STRATEGIC ALLIANCES

- In a highly competitive market – with shrinking public resources – engaging in an affiliation is one strategy to preserve mission and maintain high quality services.

- The question: Is it the best strategy for your organization?
ABOUT VINTAGE

Vintage, Inc.
Founded in 1973
Serving Older Adults in Allegheny County, Pennsylvania
**TIMELINE DETAILS**

- Preparation and Planning: 24 months
- Exploration (2 organizations): 12 months
- Due Diligence Process: 5 months
- Prep of Legal Documents: 2 months
- Time Between Approval and Effective Date (OAG review): 6 months
FROM HERE TO THERE
PREPARATION

- Do you have leadership champions?
- Do you have the required support?
- Do you have a timeline?
- What resources might you need?
GETTING STARTED

- Complete Objective Self-Study and Data Analysis
  - Include historic view, current status and forecasting

- Prepare a Concept Paper / White Paper
  - Include agency description, organizational strengths, goal statement, financial summary, desired partner characteristics

- Establish a Timeline to Include Key Decision Points
  - Include Board action items: approval for exploratory discussions, approval for due diligence, approval of final agreement

- Develop Decision-Making Matrix
## Decision Making

<table>
<thead>
<tr>
<th>VARIABLES</th>
<th>HIGH 3 PTS</th>
<th>MED – 2 PTS</th>
<th>LOW – 1 PT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission fit</td>
<td>CRITICAL / NON-NEGOTABLE</td>
<td>HIGHLY PREFERRED</td>
<td>Not Essential/ Would be a bonus</td>
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<tr>
<td>Furthers the Vintage mission</td>
<td>3.0 Board</td>
<td>2.7 Staff</td>
<td></td>
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<tr>
<td>Financial sustainability</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Generates sufficient revenue to cover direct &amp; indirect costs</td>
<td>2.8 Board</td>
<td></td>
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<tr>
<td>Evidence-base exists to validate the approach</td>
<td></td>
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<tr>
<td>Program approach and outcomes have been validated</td>
<td></td>
<td>2.0 Board</td>
<td>2.3 Staff</td>
</tr>
<tr>
<td>Start Up resources available</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Initial funding &amp; organizational capacity exists or can be acquired to</td>
<td></td>
<td></td>
<td>1.9 Board</td>
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<tr>
<td>launch</td>
<td></td>
<td></td>
<td>2.5 Staff</td>
</tr>
<tr>
<td>Ease of Implementation</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Consider – threshold for entry; complexity; expertise; cost to exit</td>
<td></td>
<td></td>
<td>1.7 Board</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1.0 Staff</td>
</tr>
</tbody>
</table>
PARTNER EXPLORATION

- Define Your Universe
- Develop a Matrix
- Complete Initial Rankings
- Is there an agency that just ‘makes sense’?
- Decide on model
- Develop Confidential Briefing
- Confidentiality Agreement
- Memo of Understanding
- Joint Vision Statement
Universe: 26 providers with DHS/AAA contracts

Matrix: Mission Match and Financial Stability
High, Medium, Low

Rankings: 2 providers floated to the top

Model: Exclusive
KEY LESSONS LEARNED
LESSON 1

IT TAKES A LOT OF WORK *

* and money
LESSON 2
IT TAKES COURAGE
Lollipops and
LESSON 3

Manage Your Expectations
SUMMARY

- If This Is The Path For You, Start Sooner Vs Later
- “Internal First, External Second”
- Your Process Should Be Thoughtful and Deliberate
- Trust is Important – Be Truthful and Transparent
- Stay Focused on What Matters: Your Mission
ABOUT FAMILYLINKS

STRONG. FOR LIFE.
POTENTIAL CULTURAL MISMATCH
Cultural Fit is Crucial

- Mission, Vision and Values
- Trust
- Communications
- Structure of Affiliation
- How to Integrate
Critical Role of Leadership

- Organizational commitment
- Support of Board leadership
- Joint Steering Committee
- Facilitator / Neutral Party
Develop an Organized, Objective Approach

Information During Initial Discussions /Assessment

- Non-Negotiables and Highly Preferred
- Current Status
- Thoughts about Preferred Structure
- How is This ‘Win-Win’
Develop an Organized, Objective Approach

Due Diligence Process

- Use of project management tools
- Joint Board Steering Committee
- External Resources and Costs
  - Legal, Auditors, Facilitators, PR
KEY LESSONS LEARNED
MATERIALS AVAILABLE UPON REQUEST

- Decision Making Matrix
- Concept Paper / White Paper
- Confidential Briefing
- Joint Vision Statement
- Memo of Understanding

- Project Management Tool: www.smartsheet.com

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