

Madison Senior Coalitions

Collaborative
Planning Study:
Roadmap
December 28, 2016



SORT SOL GROUP
Leading Change. Changing Leaders.

P.O. Box 45732
Madison, WI 53744-5732
608.960.8284

About Sort Sol Group

Government, philanthropic, business, and social purpose sectors working together to create positive, meaningful, and sustainable change to benefit our communities. Easy to state, difficult to do. At Sort Sol Group, we focus on strengthening client impact in practice areas such as business modeling, group facilitation, governance, leadership, and strategy development. Bringing a networked consulting model, combined with community learning and development, we support projects tackling issues of all types and sizes, working with community leaders to co-create knowledge and to be a collective force for social change. Leading change, together.

Collaboration Roadmap

Introduction

Sort Sol Group is pleased to present this Collaborative Planning Study Final Report to the City of Madison Community Development Division.

The following report is an in-depth accounting of the results of the study, outlining the planning team's findings and recommendations. We have also provided details on the study process as well as a thorough description and analysis of the observations and findings in accordance with the information provided during the planning meetings, external feedback study, and recommendations.

The primary goal in conducting this study identified in the Request For Proposal was:

"To complete an inclusive, facilitated planning, study and review process of current organizational and program practices of Madison's 4 independent Senior Coalitions and explore opportunities for collaborative, improved service delivery for seniors in the City of Madison. In order to address issues of poverty, racial equity and social justice among seniors, the study will provide recommendations for more efficient, collaborative, coordinated city-wide programming among the senior Coalitions."

Study Process

For this engagement, a Planning Team was established, consisting of the Senior Coalition Executive Directors and selected Board members, to provide overall guidance to SSG during the process. SSG provided the facilitation, consultation, and other support necessary to bring the Coalitions to mutual agreement on the nature of future decisions. This included preparation of materials, facilitation of meetings, keeping of minutes, reporting to the respective boards on progress made, and the liaison to outside legal counsel (if sought), as necessary to the process.

Using a collaborative, group-based process, the project approach was divided into four phases: stakeholder engagement and initial research, current business model design and assessment, future strategy development, and implementation planning. The results of each phase are detailed in the report.

We have truly enjoyed our relationship with the four Senior Coalitions and the Planning Team. We would like to extend a special note of appreciation to Marcia, Katie, Jim, and Sonya for providing outstanding leadership throughout the process. We also wish to thank all the individuals who gave freely of their time to assist the Senior Coalitions with this study.

Respectfully submitted,

Ben Williams and Dennis Johnson
Founders and Managing Partners
Sort Sol Group

Senior Coalition Directors

Jim Krueger Executive Director North/Eastside Senior Coalition Jkrueger@nescoinc.org	Katie Kluesner- Executive Director West Madison Senior Center katiek@wmseniorcenter.org	Marcia Hendrickson Executive Director South Madison Coalition of the Elderly hendrickson@smcelder.com	Sonya Lindquist Executive Director East Madison/Monona Coalition of the Aging sonyal@emmca.org
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Executive Summary

After nine months of meetings and discussions, the four Madison Senior Coalitions have identified a set of shared commitments, strategies, and collaborative approach to making a greater impact on seniors.

Shared Commitments

Our Purpose

The complexity of challenges facing seniors is growing, particularly related to mental health, transportation, housing, food, and language/culture. Seniors benefit from services to remain independent and maintain wellbeing/quality of life. Social networks help improve the quality of life and well-being among seniors.

Our Mission

To increase access to services and advocate for seniors to maintain independence and quality of life.

The Coalitions see this mission being achieved through both external efforts (advocacy and empowerment) and internal efforts (better collaboration and greater effectiveness):

- **Advocate** for seniors with a unified voice
- **Empower** seniors to maintain independence and quality of life
- **Improve** collaboration between Coalitions and partners
- **Create** efficient and effective systems to deliver programs responsive to the evolving needs of seniors

Our Vision

A community voice for all seniors through integrated and more resilient agencies.

Our Values

Community; Compassion; Inclusivity; Partnership; Communication

Our desired impact on seniors

- Increased quality of life, wellbeing, and independence
- Increased access to services
- Broader community is engaged, culturally inclusive
- Improvement in health and safety

Five Shared Strategies

The following five strategies were drafted to increase the impact and capacity of Coalition:

1. Engage the community and advocate policymakers together as a collective entity
2. Strengthen human capital management to increase individual and shared capacity
3. Increase connectivity of programming across Coalitions to improve sustainability
4. Increase unrestricted funding and business model sustainability
5. Increase understanding of community needs and Coalition impact

New Model for Collaborative Organization

The Planning Team recommends the four agencies pursue with negotiations to formally integrate the four Coalitions into a cohesive organization responsible for the scope of all four current agencies, while maintaining the autonomy of each community.

Background and Process

Principles from the powerful Real-Time Strategic Planning (“RTSP”) methodology were used to guide the Senior Coalitions’ board and staff leadership. Capitalizing on strengths, RTSP supported the development of building internal, strategic capacity for the Senior Coalitions. Tools, including the Business Model Canvas and Program Portfolio Review, were used to create perspective on how the Senior Coalitions create, deliver, and sustain value for clients. As the Senior Coalitions’ seek new approaches to collaboration, they explored the key issues that could create greater value, together.

Using a collaborative, group-based process, the project approach followed in four phases, specific to the following:

- **Phase 1** examined organizational capacity through document review, stakeholder interviews, and focus groups to build mutual understanding of the current state and potential opportunities.
- **Phase 2**, informed by the background research, focused on defining the current business models; geography, customers, programs and funding; current trends and market factors that impact success in achieving the collective mission. The economic logic was outlined in this step, including an in-depth financial analysis, ratio analysis, and cash flow review, as well as an evaluation of each partner’s financial condition based on trends and in comparison to current budget. The Planning Team defined the opportunity from each stakeholder’s perspective (customers, clients, funders, partners) and developed a collective mission statement and logic model that outlines goals and desired outcomes of effort. The Business Model Canvas was used as a guide and summary tool to communicate and understand the business model.
- **Phase 3**, building on Phases 1 and 2 – fleshed out strategic options that respond to the big questions and project goals facing the Senior Coalitions. This phase developed a mutual understanding for collaborative opportunities for increasing impact and internal effectiveness. The developed approaches were tested through external interviews and focus groups to gain insights and engagement from key stakeholders. Assisting the PWG and staff leaders, strategic choices were made with final recommendations developed and captured in this, “Road Map” document – for final approval by the boards.
- **Phase 4**, developed a collaboration plan (the preliminary recommendation), reviewing possible alternatives based on desired strategies (phase 3) and current position (phase 2). SSG will provide technical coaching support to integrate the Road Map into existing organizational structures and operational plans, to ensure a seamless implementation of the future direction of the Senior Coalitions.

Preliminary Recommendation

The Planning Team (see Appendix A for member list) recommends the four agencies pursue with negotiations to formally integrate the four Coalitions into a cohesive organization responsible for the scope of all four current agencies, while maintaining the autonomy of each community (see legal section for additional details). The following factors and agreements have been determined and identified for further negotiation:

Decision Making

A transition team comprised of staff and board from all four Coalitions, with equal voice, will be formed to negotiate remaining issues and present a final recommendation for approval to each Coalition Board.

Decisions in the transition will be made by consensus arrived through commitment to leveraging strengths, areas of agreements, and compromise when necessary. Each Coalition will have a single vote in all decisions.

Most factors and decisions impact all Coalitions, but certain issues specific to an individual Coalition will be managed by that Coalition. All local decisions are open for full input and feedback, but decisions by the local Coalitions will be respected by the others. In particular, local control issues that have been identified are the capital and assets as well as individual contracts with partners that each Coalition have in place.

Board approval of final recommendations will follow individual Coalition by laws (a 2/3 vote of membership). Full effort will be made to find full agreement, but permission to move forward or remain independent will be respected by all parties.

Timeline

The boards of each Coalition voted to pursue the preliminary recommendations, described below during their November meetings (Nov. 13-28). A final report that includes a summary of collaborative planning, external feedback, Collaboration Planning Team recommendations (this document), and an action plan of next steps will be shared following that meeting.

Transition and integration planning will occur between Q1-Q2 2017 with implementation beginning Q3-Q4 of 2017. The effective date of any formal legal changes is anticipated for beginning of year 2018. Implementation (of strategies and integration) will be executed over the following two to three years (2018-2020). See Appendix B Integration Timeline for more details.

Impact considerations

The primary benefits of greater collaboration include: stronger financial resiliency, increased capacity of directors to focus on key strategies (advocacy, fund development, programming), more effective staffing for programs, greater scale will enable better partnerships with businesses and other influential stakeholders.

The desired results of greater collaboration are a more positive impact:

- Impact on **seniors**, measured by number served, depth/quality of service, and increasing diversity
- Impact on **community**, measured by increased visibility, presence, and awareness
- Impact on **organizational capacity**, measured by sustainability, adaptability, and resilience
- Impact on **staff**, measured by greater wellbeing and satisfaction, stability, and effectiveness

Governance

A new governance structure will be transitioned in 2017 and operational beginning of year 2018. Shared commitment statements were drafted to guide the collaboration:

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Board governance

The implementation of a new board governance structure will be completed in three phases. A comparison of policies and board makeup was conducted, and included in Appendix D. Currently, recruitment of new board members will be paused to identify needs or gaps for supporting the transition period (2017). A Transitional Structure, resembling that of the Collaboration Planning Team, will serve as the voice for

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designing and implementing the new governance structure. The Transitional Structure will be equally represented from each Coalition. The Current Boards of the Coalitions will continue to be responsible for the oversight and management of their Coalitions until a new structure is determined and legally implemented.

Stage	Actions
Current Structure (now)	Determine makeup of Transition Structure members Bring equal representation and voice from each Coalition
Transitional Structure (2017)	Bring equal representation and voice from each Coalition to manage transition to Long Term Structure <i>Determination for Current Board Structure will be dictated by legal changes. Any shifts will be planned in Transition phase, voted on by Current Boards, and be implemented with shift to Long Term Structure.</i>
Long Term Structure (2018-onward)	Embrace diversity, new roles/experiences in strategic areas such as fund development, business, advocacy, community engagement and marketing. other areas

Legal structure

The Coalitions have begun to seek legal advice on finalizing the structure, with an intent to develop a cohesive organization responsible for the scope of all four current agencies, with local authority and autonomy remaining in place. Several possible options have been discussed and considered, including a parent-subsidiary structure, a cooperative design, and a single agency model with local sites. A key concern amongst the Collaborative Planning Team is finding a structure that enables effective deployment of staff talent and programs (a primary benefit of integration) and maintain strong, local contact with the community (clients and partners).

Programming

Program changes are being considered as a result of the integration, described in part in the new strategies of the Coalitions (see Appendix C). Timing and details of changes will be determined in transition period (2017), current priorities and timelines are listed below. Program planning teams, each led by one director, will engage program staff, funders, and clients/community to make effective changes. Changes to programs will be evaluated and prioritized using the impact considerations (described above). See Appendix E for more details on draft Program Actions and Anticipated Benefits. Beyond programming, integration of staff training and program policies is an opportunity to increase consistency and quality of services.

Finances

The financial position of each agency was reviewed in detail as an early stage of the collaborative planning process. At a high level, each agency is in a reasonable financial position individually. However, each agency is not in a strong position to address the rapidly growing senior population and the increasingly complex

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client needs alone. As a combined entity, resource sharing and scalability become more achievable (though still difficult). Each of the collaboration strategies directly address different aspects of these challenges.

Two summary tables are included below that illustrate a three-year average of each agency's finances individually (table 1) and together as a single agency (table 2). A fifth column illustrates the size and scope of the combined agencies without the COP-W program (which has been a program of SMCE that may be transitioning with the introduction of Family Care in Dane County).

Table 1 removed to protect individual financial positions of each agency for public report. Below are several general observations:

- *Each agency has similar profile of income and expenses, with SMCE's COP-W program the only exception.*
- *Two agencies, EMMCA and WMSC, own facilities; creating a significantly different mix of assets/liabilities than the other two.*
- *Taken as a whole, the four agencies have positive indicators of financial liquidity (cash on hand and current ratios) and adaptability (working capital). Longer term financial sustainability (surplus and profitability margins) is never certain, though more achievable as a collective than as individuals.*

Table 2. Combined Agency Finances by Year

Combined Agencies	2015	2014	2013	Average
Income	\$2,731,374	\$2,812,334	\$2,800,062	\$2,781,257
Expenses	\$2,704,410	\$2,728,064	\$2,784,743	\$2,739,072
Surplus (Deficit)	\$26,964	\$43,790	\$15,320	\$28,691
Assets	\$882,058	\$859,074	\$826,719	\$855,950
Total Cash	\$533,457	\$526,840	\$421,104	\$493,800
Current Assets	\$655,575	\$632,452	\$573,158	\$620,395
Total Assets	\$892,907	\$860,480	\$814,464	\$855,951
Current Liabilities	\$183,191	\$168,377	\$173,624	\$175,064
Total Liabilities	\$335,548	\$345,239	\$361,405	\$347,398
Daily expenses	\$7,409	\$7,474	\$7,629	\$7,504
Cash on hand (days)	72	70	55	66
Current ratio	3.58	3.76	3.30	3.54
Working capital	\$472,384	\$464,074	\$399,535	\$445,331

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Days of Working Capital	64	62	52	59
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Human Resources

Human resource development is an area of significant opportunity for growth as an integrated organization (draft plans are articulated in Appendix C). Changes to geographic boundaries (for programming, sites, and staff/leaders) will continue to be explored with input from funders, staff, and community during the Transition Planning (2017).

Leadership

The four Executive Directors have identified new role possibilities in the future organization, leveraging the unique strengths and talents of each leader. Each Director will take leadership roles in the collaborative strategies and responsibilities. Currently, these activities are the responsibility of each director. In the integrated model, overlapping responsibilities will allow each Director to provide significantly more attention in these new areas. Leadership and oversight of the programming strategy will be divided across Directors.

New Position	Executive Director	Strategy and High Level Role	Program Oversight
Chief Impact Officer	Sonya Lindquist (EMMCA)	Advocacy and impact strategies Community impact responsibilities (e.g., evaluation and continuous improvement)	Nutrition and activities
Chief Marketing Officer	Katie Kluesner-Gallagher (WMSC)	Marketing and community engagement strategy Communication responsibilities (e.g., design, website, outreach, engagement, etc.)	Home Chore and volunteer
Chief Development Officer	Jim Krueger (NESCO)	Business model strategy Resource development responsibilities (e.g., fund development, grant writing, membership, events)	Cultural diversity and activities
Chief Executive Officer	Marcia Hendrickson (SMCE)	Human capital strategy Administration responsibilities (e.g., budgeting, facilities, HR, strategy, board liaison)	Case management

Staffing

No changes to staffing levels are anticipated, all frontline positions are secure. Roles may shift as changes to programs are determined (e.g., citywide purview for certain roles). Longer term changes to roles will be made as positions open to reduce the amount of impact on staff. Staff will be included in the management and direction of program changes and provide feedback and insight into implementation.

Policies

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Several areas of staff policies vary, particularly benefits (WMSC does not offer benefits, other agencies do). Depending on the form of integration, a net-positive approach (no changes will negatively impact an agency) will be used to assure all staff are treated equitably. See Appendix F for details on current policy guidelines.

Salary and pay structure

There were no significant variances in salary and pay structure comparing agencies. A comparison of roles and responsibilities of case and nutrition managers from other Coalitions and agencies will be an early next step in the Transition phase. See Appendix G for current numbers of FTE, people, and dollars by role.

Capital

The capital holdings of each Coalition will be managed at the local level. The Coalitions agree to coordinate decisions together to look at most reasonable method and approach given opportunities and changes. As changes are considered, opportunities that advance access and inclusivity will be prioritized (e.g., sites that are easy to reach via public transportation options; partnerships that connect seniors to other programming and supports). An ad hoc team will be organized to evaluate space needs and opportunities as part of the Transition Phase.

Communications

An engagement plan for Coalition staff, board, and key stakeholders is being drafted and summarized below. To date, staff, board, and external stakeholder feedback on the collaboration strategies (see Appendix C) has been largely positive. The next steps are to engage each in the Transition Phase as appropriate.

Role	Engagement Activity
Staff	<ul style="list-style-type: none">Engaging staff in program area integration planning/changes (following negotiations)Scheduling social exchange across Coalitions – learning, fun
Board	<ul style="list-style-type: none">Approve timeline and agreement to proceedParticipate on transition teamApproval of decisions of transition teamScheduling social exchange across Coalitions – learning, fun
Community	<ul style="list-style-type: none">Stakeholders / consumers / participants<ul style="list-style-type: none">Current consumers ~ impact on services changingYounger seniors ~ as donors, volunteers, otherCommunity area and loyal supportersWhen: once integration plan is in place, space for feedback and inputHow: opportunity for marketing, engagement, AND feedback
Funders	<ul style="list-style-type: none">Opportunity to inform, advocate, and engageEngage City of Madison in transition planning for updates/feedback, but not in decision making to keep aligned with future city changes and programming.Who: City of Monona, Dane County, United Way Dane County, Madison Community Foundation
Close partners	<ul style="list-style-type: none">Who: Meal sites, program sites, community partnersUpdate on next steps; gather feedback to guide Transition phaseLet them know if/when changes being considered, confirm

Future Meetings and Next Steps

Board approval to advance into the Transition phase will be discussed individually for each agency:

- West Madison Senior Center: November 14
- North/Eastside Senior Coalition: November 15
- South Madison Coalition of the Elderly: November 16
- East Madison/Monona Coalition of the Aging: November 28

Presentation of Approved Recommendations will be shared with the City of Madison on December 7, 2016. A final Collaborative Roadmap that includes summaries and deliverables from all meetings, as well as additional supporting resources (e.g., timeline and action plan for integration) will be shared with each Coalition following the Board approval.

Appendix A: Planning Team

Several other staff and board members participated in meetings, the below list is the primary members assigned responsibility for leading the Collaboration Planning.

Name	Organization	Role
Marcia Hendrickson	South Madison Coalition of the Elderly	Executive Director
Peter Davis	South Madison Coalition of the Elderly	Board
Nancy Kosseff	South Madison Coalition of the Elderly	Board
Tom Heine	South Madison Coalition of the Elderly	Board
Sonya Lindquist	East Madison/Monona Coalition of the Aging	Executive Director
Ron Hanko	East Madison/Monona Coalition of the Aging	Board
Mike McHugh	East Madison/Monona Coalition of the Aging	Board
Dan Pechauer	East Madison/Monona Coalition of the Aging	Board
Anne Brindley	East Madison/Monona Coalition of the Aging	Board
Katie Kluesner	West Madison Senior Coalition	Executive Director
Dick Ihlenfeld	West Madison Senior Coalition	Board
Dan Gronemus	West Madison Senior Coalition	Board
Jim Krueger	North East Madison Senior Coalition	Executive Director
Jan Somerfeld	North East Madison Senior Coalition	Board
Linda Jallings	North East Madison Senior Coalition	Board

Appendix B: Integration Timeline

Action Area	Action Steps	2017 S1 Changes	2017 S2 Changes	2018 Changes
Negotiation	Setting timeline Setting framework of agreements, decisions	Complete negotiations		
Integration Planning	Who: Integration team Legal expertise Accounting expertise Mutual leadership & facilitation of meetings	Integration planning Seek additional funding	Critical Actions Taken	Implementation
Governance	Transition board to long term structure	Transition Phase board members selected Identify assets, gaps	Identify Long Term Structure New member recruitment	Movement towards desired full board (new members added?)
Programming	Responsibility shifting to each agency based on new leadership model	Review opportunities to shift contracts, budgets, fiscal responsibilities	Request for changes made	New model applied Reviewed for success, challenges
HR		Evaluate commonalities and differences	Plan shifts and changes to pay, benefits, policies, and structure	Integration with common policies and stepwise plan for changes
Capital		Identify and determine timeline for local capital decisions	Pending decisions, make local changes	Integration (if applicable)
Communication	Greater social exchanges at board and staff levels	Ongoing	Ongoing	Ongoing
Financial		Identify systems, potential changes		Integration (if applicable)

Appendix C: Collaborative Strategies (Drafted)

Strategy	Action Steps	Goals
Engage the community and advocate policymakers together as a collective entity	Advocacy strategies: <ul style="list-style-type: none"> • Create buy-in from boards for a shared advocacy voice and structure to guide next steps • Develop and support a shared advocacy position to provide a unified voice, message, and identity for seniors • Consider having a “single voice” – new name, brand for Senior Coalitions • Establish an advocate role focusing on lobbying, grantmaking, and community education • Strategically connect and engage County Focal Points where applicable (e.g., for county funding) 	<ul style="list-style-type: none"> • Shared voice generates more awareness, household name, • More clients, more volunteers, more advocates
	Community engagement strategies: <ul style="list-style-type: none"> • Engage families and clients/participants as advocates • Support Citywide events and engagement opportunities • Connect with existing events to expand voice on issues • Seek ways to increase focus on younger seniors 	<ul style="list-style-type: none"> • Greater \$ and % from individual and corporate donations • Increased visibility to community
Strengthen human capital management to increase individual and shared capacity	<ul style="list-style-type: none"> • Realignment of staff among / within our agencies (programming efficiency) • Consolidate administrative operations for improved efficiency & impact • Continuation of joint strategic planning for goal setting – short and long term – to better act in alignment • Evaluate our current staff structure vs. needs (individually and collectively) • Evaluate current service delivery for activities & differences • Review our governance models to support future growth • Support growth of the board roles and responsibilities in advocacy and fund development 	Organization <ul style="list-style-type: none"> • More efficiency and impact through re-alignment of tasks/roles • Less duplication of services • Increased racial/ethnic diversity
		Staff: <ul style="list-style-type: none"> • Greater staff expertise (& access to resources) • Increase opportunities for staff growth professionally
		Volunteers: <ul style="list-style-type: none"> • Increased volunteer pools • Increased engagement, and life satisfaction for volunteers
		Community: <ul style="list-style-type: none"> • Serve more people (& more people from varied racial/ethnic backgrounds) • Increase visibility within our community

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Strategy	Action Steps	Goals
Increase connectivity of programming across Coalitions to improve sustainability.	<ul style="list-style-type: none"> • Establish a work group to develop joint fee-for-service opportunities • Establish program specific work groups to develop uniform best practices • Review and change nutrition programs model to increase impact opportunities with new partners, funders • Review staffing needs by program area (seek full time lead for each program area) 	
Increase unrestricted funding and business model sustainability.	<i>Fund development strategies:</i> <ul style="list-style-type: none"> • Invest in expertise/role to manage marketing and fund raising • (New or collective as well as individual) Board engagement with funders • Develop the business case for Coalition funding • Increase unrestricted funding through foundation grants, community giving • Strategic engagement of funding for seniors from health care / insurance organizations • Expand planned giving model 	
	<i>Business model strategies:</i> <ul style="list-style-type: none"> • Integrate business models to improve service coordination and efficiencies in administration • Advocate for funding of multiple programs, not specific programs • Pursue joint activities – large scale event for gathering community and supporters 	
Increase understanding of community needs and Coalition impact.	<ul style="list-style-type: none"> • Comprehensively assess current needs and services • Improve understanding community need by characteristic (race, gender, and geography) and issue area (housing, transportation, nutrition, social activity, mental health & AODA) with research partners • Demonstrate impact with logic models (programs) and theory of change (organization, collective) • Leverage collective voice on aging and senior issues on advocacy/partner platforms 	

Appendix D Current Provisions in Bylaws

Not included for public reports. Board bylaws are being kept private to the four Coalitions.

Appendix E Program Actions and Anticipated Benefits

Priority	Program Area	Action Step or priorities	Anticipated Benefits of Change
ST	Home Chore	Explore realigning staff roles Centralized training Staff role sharing (e.g., increase FTE of current to cover gaps) Common use of best practices (for all programs)	<ul style="list-style-type: none"> Reduced transition time (recruitment, hiring, orientation), faster shift to delivering service Shared database Better citywide recruitment for volunteers
LT	Nutrition	Explore new methods for delivering service Resource sharing of staff Strategic plan of nutrition gaps/needs	<ul style="list-style-type: none"> Strategic, creative location siting and allocation = greater #s served Easier to revisit boundaries = greater flexibility, reach New delivery methods lead to greater participation per site
MT	Case Management	Shared learning, access to reporting/database (EMMCA technology asset to share) Lead supervisor for city Training efficiencies – able to train more, additional resources Location and access? How would boundaries change with new service area definition?	<ul style="list-style-type: none"> Shared db. = better client management Better recruiting, decrease turnover = greater service continuity, case load More training = higher capacity Consistency, quality of service Better handoffs (fewer?) when seniors move locations Flexibility to share specialized skills (health, language) = reduce barriers to services Easier to scale fee for services case management (esp. valuable with greater marketing, advocacy)
ST review; LT major changes	Diversity program	Funding, create vision of better networked services Inter-agency training/learning Increase with unrestricted funding Increase cultural competency/inclusivity	<ul style="list-style-type: none"> Greater cultural competency = better service quality, better reach to diverse senior populations Travel time reduced if staff distributed across city (internal efficiency) = reach more seniors Increase access citywide with more service locations
	Senior activities ---- Senior Center (WMSC, NESCO) or Day Center (EMMCA) Madison Senior Center (SMCE)	Determine how to connect to East Madison population Determine to what extent should programming and services be combined, connected, or done at all by Coalitions (identify and foster partners across strategic locations)	<ul style="list-style-type: none"> Improved resource allocation (either into senior activities or into other areas) Better location choices = better reach, increase impact Distributed services with facility partners (redefine as senior center without walls) Greater capacity to connect seniors to community activity

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Priority	Program Area	Action Step or priorities	Anticipated Benefits of Change
	Fund development	Strategy 4 – business model, fund development	New board members with greater experience
	Communication & branding	Strategy 1 (community engagement)	
	Advocacy	Strategy 1 (advocacy)	Louder voice – stronger influence
ST Early effort	HR & personnel	Streamline to save time, costs More equity (job description, salaries, benefits)	See above (staff sharing when gaps occur) Overtime rules – more capacity to manage
ST	IT – single website, software licenses, data management/measurement	Streamline to save time, costs	
ST	Finance & accounting	Streamline to save time, costs	

Appendix F Staff Policies

Not included for public reports. Staff policies are being kept private to the four Coalitions.

Appendix G Salary and Pay Structure

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