



Karol Swartzlander, Executive Director
Gavin Newsom, Governor

OPERATIONAL PLANNING FRAMEWORK

(Revised August 2025)

The California Commission on Aging (CCoA) Operational Planning Framework incorporates the CCoA mandate to serve as the principal body advocating on behalf of older Californians and three primary responsibilities to Advocate, Advise and Educate in support of the California Master Plan on Aging (MPA) priorities and initiatives.

VISION

Californians can age with dignity and respect in the setting of their choice.

MISSION

To serve as the principal advocacy body for older Californians and a catalyst for change that supports and celebrates Californians as they age.

VALUES

- Access, Inclusion, and Equity
 - Services and the workforce will reflect the strength and richness of California's diverse communities.
- Autonomy and Choice
 - Financing and public policy will intentionally support the statewide infrastructure needed to foster quality options in all communities while reducing reliance on institutional placement.
- Respect and Integrity
 - The needs, values, and preferences of individuals and their caregivers will be honored by the system and its providers.
- Collaboration and Partnership
 - Collaboration and partnerships will be fostered and supported to form a unified voice in support of California's aging population.

ADVOCATE

GOAL I: Advocate on issues affecting older adults, individuals with disabilities, and caregivers.

Inputs: research, analysis of legislation and initiatives, presentations from subject matter experts and site visits across the state

1. Serve as subject matter experts advising the Governor, state departments, and the Legislature.
2. Initiate, analyze, advance and sponsor California state legislation to improve and increase policies and programs for all older Californians and reduce disparities in the health and well-being of all older adults from underserved communities, e.g., Black, Indigenous, and People of Color, LGBTQ+, rural and older adults with disabilities, etc.

3. Engage in federal policy development, including outreach and education, to ensure the voices of California's older adults, individuals with disabilities, and caregivers are considered at the federal level, as resources permit.
4. Advance research, data collection, programs and policies to address poverty (such as food security/nutrition, Supplemental Security Income/State Supplementary Payment [SSI/SSP]), gender inequities ; elder justice (including access to justice, victim services, Adult Protective Services and Long-Term Care Ombudsman Program); healthcare (including Medicare, Medi-Cal/Denti-Cal and behavioral health), dementia services, long-term supports and services and community living (such as housing, transportation, caregiving, respite care, age-, disability- and dementia-friendly communities and senior/community centers), geriatrics and gerontology workforce development and the importance of a multigenerational workforce.¹ Advise interested parties on the impact of emerging legislation, policies, and regulations.

Outputs/Progress Indicators: Sponsored legislation, meetings with legislators and staff, CCoA committee and workgroup assignments, external advisory committee and workgroup assignments, reports and recommendations, articles, position letters, partnership/coalition letters, committee meetings, briefings, participation in hearings and presentations by subject matter experts and group representatives.

GOAL II: Advance issues that affect older adults and their families (and families of choice) with a fair and representative perspective on aging that reflects and supports the diverse experiences of older adults.

Inputs: Subject matter experts including California Department of Aging (CDA) director and/or designees, representatives of local, state, and federal government agencies, nonprofits, universities, service providers, and group representatives (e.g., older adults, individuals with disabilities, caregivers) to address topical issues at Commission meetings or priority issue areas.

1. Advance issues that affect older adults and their families, including but not limited to, economic security, age-, disability- and dementia-friendly communities, caregiver supports, workforce development, gerontology/geriatric education, affordable long-term supports and services, Alzheimer's disease research, healthcare and behavioral health, social connectivity, and intergenerational engagement.
2. Champion emerging issues and opportunities consistent with the Commission's mandate, priorities, and available resources.
3. Contribute to effectiveness of local, regional, state, and federal networks.
4. Partner and network with Area Agencies on Aging (AAA) and key interested parties throughout California to research program innovations and address issues of concern at both federal and state levels.
5. Build coalitions and partnerships with leaders in nonprofit organizations; local, state, and federal government; the private sector; and media and entertainment to address issues of mutual interest.

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Outputs/Progress Indicators: participation in -networks of interested parties, partnership activities with AAAs and other key partners, participation in California Association of AAA (C4A) sponsored events, distribution of AgeWatch and position letters, visibility of Commission efforts and participation in priority and emerging areas, agreement on planned activities/efforts.

ADVISE

GOAL III: Advise the Governor, state legislators, government officials and interested parties on policies and programs that affect older Californians, individuals with disabilities, and caregivers.

Inputs: expertise/work and affiliations of Commissioners and CCoA staff, staff analytical work, participation in educational webinars and meetings convened by the State to track progress, and provide input on development and implementation of initiatives, and the MPA data dashboard.

1. Support and monitor implementation of the MPA in alignment with CCoA priorities.
2. Keep the Administration, state legislators, and applicable committees apprised of important issues.
3. Provide expertise on aging issues in professional forums regarding government, healthcare and health disparities, behavioral health, housing, long-term services and supports, business, education, industry, technology, entertainment, culture, diversity, equity, underserved communities, and other relevant topics.

Outputs/Progress Indicators: leveraged expertise/work and affiliations of Commissioners and CCoA staff, research and analysis of proposals, participation in educational webinars and meetings, biannual legislative reception, participation in coalition meetings and networks, participation in CCoA meetings, information collected from Commissioners on activities and shared with full Commission, regular meetings with CDA staff.

GOAL IV: Ensure that the State Plan on Aging reflects emerging and critical issues affecting older adults, individuals with disabilities, and their caregivers.

Inputs: expertise/work of Commissioners and CCoA staff, input by subject matter experts

Strategies

1. Conduct public hearings in partnership with CDA, as needed. Review and provide input on the State Plan on Aging.
2. Inform CDA staff of key Commission priorities for consideration.
3. Support the evaluation of California's aging services structure—including the Planning and Service Area (PSA) boundaries (currently 33), the Intrastate Funding Formula, and the designation process for the Area Agency on Aging in each PSA—to assess how to best meet the needs of California's rich and varied communities, e.g., Black, Indigenous, LGBTQ+, people of color, immigrant, adults with disabilities, older adults living in rural and frontier county/communities, needs of the broad older population, and the changing landscape of



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aging and disability services.

4. Participate in any CDA Rulemaking Process to provide input on the development of regulations.
5. Request regular updates from CDA regarding efforts to comply with federal regulations to modernize the Older Americans Act to assure continuation of core services to older adults and to develop performance measures that provide data on service provision, fairness and quality throughout the state aging services system

Outputs/Progress Indicators: State Plan hearings co-chaired by Commission Chair and CDA director, Commission input on draft State Plan, progress reports from CDA, serving on advisory committees to inform development of core services, performance measures, etc., to modernize the aging services, participation in development of regulations.

CONDUCT OUTREACH AND EDUCATION

GOAL V: Advance a positive, stigma-free, bold vision of aging across the lifespan.

Inputs: Commissioner and CCoA staff participation in events and policy discussions, expertise of California Foundation on Aging board members, input and technical support of subject matter experts and consultants.

1. Raise the visibility, as resources allow, of the Commission and priority initiatives.
2. Champion a universal, bold and inclusive vision of aging across the lifespan and reflect a strong, positive image of aging.

Outputs/Progress Indicators: presentations by Commissioners and CCoA staff, participation in events, presentations from communications experts, communication toolkits (as resources allow), distribution of information and materials via AgeWatch and social media.

GOAL VI: Educate older adults, the public, policymakers and key partners.

Inputs: expertise/work of Commissioners, CCoA staff and research consultants, analytical work, staff administrative support, networking and seeking partnerships,

1. Expand distribution of *AgeWatch* newsletter and promote events and publications that focus on underserved communities that do not receive adequate services.
2. Seek opportunities to sponsor or join statewide and local public education initiatives and events, public hearings/presentations, workshops and listening sessions.
3. Provide administrative support to Triple-A Council of California (TACC) to encourage communication and collaboration among local AAA advisory councils and key state partners.
4. Produce and distribute position papers, surveys, and special reports; draft letters to the editor and/or opinion pieces, when appropriate and as resources allow.
5. Educate stakeholders about emerging legislation, policies, and regulations.



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Outputs/Progress Indicators: increased AgeWatch subscriptions, TACC meetings, participation of TACC representatives, positions papers, surveys or special reports (as resources allow), engagement in education initiatives and/or workshops.

GOAL VII: Champion increased program support and student engagement in geriatrics and gerontology education programs in higher education; develop a workforce reflective of California's communities, including but not limited to ethnic and racial minorities and special populations (e.g. LGBTQ+), first-to-college. etc. to broaden representation in the aging services workforce; support older adult workers by educating employers about the benefits of a multigenerational workforce and normalize lifespan aging in curricula for primary, secondary and higher education institutions.

Inputs: expertise/work and affiliations of Commissioners and CCoA staff, staff analytical work, technical support from California Foundation on Aging board members, consultants, and subject matter experts

Strategies:

1. Provide internship opportunities for diverse undergraduate students who either major or minor in Gerontology.
2. Develop a K-14 Lifespan Education curriculum to raise awareness about planning for a longer life, encourage a positive image of aging and intergenerational relationships and combat ageism.
3. Promote diversity-focused pipeline programs beginning with community colleges that lead into aging services, gerontology, geriatrics, and health and social professions to ensure the workforce is reflective of California's older adult population.
4. Increase legislative efforts and Administration awareness of geriatric/gerontology workforce deficits and gaps and issues around building a representative workforce.
5. Support continuing education in geriatrics and gerontology and increase understanding of the changing demographics of older adults for health, behavioral health and social service providers.
6. Educate employers, state and local governments about the benefits of a multigenerational workforce.
7. Develop grants and/or raise funds to support an increased representative gerontology and geriatrics workforce.

Outputs/Progress Indicators: weekly check-in meetings with intern and final project presentation, meetings scheduled with legislators and/or staff; meetings on topic with Administration leadership, collaborative relationship with other state departments and agencies, ongoing relationship with leadership at the Chancellor's offices of community college and California state university systems and state agencies such as the Labor and Workforce Development Agency and Department of Education, grant proposals and fundraising, participation on multi-state collaborative efforts.



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¹ Geriatrics is a medical specialty that focuses on the clinical care of older adults provided by specially trained providers such as geriatricians and geriatric nurse practitioners. Gerontology is a wide-lens study that focuses on the bio-psych-social aspects of aging and considers societal implications and public policies. Gerontologists develop and apply knowledge and skills to improve the quality of life and well-being of persons as they age, within their families, communities, and society (GSA/AGHE, 2020).



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