

DRAFT
Strategic Framework

for



For Board Approval
January 9, 2019

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Planning Process and Participants

Planning work began in summer 2018, starting with a review of where ElderSource is today. Clarity Transitions conducted surveys, focus groups, interviews and pursued market research into demographics and elder needs into the future.

Group	Method	# of Participants	Counties Included
Staff	Focus Group	All staff	n/a
Staff – innovation focus	Focus Group	12	n/a
Advisory Council	Focus Group	10	All
Partners, influencers, funders	Individual phone interviews	10	n/a
Professional partners	Online survey	31	Clay, Duval, Nassau, St Johns Volusia
Older adults & caregivers	Online survey	18	Baker, Clay, Duval, Flagler, St Johns
ElderSource clients	Individual phone interviews	21	Baker, Clay, Duval, Flagler, Nassau, Volusia

We also looked at the organization itself – its staffing, finances, services, etc. These findings were presented at the convening of all the boards and key staff at the meeting in August. At that meeting, the participants provided feedback regarding the mission and vision as well as ElderSource’s strengths, weaknesses, opportunities and threats.

All input has been used to inform the subsequent planning discussions. Organized by board within the ElderSource family of corporations, a total of 8 planning discussions were held with representatives from ElderSource, the AAA, ElderSource Institute, ElderSource, Inc., the parent organization, and Wise Owl Properties. Discussions flowed and strategic priorities were iterated between these groups. It was recommended that all ElderSource boards would adopt a mutual vision and mission with separate company purpose statements. Drafts of the recommendations were shared with staff and board throughout the process.

Towards the end of the process, staff was deeply involved in setting measures and action plans, and in the development of implementation plans.

Throughout this process, people have contributed their knowledge, expertise and experience to these dynamic and creative discussions about the future of ElderSource and how it can have a greater impact in the community.

Vision, Mission, and Company Purpose

	ElderSource, Inc. (parent)	ElderSource (NEFLAAA)	ElderSource Institute	Wise Owl Properties
Vision The future we envision for the community	Older adults and adults with disabilities are valued and have the resources they need to live with dignity and security in an age- and ability-friendly community.			
Mission The work we do to achieve the vision	ElderSource empowers people to live and age with independence and dignity in their homes and their community.			
Company Purpose Our complementary roles to achieve the vision	ElderSource, Inc. coordinates and leverages the resources of the ElderSource family to maximize their effectiveness	ElderSource is a steward, advocate, and connector of people, information and resources.	ElderSource Institute innovates and reaches more people with mission-aligned services and generates net income to reinvest and serve more people through the ElderSource family.	Wise Owl Properties manages capital investments to best support the missions of the ElderSource family and provide a return on investment.

Full Identity Statements included in Appendix C.

Outcomes

ElderSource seeks to achieve three major outcomes:

- Provide more services
- Generate additional funding to invest in mission-aligned services
- Improve the quality of existing services

All of the goals, objectives and action steps outlined in this plan are offered in support of these outcomes. Each goal and objective bring ElderSource closer to at least one of these outcomes. Several goals and objectives support two or all three outcomes.

Key Measures

Provide more services

	<i>Baseline</i>	Goal: increase services in all areas		
	2017	2018	2019	2020
Total Inbound and Outbound Calls PSA4 Helpline	62,283	74,076		
Total Assessments and Re-assessments	7,322	8,028		
SHINE Contacts	4,330	5,212		
Services funded by ElderSource, delivered by contracted service providers	1,663,878	1,601,651		
Veterans Directed Home and Community Based Care	45	60		
Education and Training (EI) (people trained)	600	650		
New Direct Services (people served) *	n/a	8		

*clients served in dental grant

Generate additional funding to invest in mission-aligned service

Net Income for Mission Reinvestment

Before intercompany transfers. Goal is to increase combined net income.

	2018	2019	2020	2021
ElderSource (NEFLAAA)	\$330,000	\$345,000	\$360,000	\$375,000
Wise Owl Properties	(\$70,000)	(\$70,000)	(\$70,000)	(\$70,000)
ElderSource, Inc. (Parent)	(\$20,000)	(\$20,000)	\$0.00	\$5,000
ElderSource Institute	(\$1,500)	\$5,000	\$10,000	\$15,000
Combined	\$238,500	\$260,000	\$300,000	\$325,000

Improve the quality of existing services

Measures are satisfaction ratings from annual surveys

	2018	2019	2020	2021
Clients	90%			
Service Providers	TBD			
ElderSource staff	TBD			

Summary of Goals and Objectives

All strategic goals and objectives are designed to achieve the outcomes outlined in the previous section. Appendix A contains more details on each objective and its implementation.

Goal 1: Continue to provide high-quality core services

- Objective 1.1: Continue to provide strong stewardship of the community’s financial resources
- Objective 1.2: Continue our commitment to LGBTQ work
- Objective 1.3: Provide additional direct assistance for older adults and adults with disabilities

Goal 2: Implement programs to improve quality of life and reduce isolation

- Objective 2.1: Increase the ability of caregivers, and our partners and providers to care for older adults and adults with disabilities
- Objective 2.2 Develop a Volunteer Telephone Reassurance Program

Goal 3: Explore innovative, net-income generating service lines

- Objective 3.1: Explore creation of stand-alone services or a “Service Marketplace”
- Objective 3.2: Explore the creation of thrift stores
- Objective 3.3: Explore creation of a network management partnership with Independent Living Systems

Goal 4: Advocate for older adults and adults with disabilities

- Objective 4.1: Form an advocacy coalition

Goal 5: Increase awareness of ElderSource

- Objective 5.1: Hire a marketing firm to recommend best way to increase awareness
- Objective 5.2: Explore fund development options and ideas

Goal 6: Advance ElderSource operations

- Objective 6.1: Support inclusive workplace culture
- Objective 6.2: Develop green governance policies
- Objective 6.3: Consider facility investment opportunities as/if they occur

Appendix A: Goals and Objectives

Goal 1: Continue to provide high-quality core services

<i>Objective 1.1: Continue to provide strong stewardship of the community's financial resources</i>	
EXPLANATION: This objective is to ensure that ElderSource continues to monitor and safeguard how the funds, with which we are entrusted, are used.	
STRATEGIES/ACTION STEPS	Target Date
1. Train staff and providers to ensure funds are used and reported correctly	On-going
2. Identify key performance measures both internally and for service providers	3Q 2019
3. Develop performance dashboards	3Q 2019
4. Identify and seek collaborative opportunities between providers where available. These opportunities may include training, outreach, advocacy, etc.	2020 and on-going
REQUIRED RESOURCES No new/additional resources	
OUTCOMES Generate additional funding to invest in mission-aligned services Improve the quality of existing services Provide more service	
OUTPUTS Dashboard(s) completed	
CHAMPION AAA Board, Nancy Tufts, JaLynne Santiago	
PROGRESS	

Objective 1.2: Continue our commitment to LGBTQ work

EXPLANATION: ElderSource will continue and seek to expand our training and certification of businesses becoming LGBTQ Elder Friendly.

STRATEGIES/ACTION STEPS	Target Date
1. Contract with trainer	1Q 2019
2. Utilize marketing strategies and resources	2Q 2019
3. Develop licensing program for our courseware	2Q 2020
4. Explore housing and supportive services for LGBTQ individuals	1Q 2021

REQUIRED RESOURCES

Funding for IP attorney to protect and develop licensing for the LGBTQ elder friendly business certification

Funding for software developer for cloud application

OUTCOMES

Generate additional funding to invest in mission-aligned services

Provide more services

Improve the quality of existing services

OUTPUTS

of organizations trained

of organizations certified

Revenue

CHAMPION

ElderSource Institute, Linda Levin, JaLynne Santiago, Andrea Spencer

PROGRESS

Objective 1.3: Provide additional direct assistance for older adults and adults with disabilities

EXPLANATION: ElderSource will increase the availability and geographic reach of staff who can provide direct services including information, assessment, and assistance with eligibility. Services would be coordinated with SHINE and will establish an onsite presence in our southern service area.

STRATEGIES/ACTION STEPS	Target Date
1. Add customer service staff to outreach events	2Q 2019
2. Add in-home assessment services	1Q 2020
3. Explore the addition of a satellite office <ul style="list-style-type: none"> a. It's possible that it's loaned space, purchased space with ability to rent to others, co-located with thrift shop b. Location may house: <ul style="list-style-type: none"> i. VA Consultant ii. Benefits Enrollment Center volunteers iii. SHINE volunteers iv. "Case managers" v. Contract manager 	4Q 2020

REQUIRED RESOURCES

In-home short term case management services: Funding for staff positions, mobile office equipment and wireless connections

Office: TBD, but potential rent or down payment

Funding for staff positions (Case manager, contract manager, VA consultant)

OUTCOMES

Provide more services

Improve the quality of existing services

OUTPUTS

people served directly

CHAMPION

AAA Board, Renee Knight (services)

Wise Owl Board, AAA Board, Linda Levin, JaLynne Santiago (office space)

PROGRESS

Goal 2: Implement programs to improve quality of life and reduce isolation

Objective 2.1: Increase the ability of caregivers, and our partners and providers to care for older adults and adults with disabilities

EXPLANATION: ElderSource will support and provide services to caregivers, partners and providers to increase their ability to provide care.

STRATEGIES/ACTION STEPS	Target Date
1. Train staff and providers	Ongoing
2. Address support for caregivers, through training, convening, virtual convening, participation in the Caregiver Coalition	4Q 2019 and ongoing
3. Explore leadership of Caregiver Coalition	Ongoing
4. Convene providers and community partners	Ongoing
5. Develop relationship management database	3Q 2020

REQUIRED RESOURCES
 Funding for relationship management database
 Funding for staffing the Caregiver Coalition

OUTCOMES
 Improve the quality of existing services
 Provide more services

OUTPUTS
 # training sessions offered
 # errors in monitoring
 Provider satisfaction survey

CHAMPION
 AAA Board, ElderSource Institute, Nancy Tufts, Linda Levin

PROGRESS

Objective 2.2 Develop a Volunteer Telephone Reassurance Program

EXPLANATION: This program will use volunteers to check on clients via telephone calls. It will address isolation and quality of life both for those who will be called and those doing the calling. The telephone reassurance program can also be an opportunity to generate revenue-producing services where caregivers are not local.

STRATEGIES/ACTION STEPS	Target Date
1. Establish volunteer program for older adults to lend time and ear to those clients who seek support and reassurance.	3Q 2019
2. Explore possibilities of generating revenue from long-distance caregivers.	TBD

REQUIRED RESOURCES
 Volunteer Coordinator (already included in 2019 budget)
 Funding for volunteer recruitment and recognition
 Funding for awareness

OUTCOMES
 Provide more services

OUTPUTS
 # people served
 # volunteers
 Satisfaction levels

CHAMPION
 AAA Board, Volunteer Coordinator

PROGRESS

Goal 3: Explore innovative, net-income generating service lines

Objective 3.1: Explore creation of stand-alone services or a “Service Marketplace”

EXPLANATION: Older adults, adults with disabilities, and their caregivers need a variety of basic daily services: local transportation to doctors and to shop, assistance with household chores and upkeep, shopping and other errands. Many people can afford to pay for these services but are unsure which service providers are best suited and trained to work with older adults or adults with disabilities.

ElderSource is uniquely positioned to connect services to people because we have a trusted name. We have the ability to train and certify service providers as elder and disability friendly. We also have the community data from our ARDC to understand needs. Connecting or providing these services is firmly aligned with our vision and mission.

A service marketplace would connect or provide personal services for older adults or adults with disabilities in order to help them live with dignity and security. These services may be obtained by the beneficiary or by a caregiver. Any one of the services could be offered individually, or they could be bundled together in a service marketplace.

Personal services will likely be offered for a fee and ElderSource will earn revenue related to the service. The marketplace may contain a variety of services or just a single service. It is likely to start in phases. Each county may have slightly different services based on need and availability of service providers.

Mission critical outcomes identified in planning include increasing services provided, generating positive net income to reinvest in the ElderSource mission, and increasing family brand awareness all the while staying within boundaries.

Extensive working notes from the exploratory discussion for these options is included in Appendix B.

STRATEGIES/ACTION STEPS	Target Date
1. Commit to funding for feasibility study	2Q 2019
2. Conduct feasibility study	4Q 2019-2020
3. Test concepts as needed	TBD
4. Develop funding, financial and business plans for selected options	TBD

REQUIRED RESOURCES
Funding for feasibility study

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OUTCOMES Generate additional funding to invest in mission-aligned services Provide more services
OUTPUTS Short term: Strong due diligence and business plans Long term: # people served, Net income
CHAMPION Parent board, Linda Levin
PROGRESS

Objective 3.2: Explore the creation of thrift stores

EXPLANATION ElderSource will explore the creation of one or more thrift stores. Thrift operations could be a revenue-producing entity with the intention to expand a service presence into each of our seven counties. Capitalized and run correctly, thrift operations can be a strong revenue source of unrestricted net income. Mission alignment comes from the opportunity to include an assistive device loan closet, physical space to meet with clients for (SHINE, personal service, case management, etc.); employment or volunteer opportunities to engage older or disabled adults; and possibly the inclusion of social enterprise such as an ice cream shop). More details are provided in Appendix B.

Extensive working notes from the exploratory discussion and an initial look at feasibility is included in Appendix B.

1. Commit to funding for feasibility study	2Q 2019
2. Conduct feasibility study	4Q 2019
3. Test concepts as needed	TBD
4. Develop funding, financial and business plans for selected options	TBD

REQUIRED RESOURCES

Funding for feasibility study

OUTCOMES

Generate additional funding to invest in mission-aligned services

OUTPUTS

Short term: Strong due diligence and business plans
 Long term: # people served, Net income

CHAMPION

Parent board, Wise Owl Board, Linda Levin

PROGRESS

Objective 3.3: Explore creation of a network management partnership with Independent Living Systems (ILS)

EXPLANATION ElderSource will consider contracting with ILS for network development/management, quality assurance and client re-certifications statewide. ILS contracts with AAAs to provide these services in their respective counties. A new partnership could be piloted in 2-3 PSAs and then a gradual rollout statewide. We can also provide training for ILS staff and providers training statewide on such topics as Elder Abuse Awareness and Prevention, LGBTQ Elder Cultural Competency Training, etc. More details are provided in Appendix B.

STRATEGIES/ACTION STEPS	Target Date
1. Negotiate and establish interest levels with ILS	1Q 2019
2. Consider forming a separate legal entity	TBD
3. Negotiate participation with other AAAs	TBD

REQUIRED RESOURCES
TBD

OUTCOMES
Generate additional funding to invest in mission-aligned services

OUTPUTS
Short term: Strong due diligence and business plans
Long term: Net income

CHAMPION
Parent board, ElderSource Institute, Linda Levin

PROGRESS

Goal 4: Advocate for older adults and adults with disabilities

Objective 4.1: Form an advocacy coalition

EXPLANATION As the leader on elder issues in Northeast Florida, we can leverage this position to coordinate with other organizations with aligned concerns to raise awareness of issues and funding that impact the elder population. We will also consider strategies to advocate for people with disabilities.

Throughout the planning discussions, public policy advocacy has been noted consistently as an important role for ElderSource. ElderSource is in a unique position to understand the needs of older adults and adults with disabilities within PSA4. We have data and experience of our direct interactions as well as a combined understanding from our service providers of the challenges faced in each community.

STRATEGIES/ACTION STEPS	Target Date
1. Identify coalition members and set group goals	1Q 2019
2. Identify key issues (e.g. health care, mental health, affordable housing, homelessness) around which to advocate	2Q 2019
3. Develop and implement a coordinated action plan	3Q 2019
4. Develop a board advocacy advisory panel to provide guidance as needed	4Q 2019

REQUIRED RESOURCES

n/a

OUTCOMES

Generate additional funding to invest in mission-aligned services
Provide more services

OUTPUTS

Recruitment of advocacy partners / coalition
Development of an annual action plan for this coalition
of advocacy activities in each year

CHAMPION

AAA board, Linda Levin

PROGRESS

Goal 5: Increase awareness of ElderSource

<i>Objective 5.1: Hire a marketing firm to recommend best way to increase awareness</i>	
EXPLANATION Awareness remains a challenging issue for ElderSource. We would like to work with a marketing expert to develop a marketing plan that gives us a strong platform to promote our mission and purpose.	
STRATEGIES/ACTION STEPS	Target Date
1. Develop scope of work	1Q 2019
2. Get bids and select a vendor	2Q 2019
REQUIRED RESOURCES Funding to hire the firm	
OUTCOMES Generate additional funding to invest in mission-aligned services Improve the quality of existing services	
OUTPUTS Enhanced marketing efforts to build awareness and understanding of our agency and our purpose.	
CHAMPION Parent, Andrea Spencer	
PROGRESS	

Objective 5.2: Explore fund development options and ideas

EXPLANATION Fund development can contribute to revenue to be used to support the organization and mission-aligned services.

STRATEGIES/ACTION STEPS	Target Date
1. Consider other revenue-generating opportunities for online giving	1Q 2019
2. Continue to invest in Night with the Stars	ongoing
3. Consider adding one more signature event	2Q 2019
4. Consider an endowment and develop analysis to support decision making	1Q 2021
5. Ensure 100% board giving support for both personal giving and in support of events	Ongoing

REQUIRED RESOURCES

TBD

OUTCOMES

Generate additional funding to invest in mission-aligned services

OUTPUTS

\$ raised in unrestricted net income

CHAMPION

Parent board, Linda Levin

PROGRESS

Goal 6: Advance ElderSource operations

Objective 6.1: Support inclusive workplace culture

EXPLANATION: Over the past two years, the agency has made a commitment of time, effort and resources to advance the workplace culture. The Leadership Team has intentionally brought to the forefront our desire to create an inclusive, diverse work environment. This goal strives to build on what we have already begun.

STRATEGIES/ACTION STEPS	Target Date
1. Recruit staff and volunteers with an intentional lens of diversity, inclusion, and equity	Ongoing
2. Recruit and train staff and volunteers with the ability and interest to serve a diverse population	Ongoing
3. Maintain and demonstrate an on-going culture of stewardship with intentional policies addressing diversity, inclusion and equity	3Q 2019
4. Develop leadership opportunities and career paths with an intentional lens of diversity, inclusion, and equity	3Q 2020

REQUIRED RESOURCES

TBD

OUTCOMES

Improve the quality of existing services

OUTPUTS

Diversity measures that compare favorably with like organizations
Improved employee satisfaction

CHAMPION

Parent board, Linda Levin

PROGRESS

<i>Objective 6.2: Develop green governance policies</i>							
EXPLANATION Green governance policies can help ElderSource be efficient and save money as well as being good for the environment.							
<table border="1"> <thead> <tr> <th>STRATEGIES/ACTION STEPS</th> <th>Target Date</th> </tr> </thead> <tbody> <tr> <td>1. Survey staff to identify priorities and possible green-friendly changes</td> <td>1Q 2019</td> </tr> <tr> <td>2. Develop implementation plan</td> <td>2Q 2019</td> </tr> </tbody> </table>		STRATEGIES/ACTION STEPS	Target Date	1. Survey staff to identify priorities and possible green-friendly changes	1Q 2019	2. Develop implementation plan	2Q 2019
STRATEGIES/ACTION STEPS	Target Date						
1. Survey staff to identify priorities and possible green-friendly changes	1Q 2019						
2. Develop implementation plan	2Q 2019						
REQUIRED RESOURCES TBD							
OUTCOMES Improve the quality of existing services Generate additional funding to invest in mission-aligned services							
OUTPUTS TBD							
CHAMPION Parent board, Linda Levin							
PROGRESS							

Objective 6.3: Consider facility investment opportunities as/if they occur

EXPLANATION While there is no specific plan to acquire space, ElderSource wants to remain open to considering space acquisitions if they support the goals and objectives in the strategic plan.

STRATEGIES/ACTION STEPS	Target Date
1. n/a	
2.	
3.	
4.	

REQUIRED RESOURCES
No additional resource required

OUTCOMES
Generate additional funding to invest in mission-aligned services

OUTPUTS
TBD

CHAMPION
Wise Owl board, Linda Levin, JaLynne Santiago

PROGRESS

Implementation Calendar

	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
2019	1.2.1 Contract LGBTQ trainer 3.3.1 Negotiate with ILS 4.1.1 Establish advocacy coalition 5.1.1 Develop mktg scope 5.2.1 Consider online giving 6.2.1 Survey staff on green gov	1.2.2 Contract LGBTQ Marketer 1.3.1 Add I&R to outreach 3.1.1 Commit to service feasibility 3.2.1 Commit to thrift feasibility 4.1.2 ID key advocacy issues 5.1.2 Select mktg vendor 5.2.3 Consider adding new event 6.2.2 Develop green gov plan	1.1.2 ID key performance measures for stewardship 1.1.3 Develop perf. Dashboards 2.2.1 Establish volunteers for telephone reassurance 4.1.3 Develop advocacy plan 6.1.3 Develop DEI policies	2.1.2 Address caregiver support 3.1.2 Complete service feasibility 3.2.2 Complete thrift feasibility 4.1.4 Establish board advocacy panel
2020	1.3.2 Add in-home assessments	1.2.3 Develop LGBTQ courseware licensing	2.1.4 Develop Relationship Mgmt. Database 6.1.4 Develop leadership plans with DEI lens	1.1.4 ID & seek collaborative opportunities between providers 1.3.3 Assess Volusia satellite
2021	5.2.4 Consider endowment 1.2.4 Explore housing and supportive services for LGBTQ individuals			

Ongoing

- 1.1.1 Train staff and providers to ensure funds are used and reported correctly
- 2.1.1 Train staff and providers to increase their ability to improve quality of life and reduce isolation
- 2.1.2 Address caregiver support (beginning 2020)
- 2.1.3 Convene providers and community partners to improve quality of life and reduce isolation
- 5.2.2 Continue to invest in Night with the Stars
- 5.2.5 Ensure 100% board giving
- 6.1.1 Recruit staff and volunteers with an intentional lens of diversity, inclusion and equity
- 6.1.2 Recruit and train staff and volunteers with the ability and interest to serve a diverse population

Appendix B: Working Notes on Revenue Creating Services

Explore creation of revenue producing stand-alone services or a “Service Marketplace”

Older adults, adults with disabilities, and their caregivers need a variety of basic daily services: local transportation to doctors and to shop, assistance with household chores and upkeep, shopping and other errands. Many people can afford to pay for these services but are unsure which service providers are best suited and trained to work with older adults or adults with disabilities.

ElderSource is uniquely positioned to connect services to people because we have a trusted name, we have the ability to train and certify service providers as elder and disability friendly, and we also have the community data from our ARDC to understand needs. Connecting or providing these services is also firmly aligned with our vision and mission.

A service marketplace would connect or provides personal services for older adults or adults with disabilities in order to help them live with dignity and security. These services may be obtained by the beneficiary or by a caregiver.

Personal services will likely be offered for a fee and ElderSource will earn revenue related to the service. The marketplace may contain a variety of services or just a single service. It is likely to start in phases. Each county may have slightly different services based on need and availability of service providers.

Critical outcomes identified in planning include increasing services provided, generating positive net income to reinvest in the ElderSource mission, and increasing family brand awareness all while staying within mission boundaries.

Services discussed and to consider

- Transportation
 - Identified as top priority area to explore with the AAA tasked with an initial pilot
 - Could we sell services through JTA in Duval County?
 - Are there future linkages to autonomous vehicles?
- Care coordination / personal advocacy
 - May be provided through volunteers or partner service providers
 - May involve educating others or direct service
 - May include wellness checks such as friendly visits / calls
 - Could be a ramp up service level from telephone reassurance
- In-home help / services to help people safely stay in their homes longer
 - May have some overlap or linkage with care coordination?
 - Services could vary: shopping/errands, house/yard care, meal prep, etc.
 - Disaster preparations and assistance
 - Nutrition / meal planning

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- Training on adaptations for independent living and individual household preparation
- Affordable Housing
 - Is there a coordinating role we can play in matching co-housing? Older adults together? Across ages? Across abilities?
 - Is there some equivalent of a “foster” system where some level of remuneration is given to the “roommate” with a higher level of care responsibility?
- Guardianship – can this be part of a marketplace in terms of connections? Staffed delivery of guardianship would likely require a separate feasibility study and there’s been some hesitation to take this further step
 - What’s the revenue potential? – See Florida Guardian Association
 - What are the barriers to entry?
 - What’s the liability?
 - Are there any conflicts of interest? (Taking DOE funding and perhaps advocating on an individual level against DOE policy?)
 - What kind of internal capacity do we need for this? Skills sets?
 - What are the acceptable risk parameters? Decision gates?
 - Estate/trust attorneys and bank trust departments are potential referral sources
 - For those without family who can take responsibility, do we consider becoming guardians? Coordinating / vetting / training guardians?
- Free training
 - Do we make the Marketplace a better destination or do we build credibility with free ElderSource training videos for caregivers?

Feasibility questions for this potential project include:

- What’s the best way to deliver services: subcontracted provider, ElderSource staff resource, volunteer, etc.? Or, do we simply provide certification for a marketplace run by another organization?
 - The EI Taskforce has recommended that we be connectors or navigators rather than direct service providers.
- What revenue streams and net income could be estimated from the various service delivery models?
- Which services should be offered? Which is most likely to be purchased? Most profitable? Which should be the first service offered? (Transportation has been identified by the planning taskforces as the highest need.)
- What is the best service platform, cost, and capacity (may be phased) for making connections: existing 800 number, new 800 number, online portal / app, etc.?
- What is the recommended roll out plan: phases, timing, and cost?
- What infrastructure requirements are needed?
- What start-up investments are needed? What are the sources of this start-up investment?
- What volume is needed to earn sufficient margin?
- What staffing capabilities and skills are needed?
- What marketing investment is needed for start-up and ongoing?
- Do we consider partnerships with existing marketplaces? Or are there learning from other marketplaces?

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Implementation Questions and Comments

- Can we benchmark other organizations online? E.g. Amazon, care.com
- This is scalable. Implementation can start slowly and in one area at a time (as capacity allows)
 - Transportation was identified as a primary area to start
 - Create business cases around starting to coordinate services with an existing provider (e.g. Silver Express in Clay County) and using our own vehicle and driver.
 - Might some health care orgs or insurance orgs pay for transportation?
 - Do we use the existing 800# as a starting entry point?
 - Services may vary across counties depending on what's available in each
 - Likely to still need a live help line in the early years for those who aren't tech friendly
- Positive net income and mission alignment are the reasons to explore these services
 - Connecting households for a fee. Sliding scale may be possible. Or "scholarships" may be set up from net income.
 - Sufficient volume will be required to make sufficient money in a low margin business
- Can help long-distance caregivers care for their local family members
- Business case should explore varying operating models: brokers v. staffed v. volunteers, or some combination
 - Service providers should be vetted for quality, insurance.
 - Service providers should pay us for training and certification in being elder-friendly, LGBTQ elder-friendly, aware of signs of elder abuse, etc. This is our competitive differentiation. Do service providers have the ability to and interest in paying for certification?
 - Service providers can be rated (much like Amazon products and services)
 - We can offer employment to elders who are capable of working in these areas or training in how to become a service provider
 - Do we talk with Amazon – or some other online marketplace – to see if there are ways to work with their existing systems?
 - Do Service Providers want to contract with us? At what price points?
 - Is there revenue potential from web advertising on the Marketplace?
- Implementation will require competitive, start-up mind-set
 - Requires an entirely new skill set even to create the feasibility studies
 - Requires some upfront investment
 - What are the acceptable risk parameters? Decision gates?
 - Requires a dramatically different marketing approach
 - Optimize AAA information gathering
- Helps increase awareness for ElderSource as a whole
- Diversifies revenue
- Our attorney has suggested that there may be a reason to structure this organization as a separate legal entity.
- Are there opportunities to co-brand? E.g. AARP, Amazon. Could AARP have foundation funding available to start this concept?
- Need to be careful to define existing vs. new helplines – what's in each? Where do/do they overlap?

Explore creation of thrift stores / local facilities in all seven counties

Thrift operations could be a revenue-producing basis to expand a service presence into each of our seven counties. Capitalized and run correctly, thrift operations can be a strong revenue source of unrestricted net income. Mission alignment comes from the inclusion of an assistive device loan closet, physical space for local delivery (SHINE, personal service, case management, etc.), employment or volunteer opportunities to engage older or disabled adults and may include some social enterprise function (e.g. ice cream shop).

Feasibility questions for this potential project include:

- What is the recommended roll out plan: phases, timing, and cost?
- Should we rent or purchase facilities?
 - The Wise Owl planning taskforce recommends concurrent exploration of owning the facility and renting out extra space to nonprofit tenants.
 - Do we locate near specific partners? Or co-locate with them?
- What infrastructure requirements are needed?
- What start-up investments are needed? What are the sources of this start-up investment?
- What staffing capabilities and skills are needed?
- What marketing investment is needed for start-up and ongoing?
- Are there other potential complementary uses for a facility? (e.g. rental space for complementary offices or retail, nutrition services)

Thrift stores have a variety of range /depth in how they are provided. They may or may not include:

- Assistive devices loan closet (devices could be stored in 1 or more central locations and delivered as needed?)
- Ability to offer services at the same site (SHINE, case management, etc.)
- Ability to have a service enterprise
- Ability to employ or provide volunteer opportunities for older or disabled adults
- Ability to rent out additional space to other organizations (mission-aligned or serving the same audience?)

Thrift store function may vary by county.

Are there linkages to other services that we provide that may need a central physical location?

The EI taskforce feels that thrift stores are not within the scope of EI.

Initial Feasibility Study: Retail Store

Source: Fran Pepis, October 2018

1) Location: Sample Property:

- Mission Square Retail Center – 9735 Old St Augustine Rd

2) Demographics (sample only)

	1-Mile	3-Mile	5-Mile
Total Population	15,455	59,030	140,893

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Adult Population (median age 40)	12,031	46,554	112,285
Household Income (Avg)	\$67,960	\$72,039	\$80,279
Owner-Occupied	3,684	14,914	33,298
Renter	3,125	9,887	25,584

3) Economics

- Cost of entry into the market
 - i) Rents - physical location \$122,500 per year (See below)
 - ii) Capital Requirement:
 - (a) Security Deposit: \$ 8,000
 - (b) First Month's Rent: \$ 9,400
 - (c) Improvements/F&F: \$ 100,000 2
 - iii) Operating Expenses (t/b/d)
 - (a) Staffing (1 full time; 2 part time)
 - (b) Insurance (tenant insurance)
 - (c) Branding: advertising expense
 - (d) Transportation: Delivery Van or 3rd party contract

4) Estimated payback period: 1 ½ years

5) Estimated Net Revenues: 25% - 55% NOI

Summary:

- a) Increase Brand Awareness and fundraising appeal
- b) Creation of unrestricted net income
- c) Diversifies funding sources
- d) Program is financially sustainable
- e) Positive effect on partner providers
- f) Anticipated Risk: Low to Medium

Feasibility Study Retail Store 5 year (5)(1)

Retail Trade Store	Sample Lease Analysis
Square Feet	7800
Term Years	5
Commence	3 rd quarter 2019
Expire	
Rent	
Year 1	\$12.00

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Year 2	\$12.36
Year 3	\$12.73
Year 4	\$13.11
Year 5	\$13.51
In kind donation: rent concession	3 months
Rent concession value	\$23,400.00
Total Value of Lease	\$473,535.11
Average base rent per year	\$94,707.02
OP Expense: \$2.37/sf	\$18,485.00
Property & Casualty Insurance / year \$1.20/sf	\$9,360.00
Total value of lease and expenses	\$612,760.11
Improvement costs shelving / F&F	\$100,000.00
Total value of lease, expenses	\$712,760.11
Average base rent and expenses / year	\$122,552.02
Miscellaneous	
Interior maintenance & repair	By Tenant
HVAC	Tenant responsible for all repairs and quarterly maintenance
Tenant improvement allowance provided by landlord	\$78,000.00
Security Deposit	\$8,000
Signage	By tenant for building and monument sign

Explore creation of a network management partnership with Independent Living Systems

Another option is to contract with ILS for network development/management, quality assurance and client re-certifications statewide. ILS contracts with AAAs to provide these services in their respective counties. This could be piloted in 2-3 PSAs and then a gradual rollout statewide. We can also provide training for ILS staff and providers training statewide on such topics as Elder Abuse Awareness and Prevention, LGBT Elder Cultural Competency Training, etc.

Due to state guidelines, ElderSource would be required to form a sister company with strict separation from the AAA for this opportunity. ElderSource Institute could be this company or a new one could be formed.

Benefit to ILS:

ILS has one contract and reaches the entire state. This arrangement provides sub-state structure which is more cost effective for ILS. AAAs have experience in these services, giving confidence to ILS.

Benefit to AAAs:

Arrangement creates a firewall for the AAAs. Gives AAAs a meaningful way to support the ILS provider network.

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Feasibility questions for this potential project include:

- Is this consistent with our vision and mission?
- What is the level of mutual interest from ILS?
- What is the net income earning potential?
- What start-up investments are needed? What are the sources of this start-up investment?
- What staffing capabilities and skills are needed?

Appendix C: Full Identity Statements

	ElderSource, Inc. (parent)	ElderSource (NEFAAA)	ElderSource Institute	Wise Owl Properties
Vision The future we envision for the community	Older adults and adults with disabilities are valued and have the resources they need to live with dignity and security in an age- and ability-friendly community.			
Mission The work we do to achieve the vision	ElderSource empowers people to live and age with independence and dignity in their homes and their community.			
Company Purpose Our complementary roles to achieve the vision	ElderSource, Inc. coordinates and leverages the resources of the ElderSource organizations to maximize their effectiveness	ElderSource is a steward, advocate, and connector of people, information and resources.	ElderSource Institute innovates and reaches more people with mission-aligned services and generates net income to reinvest and serve more people through the ElderSource family.	Wise Owl Properties manages capital investments to best support the missions of the ElderSource organizations and provide a return on investment.
We provide ...	Coordination of the ElderSource family, resource allocation, and cleanly separated lines where needed	Fulfilling and enhancing mandated programs from DOEA and providing other complementary programs and services Safety-net work Advocacy	Resources, education, training, strategic partnerships	Quality controlled facilities with high quality property management and maintenance.
Our customers are...	ElderSource companies	Age 60+, people with disabilities age 18+, Veterans, caregivers (family, paid, providers)	Age 50+, caregivers, professional providers, other agencies (for profit and nonprofit), partners	ElderSource companies, other tenants
We provide service in ...	PSA 4 / 7 county region plus any Institute geographic reach	PSA 4 / 7 county region	Driven by financial and market impact, not limited by geography– delivery may be in	Properties aligned with the missions of the ElderSource organizations

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	ElderSource, Inc. (parent)	ElderSource (NEFAAA)	ElderSource Institute	Wise Owl Properties
			person, via technology, via license, etc.	
Our competitive advantage(s) are...	Big picture vision and expertise	Exclusive AAA and ADRC within our 7 county region, strong community support, credibility, expertise, diverse board, only accredited ADRC in Florida, strong, collaborative provider relationships, shaping policies / thought leader, part of state and national network	<ul style="list-style-type: none"> • The thought leaders on issues with aging • Leverage of ElderSource’s brand, data, expertise, and connections • Backing of the only Florida’s only nationally -accredited ADRC • Access to existing infrastructure including a mobile unit in 7 counties • Flexibility to offer programs/services beyond AAA’s limits 	Affiliation with the ElderSource family and vision
Guiding Principles inform our work	<p>We value:</p> <ul style="list-style-type: none"> • Honesty, integrity and professional behavior • Results and accountability • Community collaboration • The knowledge, loyalty, commitment and unselfish team spirit • Our role as the proactive and innovative leader in the aging network • The highest level of service • Opportunities for personal and professional growth • Our role as an instrument of positive change 	<p>We value:</p> <ul style="list-style-type: none"> • Those we serve • Excellent and responsive service • Honesty, integrity and professional behavior • Results and accountability • Proactive, innovative and visionary efforts • Community collaboration • The knowledge, loyalty, commitment and unselfish team spirit of staff, volunteers and providers • Our role as the leader in the aging network • Our role as an instrument of positive change 	<p>We believe:</p> <ul style="list-style-type: none"> • People can live their best lives after 50. • When people are empowered they are more confident and able to make better choices. • Delivering the highest level of service depends on the highest quality of professionals. • Offering opportunities for personal and professional growth allows individuals and organizations to thrive. • We need to collaborate with others to be successful • Communicating with passion and energy encourages people to actively engage. • The needs of the aging population require us to be proactive and innovative in the work that we do. 	<p>We value:</p> <ul style="list-style-type: none"> • Honesty, integrity and professional behavior • Results and accountability • The knowledge, loyalty, commitment and unselfish team spirit of staff, volunteers and providers • Our role in supporting and enhancing ElderSource capabilities

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	ElderSource, Inc. (parent)	ElderSource (NEFAAA)	ElderSource Institute	Wise Owl Properties
We are sustainable with funding from...	Net contributions from ElderSource, Friends of ElderSource, Wise Owl Properties, and ElderSource Institute	State and federal funding, additional grants, distributions from ElderSource (parent), other program revenue	Fee for service	Rent