**Strategic Plan Summary**

2023-2025

**Mission**
To be the trusted voice for aging in Maryland

**Vision**
Older adults have access to the services they need, when they need them, in the place that they call home

**Promise**

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**Values**

- **Curiosity** | Cultivating space that invites new and different ideas, perspectives, and approaches, and practicing inquiry rather than judgment
- **Civility** | Always speaking and acting in ways that demonstrate respect, caring, and benevolence
- **Courage** | Consistently demonstrating integrity and advocating tirelessly for change for the better
- **Collaboration** | Strengthening our collective impact by nurturing belonging and connection

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**Strategic Focus Areas**

- **Advocacy & Awareness**
  Serve as a trusted source of information for state agencies, regulators, legislators, the media, and many other public and private stakeholders

- **Workforce Development & Advancement**
  Lead and contribute to strategies and solutions that will attract, retain, and develop the workforce required to meet the needs of older adults

- **DEI & Belonging**
  Promote cultures of belonging, where every individual feels safe to be their true self

- **Connection & Shared Learning**
  Foster spaces where all members can connect, share, support each other, and learn

- **Trusted Source for Information & Support**
  Be the first thought resource for our members on issues related to both day-to-day operations and preparing for the future

- **Collaborative Discovery**
  Serve as an incubator of ideas and innovation including scalable and replicable solutions