

From: phkmail
Sent: Saturday, January 14, 2017 3:52 PM
To: Beatty, Christine
Cc: Batterman, Cheryl
Subject: Collaborative Planning Study: Preliminary Recommendations December 28, 2016

A later edition from the copy you previously emailed to Committee members (viz., copy dated November 10) was dated December 28, 2016. The latter copy is the one I reviewed. I think most innards were not changed, although I'm not fully certain because I did not read the entire report. I downloaded selected pages that needed more than a quick glance.

After reviewing the report I have a few comments I'm sharing with you and Cheryl Batterman. My page references relate to the December report that Ms. Batterman, Manager, Dane County Area Agency on Agency, sent me at my request on January 12. As noted in Madison Committee on Aging meeting minutes, I am a Board Member, Dane County AAA. During the January AAA Board meeting, I learned to my surprise that the AAA Manager had not received a copy of the report.

The Report reflected some of the massive amount of time and effort by participants who were directly involved. The consultants did an excellent over-all job, including effective involvement of Coalition staff, Board members, and others. The four Madison Coalitions did an excellent job of keeping COA members apprized of progress. The current report contains good information describing points to be considered and administrative follow-up plans.

As expressed during the December 7, 2016, City of Madison Committee on Aging meeting, I think the planning group may have paid insufficient attention to roles played by the City, County, United Way, and the state insofar as potential problems are concerned. I include United Way because I know there are considerations that must be taken into account when fundraising plans are made. The impact of state decisions to apply Family Care provisions will have fiscal and other impacts on Dane County's Focal Points. (Note: On Page 10, there is a statement relating to Table 2 Combined Agency Finances by Year that "A fifth column illustrates the size and scope of the combined agencies without the COP-W program..." I did not find the fifth column but did see group recognition of Family Care impact.)

1. Page 7: Decision Making.

Before a transition team of staff and Board members from the four Coalitions presents a final recommendation for approval to each Coalition Board, I wonder whether the Community Development Division should to be involved to recognize legality of the power and existence of such a team. Was the City of Madison involved in establishing each of the four Coalitions as to legal and funding considerations? If so, at what point will CDD now become involved?

2. Page 8: Governance.

Can "A new governance structure" be transitioned without direct involvement and approval by the City of Madison and Dane County? Note is made on Page 9 that "...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." Although the report notes "The Coalitions have begun to seek legal advice on finalizing the structure..." there is no indication as to when CDD and Dane County will become involved.

3. Page 11: Leadership

Role responsibilities delineated for current Executive Directors reflect their strengths, experience, academic and other backgrounds, and interests. That is both rational and realistic. A future problem that must be dealt with during the planning stage is ability to provide budget resources to enable (a) sufficient in-service and other professional education for any replacement personnel and (b) identification of attributes required of anyone replacing each any of the four unique positions. Replacement will require recruitment of a professional applicant with a unique set of academic background, experience, and interest.

4. Page 11: Policies

A point made is that areas of policies differ, e.g., West Madison Senior Coalition does not offer benefits. This was a surprise. How could CDD and Dane County allow that to happen when WMSC staff receives partial city and county funding?

5. Page 11: Policies

The report points out "...a net-positive approach (no changes will negatively impact an agency) will be used to assure all staff are treated equitably." The City of Madison and Dane County have personnel classifications, qualifications, and salary ranges that are not congruent. Since each Department of Administration will have to sign off on efforts to merge differing areas of coverage, at what point will they become involved?

6. Page 16 Collaborate Strategies

One goal related to Community engagement strategies is "Greater \$ and % from individual and corporate donations." Will there be a conflict with United Way and other funding drives? Will the City of Madison or Dane County be forced to become involved to recoup part of public funds allocated to the Coalitions for case-management services?

7. Page 17 Action steps: "Increase connectivity...to improve sustainability." "Establish a work group to develop joint fee-for-service opportunities."

A previous County Executive (Kathleen Falk) requested AAA to develop a plan to garner a sum from clients to reduce county costs for case management. Much AAA staff and Focal Point effort had to be deployed to create a work-group to review and report findings that resulted eventually in no viable plan. It appears that not remembering institutional history may result in efforts doomed to failure. Focal Point case-management clients are poorly able to consider paying fees for receiving services. Imposing fees, or even suggesting minimum donations from relatives and friends, serve to impose barriers to provision of services. My strong recommendation is that the entire idea of fee-for-service be dropped. When Focal Points were developed 40 years ago, part of professional responsibility was outreach. That is no longer needed; however, steps should not be taken to deter service-acceptance.

Paul H. Kusuda, Member, City of Madison Committee on Aging; Board Member, Area Agency on Aging of Dane County