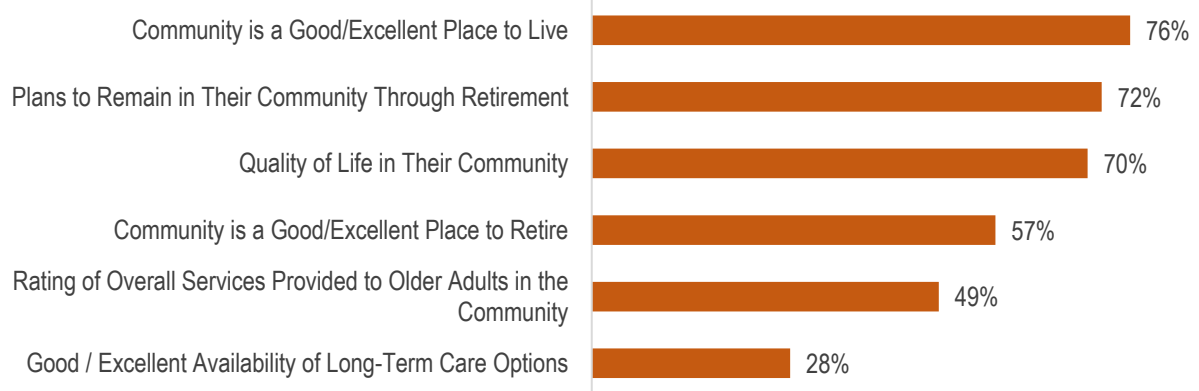### Political Trends & Projections

Increasing political polarization is dividing communities and hindering many bipartisan solutions at local, state, and national levels, while in some policy areas, such as immigration, there are growing bipartisan calls for drastic solutions. The increased integration of health and social services in healthcare policies and practices is creating opportunities for human services organizations to become formal participants in a broadening healthcare sector. The expansion of managed care in Medicaid and Medicare programs is placing more value on reducing avoidable healthcare costs and improving the quality of services, indicating principles that will influence expectations of and opportunities for the California Aging Network.

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Values Trends & Projections

There are growing efforts to shift attitudes towards aging and disabilities, and there is evidence that public sentiment and images of aging are changing for the better. Most older Californians desire to age in their homes and communities, and more than two-thirds see their communities as good or excellent places to live; Their ratings of their communities as good places to retire are not as high, however, due to lower quality and availability of services, amenities, and housing for older adults.

These trends and projections across all domains of life and society call attention to the past, present, and future roles, responsibilities, and expectations of the California Aging Network. Given this context, CA 2030 stakeholders have developed eight traits of a future-ready California Aging Network.

Older Californians' Perceptions of Their Communities

Community is a Good/Excellent Place to Live	76%
Plans to Remain in Their Community Through Retirement	72%
Quality of Life in Their Community	70%
Community is a Good/Excellent Place to Retire	57%
Rating of Overall Services Provided to Older Adults in the Community	49%
Good / Excellent Availability of Long-Term Care Options	28%

Source: California Community Assessment Survey of Older Adults (2023). N=17,721 (12,939 respondents of a random probability sample survey and 4,782 respondents from an open participation survey). Responses were weighted to reflect the demographics of older Californians; characteristics used for weighting included age, gender, race, Hispanic origin, housing type, and status of renting or owning a home. Weights were calculated by Polco using an iterative, multiplicative raking model.

3. TRAITS OF A FUTURE-READY CALIFORNIA AGING NETWORK

Below are the traits of an ideal future-ready California Aging Network. These traits were derived from conversations with 253 stakeholders, key informants, and subject matter experts who shared their perspectives. The traits were refined and endorsed by the CA 2030 Steering Committee.

A future-ready California Aging Network is:

Aging & Disability Forward
It understands, prevents, and combats negative stereotypes associated with aging and disability by promoting positive images and strengths of all people.

Inclusive & Equitable
It addresses ageism, ableism, racism, and implicit biases. Manages resources and programs to meet Californians' evolving needs, ensuring equitable distribution and reach across populations and rural and isolated geographies.

Well-Known & Accessible
It is visible, recognized, and accessible to all Californians.

Consistent
It provides a reliable standard of quality and core services across the state.

Locally Responsive
It adapts and develops services, practices, and programs to address community-specific needs and opportunities.

Strategic & Action-Oriented
It invests in and relies on leaders who anticipate and respond to internal and external opportunities and threats by leveraging the strengths of their stakeholders, communities, partners, and agencies.

Performance-Based & Outcomes-Driven
It demonstrates the value and impact of its programs and services by measuring and monitoring performance and demonstrating the social, health, and economic outcomes of its results and investments.

Integrated
It connects to public and private stakeholders spanning the continuum of human services, healthcare, behavioral health, and public health, serving as the trusted aging services resource, advocate, and ally.

4. RECOMMENDATIONS FOR A FUTURE-READY CALIFORNIA AGING NETWORK

The following recommendations are drawn from the nine phases of research of the CA 2030 project. The recommendations reflect perspectives from various California stakeholders and promising practices from other states. These are not commitments - they are actionable ways the California Aging Network can become prepared to meet higher demand in a complex future state. Decisions on adopting and implementing any of the recommendations will depend on the priorities and resources of the California Aging Network.

> **Defining the California Aging Network**
>
> For the CA 2030 project, the California Aging Network refers to the California Department of Aging (CDA) and the 33 Area Agencies on Aging (AAAs).

The recommendations are organized by themes, with an overarching 2030 goal statement introducing each theme and the related actions. Some recommendations may resemble efforts already in development, while others are entirely new. Each recommendation identifies who within the California Aging Network (CDA and/or the AAAs) could lead and/or support activities within that recommendation and which trait the recommendation most aligns with. In many cases, the recommendations below will involve stakeholders that are peripheral to CDA and the AAAs, including key local, state, and federal organizations.

1. Strategic Planning

A fundamental role of AAAs and state units on aging is to develop strategic plans of how they will steer resources to meet the evolving needs of communities. Much of this planning involves research and community engagement to gauge current and future needs. The California Aging Network's current research and planning practices are inconsistent in how needs are assessed and how community engagement takes place.

> "*You have a network where some partners lack the capacity to be anything other than what they are now. I think money, structure, guidance, and training are needed.*"
>
> CA 2030 Stakeholder

2030 Goal Statement: *The California Aging Network is on the front line of a historic demographic shift, well-prepared to address older Californians' current and emerging needs.*

RECOMMENDATIONS	WHO	TRAITS
1.1. STATEWIDE CONSUMER NEEDS ASSESSMENT Conduct a statewide assessment of older adults every four years to inform the state plan on aging and local area plans.	CDA AAAs	Inclusive & Equitable
1.2. AGING SERVICES STAKEHOLDERS Involve local aging and disability services and advocacy organizations, including local government agencies, in area plans and planning processes.	CDA AAAs	Integrated
1.3. CALIFORNIA AGING NETWORK NEEDS ASSESSMENT Periodically assess AAAs and community partners to better understand, account for, and address perceived strengths, weaknesses, opportunities, and threats.	CDA AAAs	Strategic & Action-Oriented
1.4. EQUITY FRAMEWORK Develop an equity framework with definitions, tools, guides, and processes for the California Aging Network that can be applied to future state and area planning processes and decision-making.	CDA AAAs	Inclusive & Equitable
1.5. ENGAGEMENT WITH MARGINALIZED COMMUNITIES Engage with individuals, liaisons, and organizations representing marginalized and minority communities, LGBTQ+, and rural populations as part of the area planning process to better understand needs and deliver services.	CDA AAAs	Inclusive & Equitable
1.6. EMERGENCY RESPONSE PLANNING Ensure that public emergency response planning and training activities included in AAA area plans align with local Offices of Emergency Services (OES) plans and local access and functional needs liaisons.	CDA AAAs	Consistent

2. Funding

The California Aging Network relies heavily on federal Older Americans Act (OAA) funds and, to a lesser extent, on state Older Californians Act (OCA) general funds. Outside of emergency financing during the COVID-19 pandemic, these funding streams have remained relatively flat over the last 30 years. Meanwhile, local, state, and federal budgets have increased exponentially during that time. While the California Aging Network must advocate for "right-sizing" its state and federal funding, it cannot rely on major long-term increases in funding to adequately anticipate and meet the demand for services.

2030 Goal Statement: *The California Aging Network leverages sustainable funding from traditional and nontraditional sources to meet increasing demand and complexities.*

RECOMMENDATIONS	WHO	TRAITS
2.1. BASE FUNDING Update base funding policies and practices to assist AAAs in meeting basic administrative and programmatic requirements and expectations.	**CDA**	**Inclusive & Equitable**
2.2. INTRASTATE FUNDING FORMULA (IFF) Review and update IFF categories and weights to account for income, cost of living, race, age, geographic, and functional needs-based disparities.	**CDA**	**Locally Responsive**
2.3. EQUITABLE SPENDING PER COUNTY Ensure that spending on services in each county is equal to or greater than the county specific IFF amount allocated.	**CDA AAAs**	**Inclusive & Equitable**
2.4. HEALTHCARE CONTRACTING Develop earned revenue partnerships with healthcare organizations, including Medi-Cal managed care plans, Medicare Advantage plans, hospitals, and health systems.	**AAAs**	**Integrated**
2.5. PRIVATE PAY SERVICES Establish and clarify requirements for and expand the provision of private pay services.	**CDA AAAs**	**Strategic & Action-Oriented**
2.6. NEW SOURCES OF PUBLIC FUNDING Pursue grants and other types of funding from other state and federal/national entities (e.g., housing, behavioral health, transportation, workforce, Medicaid Administrative Claiming, Administration for Community Living, etc.).	**CDA AAAs**	**Integrated**
2.7. FUNDRAISING AND DEVELOPMENT Improve AAA revenue generation efforts from program income, donations, grants, and sponsorships.	**AAAs**	**Strategic & Action-Oriented**

3. Services

There are many requests from stakeholders for the California Aging Network to deliver a common core set of services across the state, starting with local resource navigation and access to services. There is a need for all AAAs to position themselves as local aging resource navigators and service coordinators, connecting older Californians, people with disabilities, and family (informal) caregivers to available services. Service areas such as housing navigation, financial planning, and services that promote healthy aging are priority areas for the California Aging Network to enhance in the years to come.

2030 Goal Statement: *The California Aging Network's services are easy to access and meet the evolving needs of Californians.*

RECOMMENDATIONS	WHO	TRAITS
3.1. FORMALIZE THE AGING & DISABILITY RESOURCE CONNECTION Ensure enhanced information, referral, and options counseling services are consistent, marketed, and available in every county and in partnership with Independent Living Centers (ILCs) and the Department of Rehabilitation (DOR).	CDA AAAs	Consistent
3.2. HOUSING INFORMATION AND REFERRALS Coordinate with local housing, homeless prevention, homeless services, and long-term care systems through networking, advocacy, and referral arrangements.	AAAs	Integrated
3.3. FINANCIAL PLANNING AND SECURITY Expand services and programs that help older adults and their caregivers plan, manage, and improve personal finances and financial standing and prevent financial exploitation, including help navigating health insurance coverage options.	CDA AAAs	Inclusive & Equitable
3.4. HEALTHY AGING SUITE OF SERVICES Organize the California Aging Network's disease prevention and behavioral and physical health promotion programs into a Healthy Aging suite of core services.	CDA	Well-Known & Accessible
3.5. EXPAND CAREGIVING SERVICES AND ENGAGEMENT Expand the scope and reach of culturally competent programs and services for in- person and remote caregivers.	CDA AAAs	Strategic & Action-Oriented
3.6. EXPANSION OF REGIONAL AND STATEWIDE VENDORS Identify opportunities for AAAs to choose from common vendors across Planning and Service Areas (PSAs) to contract with to reduce costs, expand scale, and increase consumer choice for certain types of services.	AAAs	Performance-Based & Outcomes-Driven
3.7. RESPONSIVE TRANSPORTATION SERVICES Improve access to and availability of transportation options through partnerships, volunteer-based programs, and other opportunities.	CDA AAAs	Inclusive & Equitable

4. Communications

A major challenge of the California Aging Network has been generating public awareness of its resources and services. The network must balance promoting public awareness with targeting services to people with the greatest economic and social needs. AAAs are known as "the best-kept secret" among stakeholders familiar with them. A future-ready California Aging Network will be advanced in its communications and targeting, bringing services to those with the greatest need and identifying people at risk of falling into that category.

> "I've heard the same feedback repeatedly: what is the AAA?"
>
> CA 2030 Stakeholder

2030 Goal Statement: *Californians are increasingly aware of public and private aging resources.*

RECOMMENDATIONS	WHO	TRAITS
4.1. COMMON BRANDING AND MARKETING Establish common naming, branding, and marketing standards of AAAs and AAA programs.	CDA AAAs	Consistent
4.2. COMMUNICATIONS CAPACITY BUILDING Provide resources and technical assistance to AAAs to adopt common branding, communications, and outreach tools, strategies, and tactics.	CDA AAAs	Strategic & Action-Oriented
4.3. LOCAL CUSTOMIZATION OF COMMUNICATIONS Allow for local customization within common statewide branding and communications.	CDA AAAs	Locally Responsive
4.4. RESPONSIVE AND ACCESSIBLE COMMUNICATIONS Develop culturally responsive, linguistically competent, and functionally accessible communications statewide.	CDA AAAs	Inclusive & Equitable
4.5. STATEWIDE PROMOTION OF RESOURCES Brand and promote a statewide online resource directory, web portal and contact center.	CDA AAAs	Consistent
4.6. EMERGENCY COMMUNICATIONS Expand content and coordinated reach of emergency planning and response information for older adults and caregivers through state and local offices of emergency services.	CDA AAAs	Strategic & Action-Oriented
4.7. AWARENESS CAMPAIGNS Develop culturally competent local, regional, and statewide California Aging Network awareness campaigns targeted to community organizations, healthcare entities, civic organizations, and the public.	CDA AAAs	Well-Known & Accessible
4.8. REFRAMING AGING AND DISABILITIES Adopt and share best practices in confronting ageism and ableism through reframing strategies within and beyond the California Aging Network.	CDA AAAs	Aging & Disability Forward

5. Planning and Service Areas (PSAs) & Designations

The map of AAAs was drawn in 1978. AAAs have been designated at different organizations, including county government, nonprofits, and multi-county joint powers authorities. Service areas range from single counties county to as many as eight. Much has changed since 1978, including a dramatic rise in the population and demographic diversity, the development of new local, state, and federal health and human services policies and programs, and growth in county government budgets and health and human services activities. Given these changes, it is prudent to re-evaluate if the current PSA map and AAA designations are optimal for a future-ready California Aging Network.

"The network has evolved, but it has never been designed."

CA 2030 Stakeholder

2030 Goal Statement: *Older adults, people with disabilities, and family (informal) caregivers in greatest economic and social need have access to a AAA and AAA services.*

RECOMMENDATIONS	WHO	TRAITS
5.1. PSA BOUNDARIES Determine future PSA boundary criteria, such as population and demographic trends, equity considerations, incidence of need for services, and resources within each county.	**CDA AAAs**	**Inclusive & Equitable**
5.2. AAA DESIGNATIONS Ensure future AAA designation processes are inclusive and transparent and based on population trends, incidence of need for services, and resources within each county.	**CDA AAAs**	**Inclusive & Equitable**
5.3. DESIGNATION STANDARDS Update the performance standards used to evaluate existing and/or future AAA designation.	**CDA**	**Performance-Based & Outcomes-Driven**
5.4. NEW REQUIREMENTS REFLECTED IN DESIGNATION APPLICATIONS Ensure new contractual requirements for operating a AAA are reflected in new designation application materials so applicants are aware of expectations as early as possible.	**CDA**	**Performance-Based & Outcomes-Driven**
5.5. DESIGNATION SUPPORT Provide strategic support and technical assistance to AAAs that may no longer possess AAA designation and those that may obtain new designation.	**CDA AAAs**	**Strategic & Action-Oriented**

6. Performance

Performance standards for health and human services systems have advanced, demanding greater attention on value, outcomes, and return on investments from the public, policymakers, and funders. The California Aging Network's performance measures are outdated and emphasize outputs instead of outcomes. This limits its ability to communicate to the public, policymakers, and funders the efficacy of its activities. The California Aging Network needs to improve its performance measurement and management.

"We need to ask ourselves: how can we work smarter?"

CA 2030 Stakeholder

2030 Goal Statement: *The California Aging Network is high performing across administrative and programmatic activities.*

RECOMMENDATIONS	WHO	TRAITS
6.1. PERFORMANCE EVALUATION Create a system for designing, planning, and managing the evaluation of the administrative and programmatic performance of the California Aging Network.	CDA AAAs	**Performance-Based & Outcomes-Driven**
6.2. STATEWIDE PERFORMANCE STANDARDS Establish statewide administrative and programmatic performance standards, including consumer outcomes.	CDA AAAs	**Consistent**
6.3. TARGETING PERFORMANCE Measure how well the California Aging Network targets services to priority target subpopulations identified in the State Plan and local Area Plans.	CDA AAAs	**Inclusive & Equitable**
6.4. PERFORMANCE EXPECTATIONS Incorporate performance expectations and incentives in AAA and vendor contracts.	CDA AAAs	**Performance-Based & Outcomes-Driven**
6.5. CORRECTIVE ACTION PLANS AND ASSISTANCE Refine and update corrective action plans and procedures based on updated performance standards, with increased technical assistance for underperforming AAAs and AAA partners.	CDA AAAs	**Strategic & Action-Oriented**
6.6. PERFORMANCE REPORTING Publish annual performance and activity reports about the California Aging Network.	CDA AAAs	**Performance-Based & Outcomes-Driven**
6.7. POLICY AND PROCEDURE EFFICIENCIES Compile and manage California Aging Network policies and procedures in a Policy & Procedure Manual informed by an Aging Policy Advisory Committee (APAC) of CDA and AAA stakeholders.	CDA AAAs	**Performance-Based & Outcomes-Driven**

COLLABORATIVE CONSULTING
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7. Data & Information Technology

The California Aging Network is behind other public systems in its use of efficient, interoperable, and user- friendly data and information technology (IT) systems. While the California Aging Network strives to help Californians navigate aging resources, the technological tools needed to achieve this are lacking and fragmented across the state. Most older Californians are tech-savvy, a trend that will only increase. Their expectations for online navigation, access, and communications will also continue to increase. The importance of data and IT in customer service and delivery of services demands that the California Aging Network factor data and IT into its strategies.

"Data is fragmented because all the services aren't connected. By the time a new system comes out, it is already old."
CA 2030 Stakeholder

2030 Goal Statement: *Data and IT systems, tools, processes, and governance help drive administrative efficiencies and enhance service reach and delivery.*

RECOMMENDATIONS	WHO	TRAITS
7.1. DIGITAL INCLUSION Make programs and services that help older Californians and caregivers access and learn new technologies a permanent activity of the California Aging Network.	**CDA AAAs**	**Inclusive & Equitable**
7.2. VIRTUAL PROGRAMS Expand the regulatory allowability and public availability of virtual and on-demand services statewide to close provider gaps and meet increasing need.	**CDA AAAs**	**Well-Known & Accessible**
7.3. SELF-SERVICE TOOLS Develop a consumer web portal for the public to navigate, screen for, select, self-refer, and access California Aging Network services on demand 24 hours per day, seven days a week.	**CDA AAAs**	**Well-Known & Accessible**
7.4. DATA MANAGEMENT SYSTEM Develop an enterprise data management system that helps collect consistent data and integrates grants management and funding administration with reporting on services and consumers served.	**CDA AAAs**	**Performance-Based & Outcomes-Driven**
7.5. INTEROPERABILITY Make data management systems interoperable with other healthcare and human services data management and information systems.	**CDA AAAs**	**Integrated**
7.6. DATA AND IT STRATEGIC PLANNING Include internal and consumer-facing data and IT improvement efforts in state and local strategic plans.	**CDA AAAs**	**Strategic & Action-Oriented**

8. Workforce

AAAs need to have adequate staffing levels, roles, and competencies to plan for community needs, manage operations, deliver and contract for services, and sustain their organization. While many AAAs have adequate staffing capacities, others are limited due to insufficient staffing levels. Developing staff competencies and capabilities will also help AAAs advance their work in the future through shared skill-building efforts involving person-centered care, cultural responsiveness, reframing aging and disability, performance improvement, grants and contract management, and business acumen to improve financial standing.

2030 Goal Statement: *The workforce of the California Aging Network provides high-quality, culturally, and linguistically responsive services.*

RECOMMENDATIONS	WHO	TRAITS
8.1. MINIMUM STAFFING ROLES Establish necessary staffing roles to operate a AAA (examples of essential positions may include AAA Director, Accountant & Grants Specialist, Community Resource Specialist, Planner, & Outreach Specialist).	**CDA**	**Consistent**
8.2. STAFF REPRESENTATION Measure the degree to which the California Aging Network workforce is geographically and demographically representative of the local communities being served by AAAs.	**CDA AAAs**	**Performance-Based & Outcomes-Driven**
8.3. UNIVERSAL DEVELOPMENT OFFICER Establish a shared AAA development officer to assist AAAs in writing and managing grants to build resources and capacities.	**AAAs**	**Strategic & Action-Oriented**
8.4. NETWORK ORIENTATION GUIDE Develop a California Aging Network orientation guide for employees and volunteers containing a history of the network, resources, expectations, and requirements.	**CDA AAAs**	**Consistent**
8.5. LEADERSHIP ONBOARDING AND TRAINING Develop an onboarding and training program for AAA directors and managers.	**CDA AAAs**	**Consistent**
8.6. PEER MENTORING AND SUPPORT Facilitate peer mentoring, coaching, and support programs for AAA staff specific to staff roles and functions.	**CDA AAAs**	**Strategic & Action-Oriented**
8.7. STAFF EDUCATION & TRAINING Offer education and trainings to California Aging Network staff to improve work quality, well-being, and career pathways (e.g., policies and procedures, cultural competence, person-centered care, disability responsiveness, reframing aging, business acumen, etc.).	**CDA AAAs**	**Aging & Disability Forward**

9. Advocacy

Advocacy is a cornerstone of the California Aging Network's activities and a critical component to realizing a future-ready network. Through amplifying the lived experiences of older adults, people with disabilities, and family (informal) caregivers to policymakers and the public, drawing on public and private resources to fill gaps and address inequities, and ensuring that communities have access to an adequate level of resources and services, the network can advance its advocacy efforts. The network can generate and sustain long-term local- and state-level investments in aging programs and initiatives with newly developed assets and infrastructures.

2030 Goal Statement: *The California Aging Network leverages its expertise and reputation to draw ongoing attention to the needs of future Californians and investments in a future-ready California Aging Network.*

RECOMMENDATIONS	WHO	TRAITS
9.1. MASTER PLAN FOR AGING Make California's Master Plan for Aging a permanent vehicle for continuous system changes and improvements.	CDA AAAs	Strategic & Action-Oriented
9.2. PUBLIC AWARENESS Use qualitative and quantitative insights gained from local and state planning processes to generate public and political awareness of the current and future needs of older Californians.	CDA AAAs	Aging & Disability Forward
9.3. COMMUNITY ORGANIZING Organize consumers, advocacy groups, and service providers around shared aging- and disability-related issues and solutions at the local, state, and federal levels.	AAAs	Integrated
9.4. FUNDING ADVOCACY Advocate to local, state, and federal decision-makers to align AAA funding with historical and projected population growth trends and increasing demand for home and community-based long-term services and supports.	CDA AAAs	Performance-Based & Outcomes-Driven
9.5. BASIC NEEDS ADVOCACY Join or support advocacy and public engagement efforts underway to close critical infrastructure gaps across the state, including affordable and accessible food, housing, transportation, and utilities (e.g., water, electricity, high-speed internet, etc.).	AAAs	Inclusive & Equitable
9.6. TRIPLE A COUNCIL OF CALIFORNIA (TACC) Ensure all AAAs and counties served are represented on and actively participating in the Triple A Council of California (TACC).	AAAs	Locally Responsive

5. CONCLUSION

A future-ready California Aging Network is a system that is aware of the demographic changes underway and is savvy in its understanding of the trends and changes across social, technological, environmental, economic, and political trends - locally, statewide, and nationally. It builds novel programmatic and business solutions, advancing its capabilities and advocating for inclusion, investment, outcomes, and growth.

To embrace the eight traits of a future-ready California Aging Network, CDA, AAAs, and stakeholders must recognize the need - and seize the opportunities - to evolve. The Master Plan for Aging and the lessons learned from the pandemic offer a once-in-a-generation opportunity for the California Aging Network to envision, plan, and implement changes to prepare for a future that will undoubtedly be more complex and challenging. To meet these challenges, the California Aging Network will need to think, plan, and operate in ways that are more user-friendly, performance-based, entrepreneurial, and systems-integrated. Millions of Californians are counting on it.

"We need to make our policies and regulations work for our vision."
CA 2030 Stakeholder

"We can't expect to keep doing the same things and expect different results by 2030."

CA 2030 Stakeholder

APPENDIX A: LIST OF AREA AGENCIES ON AGING

PSA#	AAA NAME	STRUCTURE	COUNTIES COVERED BY AAA
1	Area 1 Agency on Aging	Nonprofit	Del Norte, Humboldt
2	PSA 2 AAA	Nonprofit JPA	Lassen, Modoc, Shasta, Siskiyou, Trinity
3	Passages	Nonprofit	Butte, Colusa, Glenn, Plumas, Tehama
4	Area 4 Agency on Aging	Nonprofit JPA	Nevada, Placer, Sacramento, Sierra, Sutter, Yolo, Yuba
5	Marin Aging & Adult Services	County Gov't	Marin
6	SF Dept. of Aging & Adult Services	County Gov't	San Francisco
7	Aging & Adult Services Contra Costa County	County Gov't	Contra Costa
8	San Mateo AAA	County Gov't	San Mateo
9	Alameda Adult & Aging Services	County Gov't	Alameda
10	Sourcewise	Nonprofit	Santa Clara
11	Dept. of Aging & Community Services	County Gov't	San Joaquin
12	Area 12 Agency on Aging	Nonprofit JPA	Alpine, Amador, Calaveras, Mariposa, Tuolumne
13	Seniors Council of Santa Cruz & San Benito	Nonprofit	San Benito, Santa Cruz
14	Fresno-Madera AAA	Nonprofit JPA	Fresno, Madera
15	Kings/Tulare AAA	Gov't JPA	Kings, Tulare
16	Eastern Sierra AAA	Gov't JPA	Inyo, Mono
17	Central Coast Commission for Sr. Citizens	Nonprofit	Santa Barbara, San Luis Obispo
18	Ventura County AAA	County Gov't	Ventura
19	LA County Aging & Disabilities Dept.	County Gov't	Los Angeles
20	San Bernardino	County Gov't	Dept. of Aging & Adult Services
21	Riverside Office on Aging	County Gov't	Riverside
22	Orange Office on Aging	County Gov't	Orange
23	Dept. of Aging & Independence	County Gov't	San Diego
24	Imperial County AAA	County Gov't	Imperial
25	City of LA Dept. of Aging	City Gov't	Los Angeles
26	AAA of Lake & Mendocino	Gov't JPA	Lake, Mendocino
27	Sonoma County AAA	County Gov't	Sonoma
28	Napa/Solano AAA	Gov't JPA	Napa, Solano
29	El Dorado AAA	County Gov't	El Dorado
30	Stanislaus Dept. of Aging & Veterans Services	County Gov't	Stanislaus
31	Merced County AAA	County Gov't	Merced
32	AAA Division, Monterey Dept. of Social Services	County Gov't	Monterey
33	Kern Aging & Adult Services	County Gov't	Kern

A nonprofit joint powers authority / agency **(Nonprofit JPA)** is a stand-alone organization formed by multiple governmental entities for a specific purpose or project. A government joint powers agreement **(Gov't JPA)** is an arrangement between government entities for a specific purpose of project that is run by a government entity (this includes similar agreements such as a joint exercise of powers between counties).

APPENDIX B: CA 2030 RESOURCES

Below are the supporting research and resources produced for CA 2030. These documents can be found at the California 2030 page on the Department of Aging's website: https://aging.ca.gov/

External Stakeholder Interview Summary (June 2023)

Virtual interviews were conducted to gather ideas and perspectives from over 100 external stakeholders, including partners of the California Aging Network, aging experts, advocacy groups, state agencies, and more. Discussions with stakeholders focused on trends, challenges, and opportunities; visioning what a future-ready California Aging Network would look like and how to achieve this vision; and sharing lessons and resources to inform and validate recommendations.

AAA Stakeholder Interview Summary (July 2023)

Virtual and in-person interviews were conducted with leaders and staff from California's 33 Area Agencies on Aging (AAAs). The purpose of the interviews was to gather perspectives, experiences, and ideas from agency leaders and staff about the past, present, and future of the California Aging Network. This summary of the AAA interviews informed recommendations for how the California Aging Network can evolve to serve future older Californians, people with disabilities, and family (informal) caregivers.

Promising Practices (September 2023)

This report presented ideas for a future-ready California Aging Network by showcasing promising practices in designing, planning, and implementing programs and systems from outside California. Promising practices were defined as policies, standards, models, and/or activities designed, planned, and/or implemented to solve a system's external and/or internal challenges.

California Aging Network Profile (September 2023)

This profile provided CA 2030 stakeholders with insights about the current state of the California Aging Network across six areas of focus. The profile is a resource for CA 2030 decision-makers to define ideal traits, explore potential scenarios, and make recommendations for a future-ready California Aging Network. Data presented in the report is sourced from multiple locations, including a self-reported survey completed by each AAA.

Trends and Projections (October 2023)

A STEEPV (Social, Technological, Economic, Environmental, Political, Values) trends framework was used to organize some the most significant societal trends that will impact the future of aging and the California Aging Network. By considering these factors, stakeholders can better understand and anticipate the opportunities and challenges that lie ahead for the California Aging Network, and compare these trends against the traits, recommendations, and personas of the CA 2030 project.

Community Assessment Survey of Older Adults (CASOA) (November 2023)

The Community Assessment Survey for Older Adults (CASOA) is a standard assessment designed by experts and backed by solid statistical validity to gather insights into the lived experiences and perspectives of older adult residents in an unbiased way. Over 17,000 Californians responded to the CASOA survey, which delves into six essential dimensions that contribute to resident well-being and satisfaction: Community Design, Employment and Finances, Equity and Inclusivity, Health and Wellness, Information and Assistance, and Productive Activities. CASOA was used to reinforce the CA 2030 recommendations and can be used by AAAs and CDA to inform planning efforts. CASOA was not the sole data source informing the CA 2030 recommendations.