

2400		<u>Developing Goals and Objectives</u>
2401	Overview	
	2401.1	<p>Area Plan on Aging goals and objectives establish the direction and activities that will be undertaken by the Area Agency on Aging to address the needs of older persons within the Planning and Service Area. Area Agencies on Aging are encouraged to use planning processes that will result in long-term investments with payoffs that increase over time such as strategic planning, business planning, and/or the logic model. When developing goals and objectives, the planning process used should consider Area Plans on Aging that plan for change in increasingly complex environments, manages for results, is future oriented and adaptable, is essential for customer support, is an essential managing tool, and is a tool that promotes communication.</p> <p>This chapter provides the Division of Aging and Adult Services operational principles and procedures regarding the development of goals and objectives for the Area Plan on Aging. This policy chapter is subject to change as additional information and/or regulations are received from the U.S. Department of Health and Human Services, Administration on Aging.</p>

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2401	Authority	
	The information in this section is authorized and governed by the following statutes and regulations:	
	A	Reference: Older Americans Act of 1965, as Amended in 2006, P.L. 109-365, §306, §331 and §336; http://www.aoa.gov/AoARoot/AoA_Programs/OAA/oaa_full.asp
B	Code of Federal Regulations, Title 45 Public Welfare, C.F.R. §1321.53 and §1321.59 http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&tpl=/ecfrbrowse/Title45/45cfr1321_main_02.tpl .	

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2402	Operational Principles	
	2402.1	The Area Plan on Aging outlines the goals and objectives that serve the aging population
	2402.2	The Area Plan on Aging is an opportunity to reassess the goals to which the Area Agency on Aging is committed and to re-evaluate the extent to which the goals and objectives currently serve the aging population.
	2402.3	Area Plans on Aging shall be used as strategic documents to strengthen the organizational capacity of service systems to meet current and future service needs.
	2402.4	In order to achieve results, Area Agency on Aging management and its staff must be committed to the plan and must pay constant attention to implementation of the goals and objectives.

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2403	Operational Procedures			
	2403.1	The Area Agency on Aging is encouraged to align its goals and objectives with existing planning documents such as the Administration on Aging Strategic Plan and Arizona Aging 2020. In doing so, Area Plans will be more consistent, coordinated, and reflective of the comprehensive planning efforts of the State and Area Agencies on Aging.		
	2403.2	The Area Agency on Aging is encouraged to align its goals and objectives with program development and system transformation initiative goals and objectives such as Performance Outcomes Measurement Project (POMP) and Aging and Disability Resource Center (ADRC).		
	2403.3	When developing goals and objectives, the following concepts shall be incorporated:		
		A	Goals state broadly where the organization wants to go, that is, what the organization wants to achieve. They are general intentions, somewhat nebulous, intangible, abstract, and are not meant to be specific enough to be measured.	
		B	Strategic objectives are change strategies to achieve the goals. Some of these objectives may not be measurable until later, however an action plan should always be included for strategic objectives.	
		C	Operational objectives are used for existing programs to describe the existing workload that is going to continue into the next year without change. Operational objectives are precise, tangible, concrete, and can always be measured. They can be measured in terms of output, but even better, should be measured by the impact they have (outcome).	
		D	Objectives don't always have to indicate a positive result. Sometimes a reduction in services must be planned for due to funding reductions/restriction or other reasons.	
		E	Objectives should be reviewed annually and modified as necessary.	
	2403.4	The Area Agency on Aging shall develop an action plan for strategic objectives. The action plan indicates the steps that are needed to accomplish each objective. It specifies what will take place (steps), the person(s) specified to accomplish the plan (responsibility) within an established time period (completion date(s)) in order to fulfill the objective.		
		A	Action plans shall be submitted no later than 90 days following the implementation date of the Area Plan on Aging	
		B	Action plans shall be modified to reflect changes made to strategic objectives throughout the tenure of the Area Plan on Aging.	
C		Progress reports for the Action Plan for Strategic Objectives must be updated and submitted annually to the DAAS on or before July 31 st .		

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2403	2403.5	The Area Agency on Aging shall establish method(s), techniques and tools that will be used to determine whether or not the goals and objectives achieved its anticipated output or outcome(s). When developing an evaluation or tracking mechanism, the following concepts shall be incorporated:
		A Outputs are the activities, products, and services that reach people/users. They are recorded as specific numbers, for example: the number of attendees at a family caregiver workshop, the number of meals served through the home delivered meals program or the number of advocacy letters sent out on a particular issue.
		B Outcomes are the results/benefits for individuals, groups, agencies, communities and/or systems. They are recorded as the change (often reflected as a percentage) that occurred due to the activities involved and the outputs recorded. Examples are: 65% of those who attended the workshop reported that they did not know how to choose a caregiver for their parent before the workshop and now they do, 75% of the seniors served through the mobile meals program report that they wouldn't be able to continue living at home without this service, it was reported that 51% of the legislators changed their vote on bill, enough to pass it, because they had so many calls and letters from constituents in an area where the advocacy was implemented. Outcomes must be captured through data that is collected; such as a pre/post test for an event (to record how much seminar attendees learned), self-reported through evaluations filled out by attendees at an event, or data that is already collected as a part of the provision of services, etc.
		C Action plans should be reviewed periodically to ensure the completion of its steps on schedule