



ICOA PLANNING MANUAL AAA AREA PLANS

Come to Work to Change the World

Judy B. Taylor

IDAHO COMMISSION ON AGING | www.aging.idaho.gov

Version 4 – November 2025

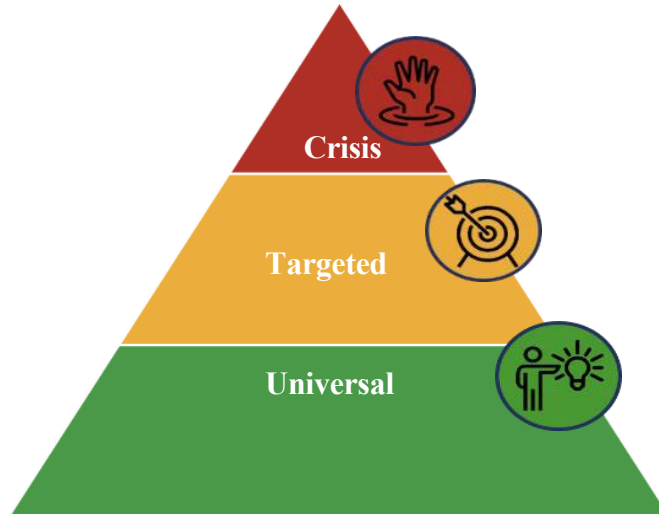
Version 3 - September 2022

Version 2 - January 2022

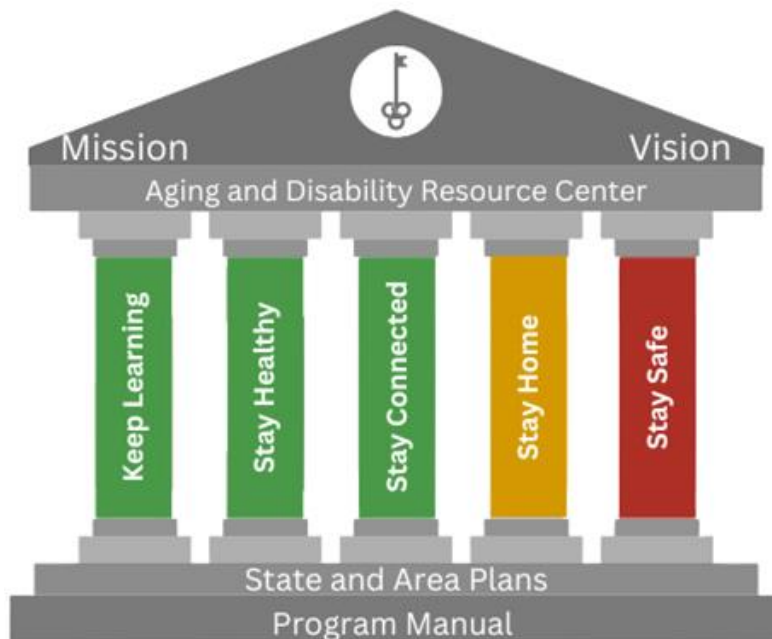
Version 1 - May 2021

Introduction

The Aging network's charge is to serve those most vulnerable to poor outcomes as they age. We do this through universal **preventative**, targeted **at risk**, and **crisis** services across the state. For clarity ICOA has assigned our programs to the appropriate tier on the prevention pyramid and correlated it with an easily understood color.



We have also organized programs and services under strategic pillars which represent our vision for the people we serve: Keep Learning, Stay Healthy, Stay Connected, Stay Home, and Stay Safe.



The quality of our programs and service delivery methods are crucial to ensure we support vulnerable and high-risk

Idahoans to age safely and successfully wherever they chose to live. If we fail in our charge, older and vulnerable Idahoans will suffer emotional and physical health consequences up to and including death. This makes what we do **High Stakes**.

Luckily, there are other High-Stake industries we can study to learn best practices and avoid pitfalls or failure. These industries include Nuclear Power, The U.S Armed Forces, Aviation, and Healthcare. During my 35 years in Healthcare, I studied and learned from all these examples in a never-ending quest to improve patient safety, treatment effectiveness, and a quality customer experience.

My Goal for the aging network is to duplicate the journey of these industries in becoming **highly reliable, learning organizations**. Because it is the right thing to do. Because the people we serve deserve it. Because we are all inspired by big goals. If you do not come to work each day planning to **change the world**, why bother?

One aspect of highly reliable organizations is that they use explicit and proven methodologies, relevant data, and broad stakeholder involvement in their planning and processes. They also frequently measure progress and report it transparently. Learning organizations are always planning to prevent failure and improve all aspects of their organization. They benchmark themselves against the best and learn from every success and failure.


We launched this journey 5 years ago, and I am so proud of the progress we have made. This version of the planning manual is slightly edited for clarity and effectiveness based on a review of the first planning cycle. The ICOA Planning Process stands as the standard for all of us. The ICOA planning process is based on many others that have stood the test of time. Each phase includes best practices and tested tools that when used correctly lead to outcomes that can be trusted. Deliverables from each phase of the planning cycle will be linked to the creation of AAA local plans. ICOA holds ourselves and our AAA partners to these standards.


Onward, the future is bright
Judy Bicknell Taylor


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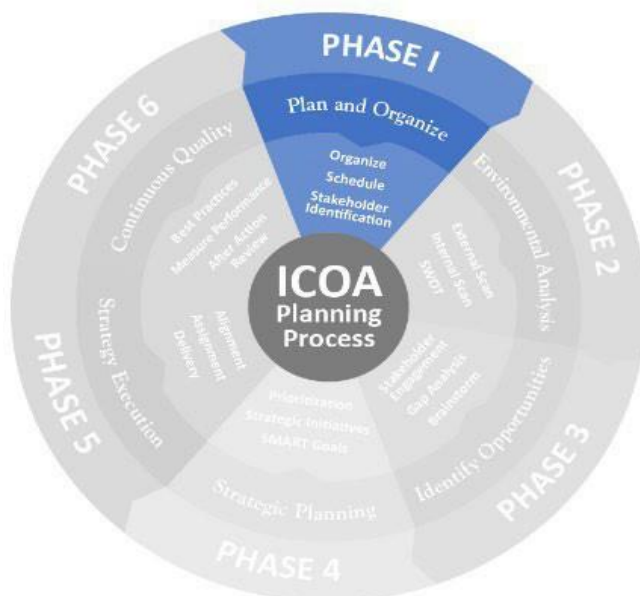
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Chapter One

Planning and Organization

1. The AAA leadership team must complete the ICOA planning course including modules, videos, and review the resources in the toolkit. This is necessary to understand the meaning of terms used and the expectations of the referenced processes and activities.
2. Submit a proposed stakeholder plan/table including membership, meeting schedule, and standing topics. The plan should reflect adequate geographic representation, stakeholders, and subject matter experts to guide planning.
3. Submit a 1–3-pages describing your proposed outreach for this plan including a vision, intent or purpose statement and proposed actions and with a clear focus on identifying older individuals eligible for assistance under the OOA with special emphasis on older individuals:
 - a. residing in rural areas
 - b. with greatest economic need with particular attention to low-income minority individuals and older individuals residing in rural areas
 - c. with greatest social need with particular attention to low-income minority individuals and older individuals residing in rural areas
 - d. with severe disabilities
 - e. with limited English proficiency
 - f. with Alzheimer’s disease and related disorders with neurological and organic brain dysfunction and the caretakers of such individuals
 - g. older individuals at risk for institutional placement
 - h. Older native Americans
4. Provide this plan to ICOA for approval prior to beginning outreach and planning. The suggested timeframe is the July the year prior to the draft July due date.

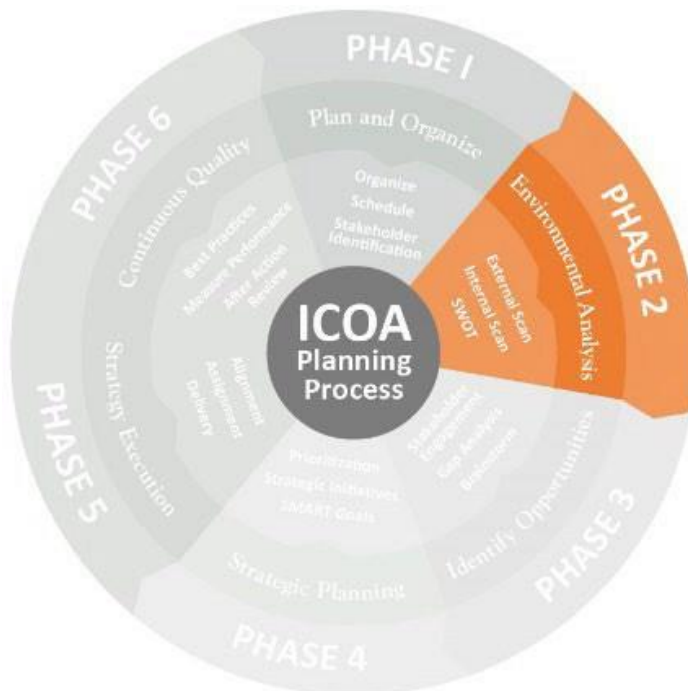


The purpose of Phase 1 is to lay a strong foundation to ensure adequate time is identified to allow for focused and strategic input and analysis to drive the plan. Actual activities will be reported in Phase 3.

Chapter Two

Environmental Analysis

1. Submit a 1–3-page analysis of the existing and anticipated trends that will affect your PSA in the duration of this plan. Describe your process of research and analysis.
2. Submit a 1–3-page analysis of your PSA’s ability to respond to the challenge using a SWOT format. Within the document describe your development or education plan to prepare your agency for current and upcoming challenges.
3. Include pertinent information from year three’s AAR into this plan’s SWOT and environmental analysis.

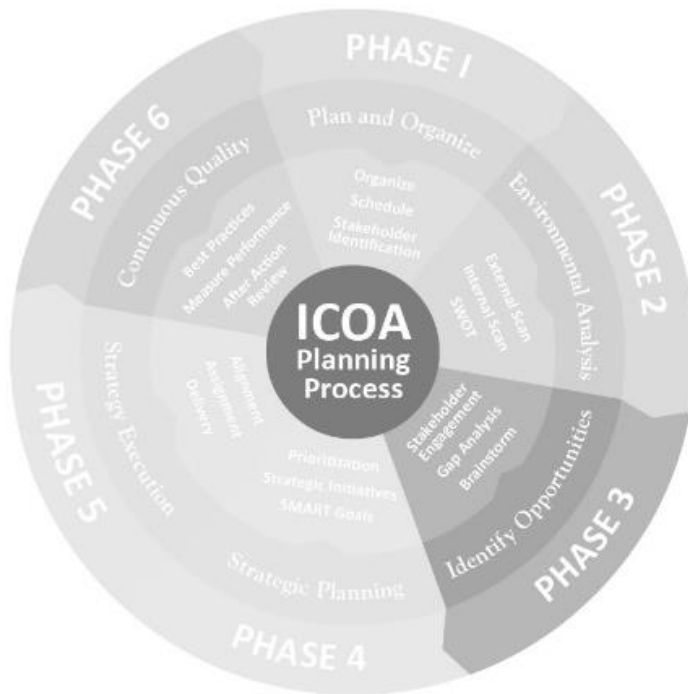


The purpose of Phase 2 is to understand the current environment, but plan for the future environment. The goal is to continue to capitalize on what we are currently doing well, mitigate weaknesses and purposefully plan for identified opportunities.

Chapter Three

Identified Opportunities

1. Submit a description of your actual planning and outreach activities related specifically to this plan including use of your stakeholder groups, and public comment. Attach any instruments used to collect data into the appendices.
2. Submit a statistical compilation of findings from your outreach including gaps and identified necessary program improvements. You may use graphics within the body of the plan that best illustrate your findings. The entirety of data may be submitted in the appendices.
3. You may also reference ICOA's current [needs assessment](#).



The goal of Phase 3 is to showcase your outreach activities and present your data gathered from Phase 2 and 3, culminating with a comprehensive list of identified gaps and opportunities for improvement. The validity of your plan is driven on the timeliness and comprehensiveness of your targeted outreach and input of stakeholders.

Chapter Four

Strategic Plan

1. Perform strategic planning with AAA staff and governance.
2. At a minimum, identify the current Mission, Vision and Values of the organization. You may also identify strategic drivers or critical success factors if desired.
3. Submit the prioritized list of gaps identified in Phase 3, to be addressed in the duration of this plan, including the process of prioritization and rationale used.
4. Create a strategic plan, using the current approved ICOA State Plan as a guide. At a minimum the plan must include goals for the strategic pillars, initiatives or activities intended to close the identified gaps, and outcomes written in a SMART format. Plans must incorporate planning, advocacy and system development. The *No Wrong Door* philosophy and *consumer voice and choice* should be apparent throughout the plan.

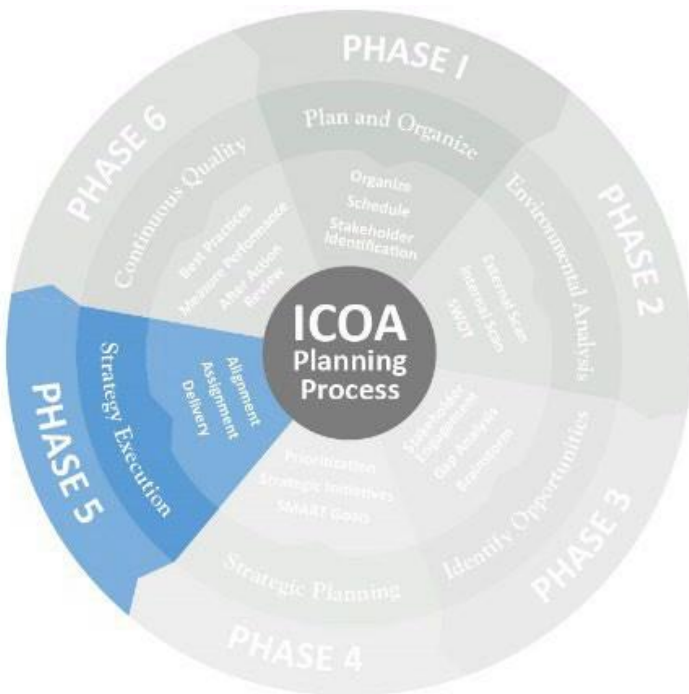


The purpose of Phase 4 is to strategically identify the most appropriate gaps to address and create a specific and measurable plan to close them over the next 4 years. Gaps may be closed early in the process and then the goal would be to sustain and increase the quality of the quality of the outcomes.

Chapter Five

Execution Plan

1. Submit an organizational chart.
2. Submit a table illustrating assignment and responsibility of each initiative.

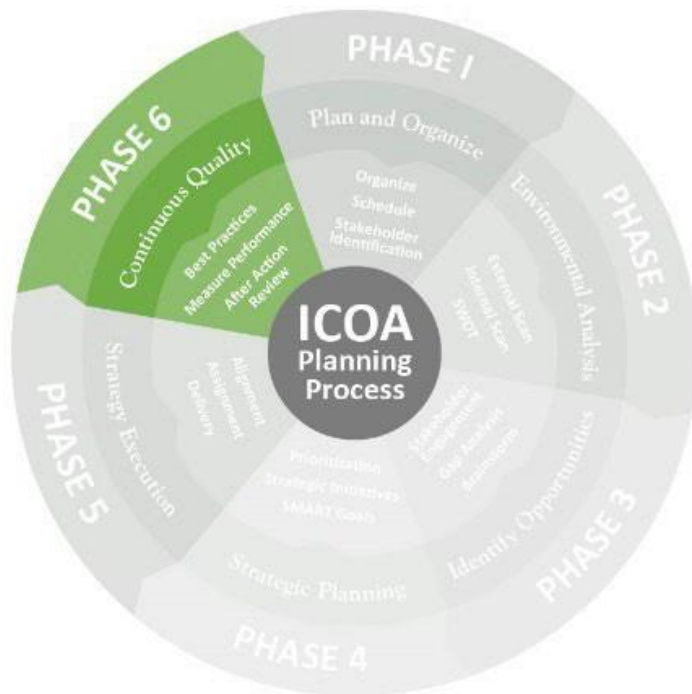


The purpose of Phase 5 is to promote execution of the plan. Accountability is crucial to achieving the stated goals.

Chapter Six


Continuous Quality




1. Submit a 1–3-page Quality plan that specifies how progress and success will be measured, and appropriate adjustments made. Plan should reflect thought on how to ensure the integrity of the evaluation data.
2. Submit a document describing your role in national, state, local, and internal incidents/emergencies with an emphasis on continuation of services.
3. Each year of plan implementation present the AAR and plan modifications at the scheduled fall/winter Commissioners meeting.
4. ICOA will evaluate each years AAA spending plan prior to acceptance. The accepted spending plan should closely align with identified priorities and goals.






The purpose of Phase 6 is to promote necessary real-time problem solving for the plan. Successful execution requires good data, ongoing adjustments based on unfolding circumstances, and continuity of services during unusual times. During implementation years 1 – 3 planning updates will include a comprehensive AAR and any necessary plan updates.

Area Plan Submissions Checklist

Area Plan Submissions Checklist			
Area Agency on Aging:			
Submission Date: Final draft is due on the second Friday in July to allow time for feedback and refinement. Final accepted draft should be signed, uploaded and available on the AAA website by the second Friday in October. When ICOA verifies the availability of the plan and signed attestations, it automatically becomes the accepted plan. ICOA will issue a formal letter verifying acceptance.			
Date Draft Received (ICOA):			
		Document Structure	Evaluation Criteria
	<input type="checkbox"/>	Cover Page, please specify date range of plan	Dates are accurate
	<input type="checkbox"/>	Table of Contents	
	<input type="checkbox"/>	Executive Summary	
	<input type="checkbox"/>	Map of PSA boundaries and included counties and communities.	
	<input type="checkbox"/>	Attestation of Compliance Signature page.	Due 30 days after acceptance of final plan. Must be included in the version posted on the website.
	<input type="checkbox"/>	Plan is written in plain language for the average client residing in your PSA.	Accepted report is easily available on website. Paper copy is available upon request of any interested party. Due 30 days after acceptance of final plan.
		Document Structure	Evaluation Criteria
	<input type="checkbox"/>	Submit timeline of dates and activities that led to the submitted plan.	Dates are appropriate to planning period.

<div> <h2>PHASE 1</h2> <p>Plan and Organize</p>  <p>Organize Schedule Stakeholder Identification</p> </div>	<input type="checkbox"/>	Submit a stakeholder plan/table including membership, meeting schedule, and standing topics.	Date approval received:
	<input type="checkbox"/>	Submit a 1–3-page ongoing outreach plan with a clear focus on identifying older individuals eligible for assistance under the OAA.	Plan conforms with handbook instructions. Plan has sufficient detail to demonstrate emphasis on older individuals identified in the handbook and OAA statute.
		Document Structure	Evaluation Criteria
<div> <h2>PHASE 2</h2> <p>Environmental Analysis</p>  <p>External Scan Internal Scan SWOT</p> </div>	<input type="checkbox"/>	Submit a 1–3-page analysis of the existing and anticipated trends that will affect your PSA in the duration of this plan.	Analysis conforms with handbook instructions. Analysis has sufficient detail to demonstrate an adequate level of research.
	<input type="checkbox"/>	Submit a 1–3-page analysis of your AAA's ability to respond to anticipated opportunities and threats and an education plan to increase any needed knowledge or skills.	Analysis has sufficient detail to demonstrate an adequate level of reflection. The education plan is congruent with identified gaps or weaknesses.
		Document Structure	Evaluation Criteria
<div> <h2>PHASE 3</h2> <p>Identify Opportunities</p>  <p>Stakeholder Engagement Gap Analysis Brainstorm</p> </div>	<input type="checkbox"/>	Submit a description of your planning and outreach activities related specifically to this plan including use of your stakeholder groups, governance groups, and public comment.	Report conforms with handbook instructions and outreach standards. *This should reflect substantial compliance with the plan from Phase 1, but it is what actually happened or was accomplished.
	<input type="checkbox"/>	Report data collected during outreach activities, and stakeholder engagement and/or brainstorming.	Graphs or tables are readable and appropriate for type of data being represented and are supported with commentary for context and analysis.

		Document Structure	Evaluation Criteria
PHASE 4 Strategic Planning  Prioritization Strategic Initiatives SMART Goals	<input type="checkbox"/>	Identify the current Mission, Vision, and Values of the organization.	
	<input type="checkbox"/>	Submit a prioritized list of gaps to be addressed in the duration of this plan, including the process of prioritization and rationale.	Gaps identified in Phases 2 and 3 prioritized to be addressed in the new plan. There is supporting rationale on why the gaps were chosen.
	<input type="checkbox"/>	Plan aligns with Idaho State Plan to advance goals across the state. Submit a strategic plan including goals, activities or initiatives and SMART outcomes.	Plan aligns with State Plan goals. Initiatives are sufficient to achieve stated goals. SMART outcomes are identified.
		Document Structure	Evaluation Criteria
PHASE 5 Strategy Execution  Alignment Assignment Delivery	<input type="checkbox"/>	Submit an organizational chart.	
	<input type="checkbox"/>	Submit a table illustrating assignment and responsibility of each initiative.	
		Document Structure	Evaluation Criteria
PHASE 6 Continuous Quality  Best Practices Measure Performance After Action Review	<input type="checkbox"/>	At the end of each plan year conduct an AAR of your strategic plan. Present the outcome at the November ICOA Commissioner meeting.	Submit the written AAR as directed by ICOA for inclusion in the November Commissioner meeting packet.
	<input type="checkbox"/>	Submit a 1–3-page Quality plan that specifies how progress and success will be measured, and appropriate adjustments made.	Plan conforms with handbook instructions. Plan has sufficient detail to demonstrate a commitment to programmatic and operational continuous quality improvement.

	<input type="checkbox"/>	Submit a document describing your role in national, state, local, and internal incidences/emergencies with an emphasis on continuation of services.	Plan conforms with handbook instructions. Plan has sufficient detail to demonstrate a coordinated response to emergencies, and the ability to continue operations and services.
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Attestation of Compliance Signature Page

Attestation of Compliance with OAA and Area Plan Assurances

**Please copy verbiage underneath this section and submit on
Agency Letterhead**

The Area Plan on Aging is hereby submitted for Planning and Service Area (Insert #) for the period FY 2021 through FY 2024. We acknowledge and assume full authority to develop and administer the Area Plan in accordance with Older Americans Act, as amended during the period identified, and related State rules and regulations. In accepting this authority, We assume major responsibility to develop and administer the Area Plan for a comprehensive and coordinated system of services and to serve as the advocate and focal point for older people in our planning and service area.

By our signatures we further attest:

We have read and understand the AAA obligations and responsibilities required to meet the Sec. 306 of the OAA.

We have developed a plan to serve older individuals who have greatest economic need, individuals who have greatest social need, individuals at risk for institutional placement and respond to the requirements of Sec. 306 of the OAA.

The AAA will comply with OAA rules and regulations through:

- AAA submission and ICOA approval of this plan and all attachments.
- AAA submission and ICOA approved budget.
- AAA submission of records required to verify compliance including contracts, forms, and other documents as requested by ICOA.
- Fidelity to ICOA published manuals, policies, official guidance and education.

The AAA has systems and processes in place to ensure ongoing compliance throughout the plan timeframe. The AAA will commit to data integrity and quality to ensure OAA service delivery is accurately tracked and monitored in fulfillment of this plan.

Representative from Parent Organization:

Name, Title, Signature, Date

Representative from the Area Agency on Aging

Name, Title, Signature, Date

Representative from the Advisory Council

Name, Title, Signature, Date

Appointed Commissioner

Name, Title, Signature, Date

Resources

- [Older Americans Act](http://aging.idaho.gov/wp-content/uploads/2021/05/OLDER-AMERICANS-ACT-OF-1965-Reauthorized-2020-03-25-.pdf) – <http://aging.idaho.gov/wp-content/uploads/2021/05/OLDER-AMERICANS-ACT-OF-1965-Reauthorized-2020-03-25-.pdf>
- [ICOA State Plan](https://aging.idaho.gov/wp-content/uploads/2024/10/Idaho-State-Plan-on-Aging-2024_2028-Website.pdf) - https://aging.idaho.gov/wp-content/uploads/2024/10/Idaho-State-Plan-on-Aging-2024_2028-Website.pdf
- [Approved Intrastate Funding Formula \(IFF\)](https://aging.idaho.gov/wp-content/uploads/2024/10/Idaho-State-Plan-on-Aging-2024_2028-Website.pdf) - (attachment C, page 67 - ICOA State Plan) https://aging.idaho.gov/wp-content/uploads/2024/10/Idaho-State-Plan-on-Aging-2024_2028-Website.pdf
- [Current Poverty Guidelines](https://aging.idaho.gov/resources/icoa-administration/) – (Area Plan Administration Guidance) <https://aging.idaho.gov/resources/icoa-administration/>
- [Sliding Fee Scale](https://aging.idaho.gov/resources/icoa-administration/) - (Area Plan Administration Guidance) <https://aging.idaho.gov/resources/icoa-administration/>
- [ICOA Strategic Plan](https://aging.idaho.gov/wp-content/uploads/2024/06/Strategic_Plan_ICOA_SFY2024.pdf) - https://aging.idaho.gov/wp-content/uploads/2024/06/Strategic_Plan_ICOA_SFY2024.pdf
- [Program Staff Update and Outcome Tracking Report](http://aging.idaho.gov/wp-content/uploads/2021/05/Program-Staff-Update-and-Outcome-Tracking-Report-Final-4_30_21.pdf) - http://aging.idaho.gov/wp-content/uploads/2021/05/Program-Staff-Update-and-Outcome-Tracking-Report-Final-4_30_21.pdf
- ICOA Leadership Academy
 - [ICOA Planning Course](https://aging.idaho.gov/the-icoa-planning-process/) - <https://aging.idaho.gov/the-icoa-planning-process/>
- Standards and Expectations
 - [ICOA Operations Manual](https://aging.idaho.gov/wp-content/uploads/2024/10/ICOA-Operations-Manual-Final-2023-update-September-2024-v.2.pdf) – Chapter IV - <https://aging.idaho.gov/wp-content/uploads/2024/10/ICOA-Operations-Manual-Final-2023-update-September-2024-v.2.pdf>
 - [Strategic Pillars/Strategic Goals](https://aging.idaho.gov/wp-content/uploads/2024/10/Idaho-State-Plan-on-Aging-2024_2028-Website.pdf) – (page 130 – 140 ICOA State Plan) - https://aging.idaho.gov/wp-content/uploads/2024/10/Idaho-State-Plan-on-Aging-2024_2028-Website.pdf

Planning Cycle Graphic

