

ACCREDITATION STRATEGIC PLAN 2018-2023

PURPOSE AND PLANNING

GOAL

The Madison Senior Center is dedicated to enriching the lives of older people through activities that engage their minds and bodies, and provides opportunities for older adults to be part of a caring community within the Senior Center and the Madison community.

Objective 1-A: To determine annually 3-5 preferences and/or needs of older adults in Madison.

Objective 1-B: To engage participants in 2 or more programs identified as predictors of successful aging; i.e. those that stimulate physical and mental health, increase involvement in the community and avoid disease and disability.

Recommended Actions	Resources Required	Organizations & Agencies Involved	Tech. Asst.	Key Person & Timeframe	
1. Update the mission statement to align with <i>Senior Center Philosophy and Standards</i> , include description of who what, where and why of organization.	Consultant Fees	All stakeholders	External Facilitator	Director, 2020	Done
2. Gather information and participate in efforts seeking the preferences and/or needs of older adults.	None	Efforts may be internal or with external agencies	None	All Staff, Annually	Ongoing
3. Create a written description of the planning process.	None	None	None	Director, 2018	Done
4. Use terms, “goals, objectives, action steps” on planning materials consistent with <i>Senior Center Standards</i> .	None	None	None	Director, 2018	Ongoing
5. Make objectives measurable to accomplish and report on goal statements.	None	None	None	Accreditation Teams, 2018	Done

6. Align 6-month action plans with measurable objectives in each area of Senior Center operation.	None	Approved by Committee on Aging	None	All staff, June 2018
7. Redesign the Annual Report to include more financial information and stories that highlight the organization's beneficial impact on older adults.	None	City Word Processing	None	2018 Report

Done

Done

COMMUNITY CONNECTIONS

GOAL

The Madison Senior Center is a focal point for the activities for older persons. It is a source of information for older persons about programs and services for older adults. It enhances other community programs with the resources of the Senior Center.

Objective 2-A: To seek 5 new partners in the community annually for collaborative efforts in programs and services for older people.

Objective 2-B: To connect with 5 targeted groups of older adults monthly about Senior Center opportunities and accomplishments.

Objective 2-C: To seek 5 opportunities for advocacy annually on behalf of older adults.

Action Steps	Required Resources	Organizations/ Agencies Involved	TA & Req Training	Responsible Individual & Timeframe
1. Review and update the Senior Center Research Policy and Research Project Request Form.		City Attorney's Office (maybe)		Senior Center Director with staff, 2018
2. Define the difference between a partner and a collaborator. Clarify when a written agreement is required.				January 2019 and thereafter annually. Senior Center Director with staff
3. Update existing written collaborative agreements and identify new partners/collaborators. Establish an agreement with the merged Coalition entity, NewBridge.			Consultation with NewBridge, Inc.	Director, Program Coordinator
4. Identify and recruit community leaders with a commitment to seniors aging in place to fill volunteer leadership roles.	Volunteers	United Way, Foundation, Committee on Aging		Senior Center Director Volunteer Coordinator
5. Seek business leaders to financially support programs and help with promotion. Build relationships with potential partners.	Corporate Sponsorships Plan and Strategy	Foundation, Comm on Aging, Current Volunteers		On-going by Foundation & Executive Director
6. Seek strategies to be involved in planning with both the United Way of Dane County and the Madison Community Foundation.	Invite to the table when addressing key older adult issues	United Way, Mad Com Foundation, City Economic Dev		Senior Center Director
7. Seek to increase the presence of case managers and resources at the Madison Senior Center	CDD Funds	Madison Coalitions CDD Director		Senior Center Director
8. Increase the number of persons of color served by reaching out to, and collaborating with, existing groups and service providers	Agencies to collaborate with	Coalitions, AAA, ADRC		Program Coordinator
9. Rewrite the marketing plan to include target audiences.	Marketing plan samples from other centers			Senior Center Director Program Coordinator

Done

10. Research and implement methods to accurately track the success of marketing tools and provide statistics for evaluation purposes.	IT, Document Services, Staff Time	City IT Dept	Train on better use of data from social media	Program Coordinator
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Governance

GOAL

The Committee on Aging, the Foundation Board and the advisory committee make informed decisions that reflect the interests of Madison’s older adults. These leaders are accountable to the community for effective management of the facility and program.

Objective 2-A: To engage qualified applicants for vacant leadership roles on the Foundation Board, Committee on Aging and advisory committee.

Objective 2-B: To involve participants and invite community organizations to contribute to all senior center planning efforts.

Objective 2-C: To inform all stakeholders, including the Common Council and the Mayor, regularly about senior center programs and services.

Objective 2-D: To review policies and bylaws and respond to the evolving policy needs of the Madison Senior Center every two years.

Recommended Actions	Resources Required (funding, staff, equipment)	Organizations & Agencies Involved	Technical Assistance & Training Required	Individual(s) Responsible
1. Review and revise Foundation Bylaws. Recommend adding dissolution clause.	None	None	Seek legal advice, as necessary	Board President
2. Consider Foundation financial audit effort, either formal or informal review.	None to \$6,000	Foundation Board ad hoc committee or CPA firm	Seek accounting advice	Director
3. Develop a policy on the rejection of gifts which do not support or enhance the mission of the senior center.	None	None	Seek other applicable policy documents.	Board President

ADMINISTRATION AND HUMAN RESOURCES

GOAL

Madison senior Center staff and volunteers maintain standards of excellence and competence.

Objective 4-A: To develop an organized and diverse group of 150 active volunteers to serve the community and the Senior Center.

Objective 4-B: To request an appropriate level of qualified staff in the City budget annually to accomplish Senior Center goals.

Objective 4-C: To maintain professional and volunteer staff skills by providing at least 2 annual training opportunities.

Objective 4-D: To reward and recognize all personnel for performance success by developing an annual recognition plan.

Recommended Actions	Resources Required	Organizations & Agencies Involved	Tech. Asst. & Training	Key Person & Timeframe
1. Review Director's position description (reclassified in 2013) and consider revisions.	City HR Analyst	City HR consultation. CDD Director with Committee on Aging.	Share team comments on scope and qualifications with CDD Director.	CDD Director; new hire expected 2018 for 2019.
2. Involve Committee on Aging members in interview panels and as evaluators of questionnaire materials.	City HR Analyst	City HR consultation. CDD Director with Committee on Aging.	Seek HR assistance to assess candidate fit with culture and management style.	CDD Director; new hire expected 2018 for 2019
3. City, Division and Senior Center organization charts should be updated.	City HR Staff	Division Staff	Use position descriptors rather than names.	Senior Center Director, ASAP
4. Encourage all employees to update position descriptions as needed.	City HR Staff	None	Senior Center Director, twice-annual meetings	
5. Study the addition of a social work position to handle contracts and participant issues.	Funds in City Budget	Community Development Division	None	CDD Director in 2019
6. Seek diversity in all personnel decisions to provide an inclusive environment.	None	City HR and DCR	Racial Equity and Social Justice Initiative	CDD Director, SC Director, Volunteer Coordinator, ongoing
7. Consider the organization of the Senior Center intern program, consolidating all programs for oversight and supervision.	None	Students from MATC, Edgewood and UW. Paid Fullmore and AASPIRE interns	None	Senior Center Director, Volunteer Coordinator, Intergeneratoinal Coordinator 2020

Done

Done

Done

Done

Recommended Actions	Resources Required	Organizations & Agencies Involved	Tech. Asst. & Training	Key Person & Timeframe
8. Evaluate volunteer satisfaction level annually.	None		Seek examples from other volunteer programs.	Senior Center Volunteer Coordinator annually
9. Analyze data on volunteer program, especially on active and 1-time volunteers.	None			Senior Center Volunteer Coordinator 2018

Action Plan – Program Development and Implementation

GOAL

The programs of the Madison Senior Center respond to the interests and needs of Center and community participants; the program is comprehensive and balanced, providing intervention and enhancement activities.

Objective 5-A: To develop a balanced program that includes an average of 200 ‘successful aging’ activities and services each month.

Objective 5-B: To offer a comprehensive program that serves diverse cohorts of the older adult population, matching the ethnic and generational population of those 55+ in the Madison community.

Recommended Action Steps	Resources Required	Organizations & Agencies Involved	T A & Training Required	Individual(s) Responsible
1. Promote the ‘successful aging’ model of programming, emphasizing: 1) avoidance of disease and disability, 2) mental and physical stimulation, and 3) engagement in community.				All stakeholders understand concept, Director and Board
2. Explore opportunities for activities and/or programs that engage older adults and which benefit the entire community.		RSVP, United Way		Program Coordinator, Volunteer Coordinator
3. Investigate multiple educational resources for program delivery to older adults.		UW, Madison & Edgewood Colleges		Program Coordinator
4. Collaborate with the City Coalition entity to expand and market programming throughout the City, thereby improving accessibility and awareness.		New Coalition Entity		Director, Program Coordinator
5. Explore opportunities to provide affordable transportation to the Madison Senior Center and other program venues.				Director, Program Coordinator
6. Collaborate with community agencies and leaders to strengthen and expand diversity in programs and participation.		LGBT Senior Alliance, Centro Hispano, Urban League others		Program Coordinator

Done

Action Plan – Evaluation

GOAL

Periodic and comprehensive evaluations are done. The Madison Senior Center invites input from participants, volunteers, community agencies and other whose comments and feedback may contribute to a well-managed, highly respected center.

Objective 6-A: To create an annual evaluation plan of Senior Center programs, participants and operations, which includes standardized forms and timelines.

Objective 6-B: To make all evaluation results available to the Committee on Aging, City officials and participants when completed.

Objective 6-C: To develop standards of excellence, correct deficiencies, and improve outcomes with all evaluation results.

Recommended Actions	Resources Required (funding, staff, equipment)	Organizations & Agencies Involved	Technical Assistance & Training Required	Individual(s) Responsible
1. Create standardized forms and an annual calendar to evaluate programs, participant satisfaction, and operations.	Staff	City IT		Program and Volunteer Coordinators, Manager, Program Committee
2. Seek UW professors and students who can initiate studies and/or advise on evaluation efforts.	Staff	University of WI (Business, Marketing, Nursing, Human Ecology, Social Work) and Morgridge Center		Volunteer Coordinator
3. Establish RecTrac software as a user friendly system for data collection or seek an alternative.	City IT	City IT, MSC	Training to collect data and prepare reports	Senior Center Staff and City IT Department
4. Create a process to evaluate outreach with programs and services to underserved populations.	Staff, Community Partners, Funding	To be determined		Senior Center Staff
5. Survey consistently across the baseline population to achieve Madison Measures annual benchmarks.	Staff time, postage,	Community Development Division		Program Coordinator
6. Consider purchasing mailing lists of those who are not participants and those who are not yet 55 to improve and expand evaluation (and marketing) efforts.	Staff time, Funding	Private Company		Manager

Action Plan – Fiscal and Asset Responsibility

Goal:

The Committee on Aging, the Foundation Board and Staff of the Madison Senior Center account for the utilization of resources, publish plans to correct problems, and develop strategies to generate revenues to meet needs and grasp opportunities.

Objective 7-A: To prepare and distribute requested reports that fully and accurately account for the use of all revenues and income.

Objective 7-B: To develop City and Foundation budgets for the effective and efficient use of resources.

Objective 7-C: To generate sufficient resources to accomplish program and service goals.

Recommended Actions	Resources Required	<input type="checkbox"/> Organizations & <input type="checkbox"/> Agencies Involved	<input type="checkbox"/> T A & <input type="checkbox"/> Training Required	Individual(s) Responsible
1. Distribute Foundation quarterly financial reports to the Committee on Aging.				Foundation members serving on CoA/Office Manager.
2. Distribute YTD income/expense report for City Budget every 6 months to Committee on Aging.				Office Manager/Director
3. Encourage Foundation to share its financial resources to older adults throughout the City of Madison				Director/ Foundation Board
4. Monitor Senior Center needs within the City CDD budget to ensure financial security.		Community Development Division		Director and Committee on Aging
5. Build financial support through corporate sponsorships and grant-writing efforts.				Staff, Committee on Aging and Foundation Board
6. Review fiscal advisability of Foundation audit.	Audit Fees	KBK CPA		Foundation Board
7. Update City Continuity Plan with correct staff and contact information				Office Manager

RECORDS AND REPORTS

GOAL

The Madison Senior Center maintains records of programs, budgets, strategic plans, and evaluations. Historical records are preserved.

OBJECTIVE 8-A: Review monthly and annual reports with stakeholders including participates, staff, volunteers, Committee on Aging, and the community.

OBJECTIVE 8-B: To identify and preserve significant documents and materials according to city requirements

Action Steps	Resources Required	Organizations & Agencies Involved	Tech. Asst. & Training	Key Person & Timeframe
1. Create objectives for new systems and evaluate RecTrac System. Identify specific needs of Madison Senior Center including the ease of participant usage.			City IT Dept.	Director and Staff
2. Investigate other software options for tracking purposes including software used by other organizations.		Coalitions on Aging and other Senior Centers	City IT Dept	Director and Staff

Action Plan – Facility and Operations

GOAL

The Board and Staff of the Madison Senior Center are responsible for maintaining an attractive Senior Center which provides meeting space for not only the City’s elders, but also other community groups.

Objective 9-A: To maintain and improve the Senior Center facility and furnishings by meeting annually with the City of Madison’s Facility Manager.

Objective 9-B: To encourage community use of the Senior Center by advertising twice yearly in appropriate print and social media or on the website.

Recommended Actions	Resources Required	Organizations & Agencies Involved	Technical Assistance & Training Required	Key Person and Timeframe
1. Work with existing transportation providers and users to enhance services, provide information and better utilize current resources.	None	Various transportation providers, other aging-related organizations. Parking Utility	None	Program Coordinator; Volunteer Coordinator 2019
2. Increase participant safety through hands-on emergency practices, maintaining good egress and access, and implementing rules for chemicals and hazardous materials.	None	None	Seek assistance from Fire Department for proper procedures.	All Staff; Office Manager; Clerk Typist 2018/2019 Done
3. Enhance identification of Senior Center by adding interior and exterior signage.	Funds in City Budget	City Zoning	City Zoning	Office Manager 2019
4. Examine facility décor, lighting and space utilization of first floor rooms.	Funds in City Budget, depending on review.	None	City Engineering	All Staff 2018/2019
5. Investigate loop system for hearing impaired.	Funds in City Budget, depending on review.	None	City Engineering. Seek estimate from Audio Specialist	Office Manager 2019 Done

Sally Jo Spaeni,
Senior Center and Senior Services Manager
Madison Senior Center.
330 W. Mifflin
Madison, WI

Dear Sally Jo,

I am pleased to officially inform you that the Accreditation Board met on January 30, 2020 and unanimously approved the recommendation for accreditation of the Madison Senior Center. Successfully achieving accreditation status takes the work of many people both in the senior center and in the community. When these two groups work together the rewards will be felt for many years to come. Your organization demonstrates outstanding leadership and commitment to quality programs and services. This letter is your official notification that the Madison Senior Center has been accredited by NCOA/NISC for a period of five years (January 2020- January 2025).

Your Peer Reviewer observed many strengths of the Madison Senior Center. These included:

- Physical facility is a warm, inviting, spacious, clean building with room for expansion of programs.
- Marketing within the building shows appropriate and pleasant vision of aging.
- The Center provides high level, challenging programs, like the music program PLATO program and the conversational Spanish class.
- Intergenerational programming occurring at the Center should be recognized as a best practice. Preschool children engaging with older adults in a one on one fashion doing projects together. It was apparent how both generations felt connected and trusting of the other. A middle school student meeting with older adults to journal their life stories gives validation to each of those generations. Lastly, nursing students meeting one on one for health benefits of the older adult proves to be a benefit for both the student and the older adult's health. Great collaborating within a community.
- Wonderful community partners: Of note was an interview with Downtown Madison, Inc., a nonprofit working together with the Center for advocacy and delving into the issues that older adults face in downtown Madison. They are working together to become an Age Friendly City. Working in this collaborative way for an age friendly city initiative that encompasses safety, transportation, falls prevention, advocacy, downtown amenities is a best practice.
- Engaged Volunteers: The volunteers are just naturally helping and participating as members, as well. The volunteers speak positively of the Center as "friendly", "engaged", "at home here", "it's a good fit for me". One volunteer reporting, "It always happens when I leave. I'm happy!"

- Excellent Accreditation Committee: They understand the process, the purpose and the mission of accreditation. They buy into being the best, a higher honor, educating the masses, fresh viewpoints that aren't just staff speaking. It is a credible organization.

Suggestions for the future included:

- Programmatically: Explore expanding programming in the health & wellness areas. Consider using technology to broaden your area, for example, Zoom your classes to participants or zoom in the instructor from a different location.
- Evaluations: you can never get enough input: Sessional, seasonally, annually. Get the feedback and use the information from the evaluations not only for knowledge of what works, what doesn't, but also for marketing. Include testimonies from participants in your annual report.
- Explore outdoor expansion. This is a prime downtown spot for marketing. So exciting if you can make green space in your courtyard for public gardens, butterflies, pollination, outdoor programming!
- Consider purchasing audio equipment. Although the rooms are quiet and there is good sound control, some people have compromised hearing. A mic and headsets can work quite well.
- Strengthen partnerships with universities for more diverse programming. Broaden your discipline areas by targeting these disciplines: therapeutic recreation, exercise science, social work, psychology and gerontology.
- Consider moving the location of the Conversational Spanish class. The current meeting room is a craft room. There may be a more comfortable room available for the class.
- Implement volunteer background check system for all volunteers, not just those working with children or going into homes.

We are pleased to have the Madison Senior Center on the list of more than 120 senior centers who meet the standards as developed by NISC. These are centers that are held up as models for others to follow. We know that you and your staff will continue to improve and adapt to meet the changing needs of the older population. We congratulate you and your staff in striving to meet the needs of the older population in your community.

Sincerely,



Maureen O'Leary
NISC Program Manager