

Goals Document - WRAAA Strategic Area Plan 2027-2030
Year 1

Priority Area (Please choose from drop down)	Safe and accessible housing				
Goal #1	Increase awareness of available and affordable housing options in our five-county region.				
Rationale (Describe how your goal is linked to your needs assessment findings and how it addresses reaching services and supports to those with greatest social and economic need).	Our Community Needs Assessment indicated 72.19% of respondents Disagree or Strongly Disagree that there are adequate affordable housing options for older adults and adults with disabilities in our community. WRAAA will create a Five-County Affordable Housing Guide in both digital and bound form and distribute during interactions with individuals contacting the ADRC for assistance, WRAAA and ADRN Community Outreach events, ADRN Networking events, agency presentations requested through the speakers bureau, all of which supports not only those in greatest need but also those who serve those most in need.				
Objectives	Projected Start and End Dates	Type of Activity/Funding Source(s)	Staff Position(s) Assigned to Action Steps	Strategies	Measures
Distribute 1000 Affordable Housing Guides in year one.	1/1/2027-12/31/2030	Self-funded through selling of advertisement space throughout the guide.	ADRC Quality Coordinator to compile and confirm information annually via outreach and research. WRAAA Marketing unit to coordinate layout and printing. ADRC and Community Outreach and Advocacy will share/distribute.	Discuss and distribute information beyond individual inquiries in the ADRC call center via outreach, networking, presentations, social media campaigns and in-person assessments. Link digital copies to WRAAA website.	Distribute 1000 bound copies and 500 downloaded electronic versions. Increase number by 500 each year. Annually redistribute needs assessment to remeasure awareness
What challenges or barriers might prevent your AAA from achieving this goal? How will your agency proactively mitigate these challenges to stay on track?	Potential for inadequate funding of the guide. Marketing unit to actively and regularly seek and sell advertisement to senior housing provider and assisted living providers. Alternative funding streams could include WRAAA Foundation or Independent Living Fund. Outdated information--addressed with regular updates to digital version and annual updates/reprints for bound version.				
Expected outcome(s) of this goal:	Increase community awareness of adequate housing options by 10% year over year.				

Goals Document - WRAAA Strategic Area Plan 2027-2030
Year 1

Priority Area (Please choose from drop down)	Reliable transportation				
Goal #2	Increase community awareness and individual connectedness to transportation resources				
Rationale (Describe how your goal is linked to your needs assessment findings and how it addresses reaching services and supports to those with greatest social and economic need).	44.32% of respondents to the Community Needs Assessment disagreed or strongly disagreed that there are adequate transportation options available in the community to assist older adults and adults with disabilities to physician appointments or getting where they need to go. The third most common reason for calls to the WRAAA ADRC's Resource Center is for transportation. All of which support the rationale for creating and distributing a Five-County Transportation Guide.				
Objectives	Projected Start and End Dates	Type of Activity/Funding Source(s)	Staff Position(s) Assigned to Action Steps	Strategies	Measures
Distribute 1000 Five County Transportation guides in year one.	1/1/27-12/31/30	Self-fund through advertisement sales to current transportation providers and/or those organizations who support older adults and adults with disabilities.	ADRC Quality Coordinator to compile and confirm information through research and outreach. WRAAA Marketing unit to coordinate layout and printing. ADRC and Community Outreach and Advocacy will share/distribute.	Discuss and distribute information beyond individual inquiries in the ADRC call center via outreach, networking, presentations, social media campaigns and in-person assessments. Link digital copies to WRAAA website.	Distribute 1000 bound copies and 500 downloaded electronic versions. Increase distribution by 500 annually. Annually redistribute needs assessment to remeasure awareness
What challenges or barriers might prevent your AAA from achieving this goal? How will your agency proactively mitigate these challenges to stay on track?	Potential for inadequate funding of the guide. Marketing unit to actively and regularly seek and sell advertisement to senior housing provider and assisted living providers. Alternative funding streams could include WRAAA Foundation, the Independent Living Fund or through sponsorships. Potential for outdated information to be addressed with regular updates to digital version and annual updates/reprints to bound version.				
Expected outcome(s) of this goal:	Increase community awareness by 10% year over year.				

Goals Document - WRAAA Strategic Area Plan 2027-2030
Year 1

Priority Area (Please choose from drop down)	Community supports and services				
Goal #3	Expand regional social engagement initiatives by building sustainable community partnerships to identify and serve older adults experiencing isolation and loneliness.				
Rationale (Describe how your goal is linked to your needs assessment findings and how it addresses reaching services and supports to those with greatest social and economic need).	The 2026 Community Needs Assessment reveals a significant gap in awareness regarding social resources: 39.67% of respondents are unaware of physical or virtual locations for social engagement, and 41.3% are unaware of specific programs designed to reduce isolation. By proactively building sustainable community partnerships and expanding the TeleCare network, WRAAA will create a more visible and accessible support system. This collaborative approach directly addresses the identified lack of awareness, ensuring that older adults and adults with disabilities -particularly those with the greatest social and economic need- are connected to vital engagement opportunities that improve their quality of life,				
Objectives	Projected Start and End Dates	Type of Activity/Funding Source(s)	Staff Position(s) Assigned to Action Steps	Strategies	Measures
Increase opportunities to reduce isolation and loneliness.	1/1/2027-12/31/2030	Identify potential opportunities that will identify new Telecare consumers.	Director Community Outreach and Advocacy	Work with community stakeholders to identify potential participants	Telecare census increases; opportunities increase
Identify and increase partnerships	1/1/2027-12/31/2030	Meet with potential partners to solidify collaboration.	Community Outreach Manager	Identify potential partnerships with service provider network.	Number of partnerships
What challenges or barriers might prevent your AAA from achieving this goal? How will your agency proactively mitigate these challenges to stay on track?	None at this time				
Expected outcome(s) of this goal:	Reduced percentage of respondents reporting a lack of awareness of social programs and a measurable decrease in self-reported feelings of isolation among participants.				

Goals Document - WRAAA Strategic Area Plan 2027-2030
Year 2

Priority Area (Please choose from drop down)	Healthy food access				
Goal #1	Implement alternative meal service (grab and go) option for congregate meals by December 31, 2030.				
Rationale (Describe how your goal is linked to your needs assessment findings and how it addresses reaching services and supports to those with greatest social and economic need).	<p>Congregate meal participation sharply declined during the COVID-19 pandemic (drop of 48% of congregate meals from 2019 to 2020 and another 4% in 2021). The participation in congregate meals has increased, but continues to be lower than the number of meals served in 2019. The WRAAA needs assessment results and feedback from providers and stakeholders support that this option will likely increase participation in congregate meals. Nutrition providers and consumers have requested the grab and go option for congregate consumers who are eligible for congregate meals but have barriers to participate. WRAAA nutrition providers prioritize individuals with the greatest economic and social needs. Nutrition providers use local demographic data and individual assessments of consumers to ensure that services are reaching high priority populations.</p>				
Objectives	Projected Start and End Dates	Type of Activity/Funding Source(s)	Staff Position(s) Assigned to Action Steps	Strategies	Measures
Initiate grab and go program	1/1/28-3/31/28	Execute provider contracts and accompanying documents with specifications for grab and go, utilizing state guidance. Review provider materials and documents (promotional materials, tools for screening consumers). Identify number of congregate meals served in 2027.	Nutrition Program Coordinator	Technical assistance to providers. Review submissions from providers, run meal report.	Materials collected. Contracts. Workbooks. Meals report generated.
Monitor progress	4/1/28-9/30/28	Monitor progress of grab and go program.	Nutrition Program Coordinator	On site provider monitoring. Review billing to determine % of funding used for grab and go.	Provider monitoring reports. Spending reports.
Review impact and make improvements	10/1/28-12/31/28	Collect feedback from consumers. Adapt procedures, documents, contracts and workbooks as needed to improve the grab and go program.	Nutrition Program Coordinator	Review of consumer feedback, monitoring reports, billing report, to improve program documents and procedures.	Updated documents, contracts, workbooks created.
What challenges or barriers might prevent your AAA from achieving this goal? How will your agency proactively mitigate these challenges to stay on track?	<p>Challenges that we anticipate are akin to implementing new programs and services, including the learning curve with procedure and reporting development, and training providers on the changes. Technical assistance and monitoring procedures will help mitigate these issues. Another potential barrier is the potential desire to use more than 25% of the CI budget on grab and go meals. Training, reporting and monitoring efforts will be adapted to ensure that this is prevented, and the grab and go option is prioritized for the intended purposes.</p>				
Expected outcome(s) of this goal:	Congregate meal participation will increase by 10% from Jan 1, 2027 through December 31, 2030.				

Goals Document - WRAAA Strategic Area Plan 2027-2030
Year 2

Priority Area (Please choose from drop down)	Quality and coordinated healthcare				
Goal #2	Develop a comprehensive picture of the quality and coordinated health care infrastructure in WRAAA's five-county region.				
Rationale (Describe how your goal is linked to your needs assessment findings and how it addresses reaching services and supports to those with greatest social and economic need).	Improving patient outcomes is key to increasing the chances that those patients age well, live independently for as long as they so choose, and maintain dignity. From a policy perspective, improved patient outcomes produce less strain on state and federal budgets, thereby enabling more targeted private-public partnerships to focus dollars on those patients with more challenging health and living situations. Separately, the myriad community, health, faith-based and public entities that exist in WRAAA's five-county PSA share much of the same objectives when it comes to improving people's lives. However, because there is not a comprehensive understanding of the quality and coordinated health care infrastructure, opportunities to partner, collaborate and advocate are missed.				
Objectives	Projected Start and End Dates	Type of Activity/Funding Source(s)	Staff Position(s) Assigned to Action Steps	Strategies	Measures
Develop a comprehensive picture of the quality and coordinated health care infrastructure in WRAAA's five-county PSA. Develop an approach -- if reasonable -- to supplementing or complementing that infrastructure.	1/1/2028-12/31/2029	Pursue federal dollars typically targeted toward improving service delivery for those with greatest social/economic need; explore partnerships with hospital systems and health care providers who are interested in pursuing efficiencies in their health care delivery systems.	Multiple, including government affairs, research, marketing and relevant executive leadership	Strategies to achieve the end goal include community and partner meetings in each of the five counties; meetings with local, state and federal officials; exploring current trends, successes and failures in communities and states that have recently sought to better support those with the greatest social and economic needs.	Number of constituent, consumer, organizational, political and partner contacts and engagements
What challenges or barriers might prevent your AAA from achieving this goal? How will your agency proactively mitigate these challenges to stay on track?	Several counties and the organizations within those counties may resist engaging in conversations such as this for fear of losing some autonomy or having their specific missions diluted. Similarly, WRAAA needs to justify their relevance in this space as well as their role in this conversation. The best approach toward mitigating those challenges is proactive communication/engagement, as well as the development of a clear mission statement with a well-defined objective.				
Expected outcome(s) of this goal:	The ultimate goal is a better understanding of the current quality and coordinated health care infrastructure. This understanding will help develop future policies and approaches.				

Goals Document - WRAAA Strategic Area Plan 2027-2030
Year 2

Priority Area (Please choose from drop down)	Caregiver supports				
Goal #3	Extending community speaking events to our OAA providers to inform them of FCSP services offered for caregivers and care recipients within regional area				
Rationale (Describe how your goal is linked to your needs assessment findings and how it addresses reaching services and supports to those with greatest social and economic need).	59% of professional responses recorded stating that Family Caregiver Support program services do not exist in their service area. This indicates OAA providers are not well informed on what FCSP services are offered for caregivers and their families.				
Objectives	Projected Start and End Dates	Type of Activity/Funding Source(s)	Staff Position(s) Assigned to Action Steps	Strategies	Measures
Care Coordinator initiating scheduling of FCSP presentations starting with current OAA providers.	1/1/28-12/31/28	OAA Title IIIIE	FCSP Care Coordinators Assistant Director of Program Development and Planning Department	Increase OAA provider awareness/knowledge of FCSP services by 50% by end of target year.	Care coordinator will initiate exploring & scheduling of FCSP presentations monthly with providers.
What challenges or barriers might prevent your AAA from achieving this goal? How will your agency proactively mitigate these challenges to stay on track?	Barriers may include staffing and scheduling conflicts. Most OAA providers are often under-resourced making it difficult to find mutually available times for in-depth presentations. Also information overload maybe an issue as providers may be overwhelmed by the complexity of various OAA services, leading to FCSP services being overlooked or confused with other similar programs. To mititage these barriers, WRAAA will focus on already existing meetings, that we can join and do a presentation. The care coordinators can also standardize their resource kits.				
Expected outcome(s) of this goal:	A significant reduction in the service awareness gap, resulting in an increase with provider-initiated referrals to FCSP.				

Priority Area (Please choose from drop down)	Caregiver supports				
Goal #1	Preparing for licensing/certification and training for Tru Alta full spectrum platform for FCSP to provide caregiver coaching and education resources.				
Rationale (Describe how your goal is linked to your needs assessment findings and how it addresses reaching services and supports to those with greatest social and economic need).	Allows FCSP services to continue to extend ways for caregivers and their families to remain service connected once FCSP respite services end.				
Objectives	Projected Start and End Dates	Type of Activity/Funding Source(s)	Staff Position(s) Assigned to Action Steps	Strategies	Measures
Utilize TruAlta platform for caregivers and complete trainings.	1/1/2029 - 12/31/2029	Title III E	FCSP Care Coordinators Assistant Director of Program Development and Planning Department	Increase engagement of caregivers to FCSP services after completing respite care assistance aiming for 3-5 caregivers assigned per Care Coordinator.	Care Coordinator will present TruAlta platform tool during each caregiver assessment onto FCSP services.
What challenges or barriers might prevent your AAA from achieving this goal? How will your agency proactively mitigate these challenges to stay on track?	Caregivers, especially older adults may face a learning curve with a new digital platform or lack reliable internet access. To mitigate the FCSP care coordinators will offer guided tours of the platform during initial assessments and create "quick start" guides for those less tech-savvy.				
Expected outcome(s) of this goal:	A seamless regional transition to the TruAlta platform, resulting in increased caregiver self-efficacy and a higher rate of service retention.				

Priority Area (Please choose from drop down)	Financial well-being				
Goal #2	Expand community-based outreach and education to identify Medicare beneficiaries eligible for MIPPA-related savings programs across our five-county region.				
Rationale (Describe how your goal is linked to your needs assessment findings and how it addresses reaching services and supports to those with greatest social and economic need).	The 2026 Needs assessment identified around 55% of respondents were not aware of different extra help and Medicare Savings Programs. By increasing the frequency and geographic reach of outreach events, we can address the greatest social need by meeting seniors where they are-particularly in underused or rural pockets of our five counties-to reduce the information gap and build trust before the application phase.				
Objectives	Projected Start and End Dates	Type of Activity/Funding Source(s)	Staff Position(s) Assigned to Action Steps	Strategies	Measures
Work with community partners to conduct targeted outreach events annually across 5-county region.	09/01/2028-08/31/2029	Outreach events	Program Development and Planning Department	Collaborate with community partners to increase outreach strategies.	Number of calls inquiring about MIPPA savings.
What challenges or barriers might prevent your AAA from achieving this goal? How will your agency proactively mitigate these challenges to stay on track?	Barriers may include low attendance at events due to transportation issues for older adults or adults with disabilities. To mitigate this barrier we will partner with existing nutrition sites where older adults are already gathered to ensure a captured audience.				
Expected outcome(s) of this goal:	An increase in inquiries regarding financial assistance programs compared to previous years.				

Priority Area (Please choose from drop down)	Healthy food access				
Goal #3	Implement alternative meal service (grab and go) option for congregate meals by December 31, 2030.				
Rationale (Describe how your goal is linked to your needs assessment findings and how it addresses reaching services and supports to those with greatest social and economic need).	<p>Congregate meal participation sharply declined during the COVID-19 pandemic (drop of 48% of congregate meals from 2019 to 2020 and another 4% in 2021). The participation in congregate meals has increased, but continues to be lower than the number of meals served in 2019. The WRAAA needs assessment results and feedback from providers and stakeholders support that this option will likely increase participation in congregate meals. Nutrition providers and consumers have requested the grab and go option for congregate consumers who are eligible for congregate meals but have barriers to participate. WRAAA nutrition providers prioritize individuals with the greatest economic and social needs. Nutrition providers use local demographic data and individual assessments of consumers to ensure that services are reaching high priority populations.</p>				
Objectives	Projected Start and End Dates	Type of Activity/Funding Source(s)	Staff Position(s) Assigned to Action Steps	Strategies	Measures
Review progress.	1/1/29-3/31/29	Review provider materials and documents (promotional materials, tools for screening consumers). Identify number of congregate meals served in 2028. Identify number of grab and go meals and percent of CI funding spent on grab and go.	Nutrition Program Coordinator	Provide updated contracts, workbooks to providers.	Meals report with % spent on grab and go for 2028. Updated documents sent to providers.
Monitor for compliance	4/1/29-9/30/29	Monitor progress of grab and go program.	Nutrition Program Coordinator	On site provider monitoring. Review billing to determine % of funding used for grab and go	Monitoring reports. Spending reports.
Review impact and make improvements	10/1/29-12/31/29	Collect feedback from consumers. Adapt procedures, documents, contracts and workbooks as needed to improve the grab and go program.	Nutrition Program Coordinator	Review of consumer feedback, monitoring reports, billing report, to improve program documents and procedures.	Updated documents, contracts, workbooks created.
What challenges or barriers might prevent your AAA from achieving this goal? How will your agency proactively mitigate these challenges to stay on track?	<p>Challenges that we anticipate are akin to implementing new programs and services, including the learning curve with procedure and reporting development, and training providers on the changes. Technical assistance and monitoring procedures will help mitigate these issues. Another potential barrier is the potential desire to use more than 25% of the CI budget on grab and go meals. Training, reporting and monitoring efforts will be adapted to ensure that this is prevented, and the grab and go option is prioritized for the intended purposes.</p>				
Expected outcome(s) of this goal:	Congregate meal participation will increase by 10% from Jan 1, 2027 through December 31, 2030.				

Goals Document - WRAAA Strategic Area Plan 2027-2030
Year 4

Priority Area (Please choose from drop down)	Safe and accessible housing				
Goal #1	Evaluate ability to create WRAAA database where housing providers who serve seniors and adults with disabilities can report current housing availability				
Rationale (Describe how your goal is linked to your needs assessment findings and how it addresses reaching services and supports to those with greatest social and economic need).	Has potential to not only bring awareness of housing options in our five-county regions, but to provide up-to-date current housing availability.				
Objectives	Projected Start and End Dates	Type of Activity/Funding Source(s)	Staff Position(s) Assigned to Action Steps	Strategies	Measures
Enhance regional housing stability for older adults and individuals with disabilities by creating a unified clearinghouse of housing data, supported by quarterly provider engagement and collaborative outreach.	1/1/2030 - 12/31/2030	In-kind funding of current staff working throughout the organization and partner organization.	ADRC Quality Coordinator, WRAAA Marketing, Resident Service Coordinators, WRAAA Outreach and Advocacy to collaborate with senior apartments, HUD properties, AL providers, etc. to gauge interest in the creation of a database/clearing house of availability. Data/Analytics Team to create self-reporting database if interest exists	Create campaign for collaborative relationships with housing providers in our five-county region. Hold regular quarterly collaborations, inviting all identified housing providers who serve older adults and adults with disabilities. Collaboration with disability organizations such as LEAP and SILs, etc.	Interest and participation from community housing organizations. Creation of database.
What challenges or barriers might prevent your AAA from achieving this goal? How will your agency proactively mitigate these challenges to stay on track?	Lack of participation of housing providers and/or lack of housing stock/availability. Mitigation strategies can include a social media marketing campaign, direct mailing, in-person visits to property management groups, and cold calling housing providers for buy in and participation.				
Expected outcome(s) of this goal:	Creation of senior and adults with disabilities housing database				

Priority Area (Please choose from drop down)	Community supports and services				
Goal #2	Cultivate and sustain strategic regional partnerships to develop integrated service models that address the needs of older adults and adults with disabilities, particularly those with the greatest social and economic need,				
Rationale (Describe how your goal is linked to your needs assessment findings and how it addresses reaching services and supports to those with greatest social and economic need).	The 2026 Community Needs assessment highlights service gaps that cannot be solved by a single agency. By building regional cohesiveness, WRAAA can leverage the collective resources of community partners to reduce duplication of efforts and maximize funding impact. This collaborative approach ensures a more equitable distribution of services across the five - county region, focusing on populations that historically face the highest barriers to access.				
Objectives	Projected Start and End Dates	Type of Activity/Funding Source(s)	Staff Position(s) Assigned to Action Steps	Strategies	Measures
Convene partners to plan a regional pilot project to address the needs of those with greatest social and economic need.	1/1/2027-12/31/2030	Convene potential partners	Director of Community Outreach and Advocacy	Identify potential partners.	Potential regional pilot projects will be identified.
What challenges or barriers might prevent your AAA from achieving this goal? How will your agency proactively mitigate these challenges to stay on track?	Interest of potential partners may be a challenge due to limited interest or siloed thinking from potential partners who may be focused only on their own specific jurisdictions. WRAAA will outline a plan of strategies to build interest and rationale for a regional effort.				
Expected outcome(s) of this goal:	Increased efficiency in resource allocation, leading to a measurable rise in the number of high-need individuals served across the region.				

Priority Area (Please choose from drop down)	Financial well-being				
Goal #3	Increase the total volume of successful MIPPA applications submitted to maximize the direct financial savings for regional beneficiaries.				
Rationale (Describe how your goal is linked to your needs assessment findings and how it addresses reaching services and supports to those with greatest social and economic need).	Data from our needs assessment has shown that a lot of respondents are not trying to apply for MIPPA savings programs because they think they do not qualify based on income and application process being too difficult. By increasing the number of completed applications directly addresses economic need by putting money back into the pockets of our older adult population, which helps them to afford essentials like medication and nutritious food.				
Objectives	Projected Start and End Dates	Type of Activity/Funding Source(s)	Staff Position(s) Assigned to Action Steps	Strategies	Measures
Increase number of completed LIS and MSP applications across our five-county region.	09/01/2029-08/31/2030	Monthly reporting of applications completed.	Program Development and Planning Department	Quarterly check in with community partners to review reporting and applications completed compared to previous years.	Number of successful applications completed.
What challenges or barriers might prevent your AAA from achieving this goal? How will your agency proactively mitigate these challenges to stay on track?	Barriers may include a high volume of applications to our ADRCs and community partners causing backlog in staff processing time. To help mitigate we will encourage consumers during the outreach phase in year 2 how to be prepared and encourage cross training to help with the peak season of open enrollment.				
Expected outcome(s) of this goal:	A measurable increase in regional economic stability.				