<u>**Seven Point Plan for Senior Center Development**</u>

Executive Summary

- ## <u>Cohesive Plan</u>

This seven step plan (the "Plan") coordinates multiple layers of senior center staff,

*volunteers, community resources, and the <u>**self-imposed constraints**</u> of working*

*with a board of directors made up of seniors for a <u>**sustainable**</u> plan of growth.*

Most non-profit organizations recruit board members from working age adults who have leadership positions within the business community. SCC (Senior Community Center) board members are typically retired seniors and have a different preference for how involved they want to be in the working details of their SCCs. This Plan understands the restraints of SCC board members and proposes development stages that fit these preferences.

- ## <u>Every SCC's needs are different</u>

Some of the steps in this plan may seem like common sense to you pertaining to your areas of strength but are not common sense to everyone else. Some topics may be the exact reason why you're here today.

- ## <u>Evaluation Tools</u>

Not every SCC needs to spend time working on all seven points of the Plan. Focus on those areas of need that will create a strong, sustainable organization. What do you evaluate? <u>*See Appendix A.*</u>

- Measure your SCC's operating procedures against best practices.
- Use an evaluation tool that is accessible and easy to use for SCC boards, such as a modified McKinsey Capacity Assessment grid. After all, SCC boards don't want to use a 30-page self-assessment tool.

- ## <u>Create a *Road Map*</u>

This one-day seminar can help create a plan for your center to build new programs, create stronger partnerships, increase donor revenue, and grow the size of your organization.

- ## <u>Focus on Areas of Need</u>

If this were taken to individual senior centers, different steps might be more strongly emphasized than others. Use this Seven Step Plan to help focus on your areas of greatest need.

- ## <u>Take Progressive Steps</u>

The stages in the Plan progress from one step to the next. Once the SCC has performed an assessment of what areas of the Plan need the most attention, then stages in the Plan build on one another or build on the existing strengths of the organization.

- ## **Divide and Conquer**

Learn how to use __Committees__ .

Key to the Plan is a division of labor into committee work, allowing the board and the organization to work more efficiently. Instead of all important decisions being made within a once-a-month board meeting, SCCs can do most of the work of the organization in smaller groups, enabling the board meetings to make decisions instead of focusing on the details of each operation.

There are some overlapping job descriptions and committee responsibilities, but the Plan integrates the work of multiple volunteer committees with the intention of dividing the workload needed for developing a successful organization. Ideally, each committee has 4 to 5 members, and some committees take on multiple responsibilities.

Whenever possible, SCCs should recruit and utilize the services of 16 to 20 volunteers (some volunteers may choose to serve on multiple committees). However, when necessary, SCCs can work with fewer volunteers, committee work can be divided among smaller groups of volunteers; and if necessary, committee work can be done by committees of one.

- ## **Provide Ample Training**

The material in the following pages is not completely comprehensive. Rather, the information contained herein *outlines* the content of one or two meetings, an hour long each, to train committees on the stages of the Plan. Following training in all seven stages, it is recommended that boards and committees engage in a *maintenance plan* to make sure that each committee understands their roles.

- ## **Application**

  - By a show of hands, how many people in this room have low-income seniors in your center?
  - Keep your hands up if your center has a computer lab or computer training program.
  - Keep your hands up if you have a job training program for seniors.
  - Keep your hands up if you partner with a community organization to add strength to your computer training program.
  - And keep your hands up if you provide payment to your job trainees either through your center or through a community partner.
  - **Before we break for lunch today, I will demonstrate how we take the tools learned in board development, strategic planning and program development to create a new program that each of you can take back to your centers and start working on next week. After lunch, we will come back and learn how to implement this new program. Learning is by doing.**

Stage One – Board Development

- ## Structure for Volunteers

Volunteers need structure to know their service is productive, their voices heard, and their talents well utilized. Nothing frustrates a volunteer board member more quickly than sitting through a two-hour board meeting that accomplishes little to nothing. The second most frustrating feeling for any volunteer is not knowing what is expected of them. This Plan outlines the structure of a board, board member responsibilities, agendas for board meetings, and best practices for board confidentiality and conflicts of interest.

Voices Heard – Board members are frustrated if not given a voice. However, each organization needs to provide structure to their meetings without disregarding the voices of their volunteer leaders.

Talents Utilized – Board members have talents, and they want to have their talents recognized and utilized.

Time Not Wasted – Long, unproductive meetings are perhaps the biggest turn-off for all volunteer board members. Make sure that your meetings are focused and productive.

- ## Board Job Descriptions

Every board member should have a written job description either for their office as a member of the Executive Committee, or for their role as a board member. The job description should not be complicated – one side of one sheet of paper, but should include board expectations for attendance at meetings, supporting fundraising activities, volunteering for SCC activities, and joining at least one committee. The board members should sign their commitments at the beginning of their term and upon each time they are re-elected.

Most bylaws govern the descriptions of the board officers – Pres, VP, treasurer, sec. This job description is for non-officers.

Role for all members. See Appendix B for a sample board job description. These can be customized for your own board.

Manage expectations – make sure that board members know what is expected of them.

- ## Board Meeting Agendas

Sample Agenda:

1. Approval of Minutes from previous meeting (No, they do not need to be read aloud)
2. Committee Reports (Sample list of committees)
   a. Financial/Treasurer's Report
   b. Strategic Planning

        c.   Program Development Report
        d.   Partnership Development Report
        e.   Revenue/Fundraising Activities Report
        f.   Marketing Report
        g.   Leadership Recruitment Report

3. Each Committee Report should follow this simple agenda:
   a. Objectives (related to established goals) completed over the past month.
   b. Objectives to be completed during the next month.
   c. How the board and other committees can assist this committee meet its objectives.
4. Old/Unfinished Business (Any deliberations by committees presented with recommendations)
5. New Business (Anything that cannot be settled by the board quickly should be submitted to a committee)

In addition to the Sample Agenda above, boards of directors should be guided by Robert's Rules of Order. The unabridged version can be overwhelming to read and review. See Appendix C for a condensed version of Robert's Rules of Order for SCC board meetings.

• <u>Confidentiality and Discretion</u>

Learn how to keep <u>secrets</u> !

Whatever is discussed in the board room stays in the board room, except what board decisions are to be made public and distributed by appropriate board members. This is important to provide board members with the freedom to express themselves around sensitive topics, especially regarding policing SCC members. See Appendix D for a Confidentiality Agreement to be signed for every board member.

• <u>Conflict of Interest Policy</u>

The board needs to have a written policy about what to do when a board member has an apparent conflict of interest when making decisions that mutually affects the SCC and their own personal interests. If, for example, the board is considering a large purchase of a product or service that could benefit a board member's business, then the board needs to have a policy in place to guide all board members about what to do in such cases. Another example of a Conflict of Interest could be when the board has to make a decision about the family member of a board member. Most of the time, a Conflict of Interest can be resolved by having the board member with the COI recuse themselves from any board discussion and board vote on that particular decision. See Appendix E for a sample Conflict of Interest Policy Statement.

• <u>Committees</u>

*Committees are the <u>**keys to success**</u> .*

To make better use of a board's time, to avoid much of the board's business taking place all within one long meeting once a month, and to reduce the lengthy discussions that can sometimes take place outside of the board's general meeting, the board should adopt a committee structure where ideas and concerns are discussed more in-depth by smaller groups of people who then bring their ideas and solutions to the full board. Many times, small groups can ask the same questions that the entire board

would ask, discuss remedies to concerns, then present thoughtful discussions to the entire board. This helps board members focus more clearly on the various issues brought before the full board and allow the board to efficiently address difficult decisions and pursue more activities and programs. The are several committees recommended for the board as part of this report.

- **Executive Committee**: Typically, the executive committee is empowered to exercise the authority of the full board when the board is not in session. Executive committees can also act in an emergency whenever quick and decisive action is called for. The board may also delegate specific tasks to the executive committee such as governance or fiduciary responsibilities.
- **Strategic Planning Committee:** Develops the strategic plan for the organization that provides overall direction for all other committees. This committee should be appointed by the board president; after all, they are helping to shape the vision of the board president.
- **Program/Service Development and Evaluation Committee**: Develops new programs and evaluates existing programs. Takes direction from the Strategic Planning Committee with regards to the types of programs to develop and cooperates with the Partnership Committee.
- **Partnership Committee**: Matches community partners with programs, especially in cooperation with the Program Committee so as to bring the strengths of the community into the SCC. This committee also develops new sources of leadership and attracts community sponsors.
- **Marketing & Publicity Committee**: Develops the message that will attract new donors, clients, and partners; develops the objectives that will disseminate this marketing message, including social media, press releases, advertising, email marketing, community events, and more.
- **Revenue/Fundraising Committee**: Seeks multiple sources of sustainable revenue. Revenue can be from sponsors, events, grant writing, program income, membership drives and membership dues, hall rentals, newsletters (with advertising revenue), and other creative sources of income.
- **Leadership Recruitment Committee:** Develops leadership for the board, for volunteer activities, and partnership activities. Recruits leaders from existing members, and in cooperation with the Partnership Committee from within the community.

Stage Two – Strategic Planning

- ## Purpose -   Sustainable Growth

The purpose of a Strategic Plan is to

- review the mission and vision of an organization,
- identify the organization's goals and objectives, and to
- create a plan for meeting these goals and objectives,
- including designing the steps 's future, and
- develop a plan for sustainable growth.
- **Some plans are based on grant money, but even then the goal is to create a plan that outlives the grant money.**
- The typical Strategic Planning Process for most non-profit organizations and ministries can be a months' long process, carefully considering the organization's strengths, weaknesses, development needs, and capacity for meeting those needs. Working with SCCs, this Plan provides the essential elements of a Strategic Plan, which can be accomplished in one, two or three meetings with members of the SCC's board of directors.

- ## Mission Statement

*A mission statement should **guide all projects and programs**.*

Does the mission statement

- express the core purpose of the organization?
- Is it easily repeatable? If a Mission Statement cannot be easily memorized and repeated by your SCC's members, they won't be sharing that most important message with non-members. The Mission Statement needs to share the core purpose of your organization, without needing further definition or explanation,
- Is it strong enough to inspire support?
- Does it guide all project and programs?

- ## Problem Statement

What are the problems within the community that are being addressed by your organization? *Ask aloud*

- *Improve services to seniors*
- *Social activities for seniors*
- *Health & fitness*
- *Access to healthcare and medications*
- *Ability to age in place*
- *Meals*
- *Assistance to low-income seniors*
- *Support for people affected by Alzheimer's disease and dementia*
- *Caregiver support*

- *Community engagement – especially with intergenerational activities*

• <u>Vision Statement</u>

A goal without a plan is __is just a wish__ .

Where do you see the organization in five years? What statement will guide future goals and objectives?

This should be an ambitious yet concise statement that sees what your future looks like, with an idea of how to get there. It should not just be "We want to grow by 50%" or "We want younger seniors." The vision statement should be a powerful statement about change, growth, development, and purpose.

The vision statement should give a reason for existence, a purpose for preparation, and be the ultimate push for community support.

Ask aloud – where do you want to be in 1, 3, and 5 years? **How are you going to get there?**

• <u>SWOT Analysis</u>

SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. The SWOT Analysis reviews the strengths and weaknesses both within and outside of the organization and helps to determine the most efficient use of an organization's time and resources.

> **Strengths:** What are the organization's strongest core programs, attributes and resources? This should include what the organization does well, its support from donors and/or volunteers, the strength and experience of its staff, and even the organization's facilities.

> **Weaknesses:** What are the organization's weakest areas, including financial limitations, limitations of volunteer and staff support, limitations of outside partnership support, etc.? What internal challenges can the organization address, and what limitations are such that the organization has to work around them?

> **Opportunities:** Within the community and external of your organization, what are the opportunities for growth, partnership development, member acquisition and growth, and other opportunities not within the control of the organization, including economy, weather, and changes to local demographics.

> **Threats:** Who is your competition? What do they do better than your organization? What changes to the local demographics affect your organization's growth? What other external influences can impact your organization's growth? These are the questions to be asked in a SWOT analysis regarding Threats to your organization.

- ## **Goals, Strategies and Objectives**

Goals are the broad outcomes the organization aspires to achieve,

strategies are the methodologies used to achieve these goals,

and objectives are the measurable steps used to achieve a strategy.

For example, a goal for most SCCs is to increase the number of members who join and utilize the SCC. So, one strategy would be to increase membership from younger seniors, age 60 to 70. An objective towards meeting that strategy could be opening the senior center for evening and weekend hours. The objectives, such as how many additional members attend during evening and weekend hours, needs to have measurable results. One goal may have several strategies, and each strategy could have multiple objectives, which all should relate to the organization's mission statement and vision statement. This is the culmination of the Strategic Plan.

> **Goal – A Broad Primary Outcome**
>
> **Strategy – An approach to achieve the goal**
>
> **Objective – A measurable step to achieve the strategy**

- ## **Executive Summary**

Pulling all these pieces together, the Executive Summary condenses and summarizes the key points, goals, outcomes, and relates them back to the mission statement. This statement helps to galvanize support for the Strategic Plan from all the board, staff, members, and community.

This executive Summary is what I would include in a grant application to demonstrate a cohesive, well-developed plan that demonstrates the ability to grow with measurable results. More on this later.

Stage Three - Program Development

- ## <u>Purpose – Evaluate & Create</u>

The purpose of the Program Committee is to evaluate and strengthen existing programs, create new programs, and re-assign or close programs upon careful consideration to ensure that all programs align with the organization's mission, vision, and strategic plan.

How many here have a designated committee that works with evaluating and creating programs?

- ## <u>Program Evaluation</u>

The are multiple reasons for Program Evaluation: What is the best use of limited space and scheduling? What programs are meeting the needs of target audiences? If activity fees are collected, which programs pay for themselves, and which are subsidized by the SCC? There are a number of ways of measuring each program in order to answer these questions.

- Number of Members
- **Number of** new members
- Membership **Participation**.
- Cost Analysis Evaluation
  - Effective use of **Space**.
  - Effective use of **Time**.
  - Effective use of **Community Resources**.
  - ***Let me sit here for a few minutes.*** *Let's imagine it costs $1 per square foot per week to run a senior center. So, a 250 square foot room costs $250 a week, and a 400 square foot room costs $400 per week.*
  - ***Divide the cost of using a room by the number of unduplicated people using it.*** *Your billiard room has 10 men who use the 400 square foot room each week. Cost = $40 per person. 40 people use the 250 square foot library space each week. Cost = $6.25 per person.*
  - ***Multipurpose space is a more effective use of any room.***
  - *Example of billiard room at Ben Wilson Senior Center.*
- Alignment with **Mission and Vision** and strategic plan
- Representation of **Community** engagement

- ## **Program Creation**

    - Consider Mission & Strategy – What are your goals, strategies and objectives? How can you use programs and activities to achieve your goals?

    - Be Creative – Not just a health & fitness program, but a dance class, aerobics, pilates, or perhaps an intro class to fitness, taking on a different style every couple of weeks.

    - Serve a diverse target audience – younger seniors, older seniors, women, men, working adults, etc.

    - Offer wide selection of activities – For each activity space you have, you have the potential of 10 solid activities per week – 5 morning activities, 5 afternoon activities. Lots of research indicates that a diversity of activities enhances any senior center.

- ## **Program coordination**

*How can programs work together in a **cohesive plan** for the whole SCC.*

Programs work best when part of a cohesive plan to meet the needs of every target audience within the SCC and within the community. They should find ways of complimenting each other and extending the SCC's greater mission beyond the central purpose of a singular activity. Many if not most SCC members are attracted to join the SCC because of a single activity, so to promote other activities and programs, each program needs to act as a conduit to the rest of the SCC.

- *Is each area of the mission, vision and strategic plan addressed by existing programs?*
- *Do programs work well together and promote one another?*
- *Do programs make effective use of shared space?*
- *Are programs supported by community partners?*
- *What criteria should be used for initiating new programs?*

- ## **Program Partnership**

*Senior centers are not experts in all things. **Partner with Experts**.*

Inviting the community to join the SCC in meeting the needs of SCC members is a great way of increasing value to SCC members, and connecting in a greater way to other seniors within the community. There is a mutually beneficial relationship when using the strengths of community partnerships. The Program Committee should evaluate the following:

- What programs could benefit from better use of community partnerships?
- What partnerships would be ideal for existing programs?
- What programs could be started with the support of a community partner?
- How can existing and new programs benefit from intergenerational participation?
- ***The program committee needs to identify potential partnerships but leave the coordination of this to the partnership committee.***

• <u>Mission, vision and strategic plan</u>

Every program and activity should *relate to* the mission, vision and strategic plan of the SCC, and relate to the State Plan on Aging. The State Plan on Aging outlines several ways in which SCCs can provide benefits to seniors. Do you have programs that meet all of these needs for seniors?

- Health and fitness
- Intergenerational activities
- Men's Groups
- Women's Groups
- Social opportunities
- Technology training
- Education and Awareness
- Young seniors
- Working seniors

• <u>Coordinate with Other Committees</u>

• <u>Application</u>

- How do we evaluate the computer program? What is the cost per person per week?

- How can we make the computer lab something that fulfills our Mission or Strategic Plan, or that fulfills something within the State Plan on Aging?

- What are some creative ways of making this work?

- What are our Strengths, Weaknesses, Opportunities and Threats?

- How do we partner with a community organization to make this better?

- How does this reach out to a targeted, underserved audience?

- How does this increase participation or increase new members?

- Is this a sustainable program?

Stage Four – Partnership Development

- ## <u>Overview – Support from Community</u>

As much as possible and in the most seamless way possible, incorporate the support and expertise of outside groups to develop programs, increase donor revenue, and expand your membership.

- **<u>Coordinate</u>** with the Program Development Committee to develop program partners.

- **<u>Utilize</u>** community partnerships that can initiate or strengthen programs.

- **<u>Recruit</u>** business partners to an advisory board.

- **<u>Solicit</u>** financial partners that can support SCC program and activities.

- ## <u>Support for Program Development Committee</u>

Program Committee will create new programs, and Partnership Committee will bring partners to help develop these programs.

Example:

Health & Fitness Program – connect with YMCA

Gardening – connect with CSA

Job Coordinating – connect with an expert in this area

So many programs and activities could benefit from an outside partner

- ## <u>Develop Activity Space</u>

- Activity Space: Partners can help SCCs utilize space in ways that benefit SCC members, or provide financial support for your SCC. You may want to build partnerships to start new programs, or to rent out the space for new revenue.
- **When you have underutilized space, coordinate with a community partner to rent/use it.**
- **Cross-market to increase**
- You Create the Rules: Take the time to outline roles and responsibilities for partners. Nobody wants to partner with a disorganized community center. Outline who is responsible for what activities, and work with partners in advance to make their assimilation into your center as easy as possible. You can even come up with a short Partnership Agreement Form that outlines what is expected of new partners, how they can use the space, where they can place signage, when they can access the space before an event, etc. Keep it simple but provide a clear plan.

- ## <u>Partnership Brokers</u>

Think of this Committee as a partnership broker. You are connecting community businesses and organizations with the center without having to do the work of creating the programs or monitoring the success of those programs You are connecting outside groups with inside groups. No grant can be obtained without creating community partnerships, and it is a lot of planning to just get these outside groups to the table and get them plugged-in to the SCC.

- ## <u>Foster Community Expertise</u>

Partnerships help you use the __**experts**__ of other organizations within the community to develop new programs, strengthen existing programs, and promote them to your members and your community. When thinking of any new program, think about who might already be an expert in that area, and try to build a connection. The Program Development Committee may come to you with ideas of partners needed, and the Partnership Committee's task is to take the baton and try to make the community connections.

- ## <u>Mutual Goals</u>

Find mutually help goals and promote/exploit them. Many groups within your community have mutual objectives or would like to grow a mutually held target market. Creating win-win relationships within the community is the greatest way of developing these partnership arrangements, giving both you and your partners the opportunity for growth. Partnership development is about finding the needs of the partner – to promote health & fitness, provide education in financial literacy, increase programs to seniors, etc. – and then help them achieve those goals in a way that also benefits the SCC.

- ## <u>Target Specific Audiences</u>

Target Audiences: Men, Women, Widows, Younger Seniors, Working Seniors, and Intergenerational Partnerships are all the types of audiences that you can target in cooperation with your community partners.

- ## <u>Recruit an Advisory Board</u>

  - __**Role**__ : To help create Community Connections, Partnerships, and Sponsors; to aid in fundraising activities; to promote programs and assist in marketing; and to support the Board of Directors' activities in follow through on the Strategic Plan.
  - __**Limitations**__ : The Advisory Board does not have the ability to make decisions that guide the SCC, but rather can simply advise and make recommendations. They are not voted into position by the SCC membership, and do not have a vote in organizational policy or other decision making.
  - __**Benefits**__ : Advisory Board members may be able to promote their own businesses or interests, so it is easier to recruit Advisory Board Members from businesses that include senior citizens among their target audiences. Advisory Board members may also benefit from

supporting personal interests, such as a social community for their own parents. When possible, target the children of members to join the SCC's Advisory Board.

- __*Responsibilities*__: Similar to Board Members, Advisory Board members need to have job descriptions, meetings that are run by meeting agendas, and generally have a clear purpose that puts the board volunteer's strengths and talents to good use.
- __**Pitfalls to avoid**__: Though the Advisory Board does not have any authority to make decisions on behalf of the organization, they will grow frustrated if their recommendations are not given careful consideration and their efforts eventually do not provide any significant benefit to the SCC. Avoid these problems by giving clear direction to Advisory Boards beforehand, and following recommendations they provide whenever possible.

Stage Five– Marketing and Publicity

There are many options available for marketing an SCC – word-of-mouth, online social media, print media, community events, email marketing, and more. Any SCC Marketing Plan needs to have a "branded" message and incorporate as many different layers of marketing as possible. This Marketing Plan also needs to relate to multiple audiences.

- ## Tell Your Story

People relate better to stories and "anecdotal evidence" more than statistics and data. Stories are more memorable and repeatable. In telling the story of your SCC, begin with finding some of the success stories from within your SCC. Collect stories and testimonials from different members of your SCC population:

- Widow / Single Woman – how has the SCC helped her make new friends and find new purpose?
- Couple – how has the SCC improved their lives, given them more to do?
- Younger Senior – what about the SCC appealed to their needs, and how can you repeat this success?
- Man – since SCCs typically have more women in active membership, and therefore have more programs for women, whatever success you have with meeting the needs of men should be represented in your marketing.

- ## Be a   Hero

Make your center a hero through these stories. Interview members with these questions:

- Why did they join?
- How has the SCC improved the member's life?
- What friends has he/she made at the center?
- If he/she were to sum up their appreciation for the SCC in once sentence, what would it be?
- What are his/her favorite activities or programs?
- How does life at the SCC make him/her feel?

- ## Summarize and Edit – 20 Words, then 7 Words or Less

After you have collected multiple stories, try to summarize these stories in as few words as possible. Follow this practice for creating a marketing message:

- How can you summarize your stories into a single paragraph?
- Reduce this paragraph into a message that is 20 words or less.
- Reduce this sentence of 20 words into 7 words or less.
    - Use descriptive words
    - Consider alliteration or rhyming words
    - Create emotion / share a positive feeling
    - Make it memorable. You want it to be repeated easily by others.

- ## Branded Message for Multiple Layers

- ## **Share your stories**

The stories you have collected do not need to remain in 20 words or less. Instead, you can use these as "testimonials" to pepper the following:

- Website
- Facebook page
- Email marketing
- Print/Press releases
- Free advertising (often available to non-profit organizations in local newspapers)

- ## **Website Marketing**

Website marketing is an important piece to your overall marketing plan. If you do not have access to a volunteer with web design experience, this is one area where an investment of SCC monies will have a good Return on Investment. The following should be included on your website:

- Share your stories with pictures:
  - Close-up (avoid group photos where you can't see faces)
  - Candids (avoid posed, stale photos, unless taken by a professional)
  - Activities (you don't need to see the action, just the reaction)
  - Diversity (avoid all the same kinds of people)
- Keep the stories you've collected brief, like photo captions.
- Create links for different categories, programs and activities.
- Share your links online and within other pages, so that every activity leads to another activity.
- Collect e-mail address online – include a sign-up page for announcements, an enewsletter, or special events.

- ## **Website Marketing**

Once you have member's email addresses, and especially the e-mail addresses of potential members, donors, and the children of SCC members, you will want to connect with them on a regular basis.

- Two big options – MailChimp and Constant Contact
- Both give you options to create templates, add photos, add links and texts.
- MailChimp is free for small groups, but offers no customer support
- Constant Contact is not free but offers excellent phone call customer support.
- Collect e-mail address – sign-up list from members / online email sign-ups.
- Analytics
  - How many people open your emails?
  - When is the best time to send out emails?
  - What is the "click-through" rate?
  - A-B Testing – send the same email to two different groups, changing only one thing at a time, such as the subject line, or the time of day/week you send the email.

- ## __Social Media__

Creating a Facebook page is an ideal and economic way of keeping in touch with hundreds of members and friends online. Once you post announcements about events or activities, your friends online can share that information with their friends, and help you advertise important events and activities.

- Create a group with photos, contact information, and links to your website.
- Encourage members to "like" your page, and to sign up for to the page.
- Post events.
- Post photos and stories.
- Post questions – create engaging posts that invite feedback and likes from your friends.
- Post information important to seniors.
- Ask members to share your posts (90% of Facebook users who like a page never return to it, so you will engage with members most through posts that appear on their walls).
- Facebook Insights
    - Receive data on your page
    - View metrics of page's engagements
    - Understand what posts have the most engagements

- ## __Print Marketing__

Print Media/Press Releases: Many local newspapers have free options for submitting information about events or programs/activities.

- This is where you can share your stories in more depth.
- Announce events to the community.
- Gather the names and contact information for local news outlets.
- Format for a press release:
    - Headline
    - Summary paragraph
    - Location and date line
    - Body
    - Company information
    - Contact details
- Announce grant awards.

Stage Six - Revenue Diversification

- ## <u>Multiple Streams of Revenue</u>

In addition to any SCC revenue that is provided by government funds (State, County, and Municipal funding), every SCC also has access to multiple other streams of revenue. Developing these streams of income as part of a larger Revenue Diversification Plan will provide the center with a stable base of sustainable revenue that does not rely too heavily on a single source.

- ## <u>Membership Dues</u>

Membership dues are important in that they provide members with a certain degree of "ownership" of their center. SCCs should do as much as possible to make membership benefits exclusive, an added value, as opposed to simply the ability to use the SCC's facilities. Members should be made aware of the

- ## <u>Activity Fees</u>

Many SCCs have a nominal activity fee for most activities. The revenue from activity fees is also nominal but is also an effective way of offsetting some expenses, especially when opening the SCC for evening or weekend hours. For example, if the SCC has an activity fee of $1 for evening programs, and is able to attract 30 or more members, the activity fees could offset the cost of having someone paid to be there to keep the doors open.

- ## <u>Program Revenue</u>

<u>**Travel Office**</u> Fees: Many younger, more active seniors' only connection with their local SCCs is through the travel office. The travel office can be a source of income when you plan and charge for local bus trips.

Many SCCs have a travel office, and the fees collected for organized trips is a revenue center for those SCCs. Every SCC should look for ways of increasing program revenue by offering activities or programs that come with a fee that more than covers the cost of that program or activity. Consider art classes, ceramics, or a bakery (one SCC sells their own sticky buns that the public comes out to purchase).

- ## <u>Facility Rentals</u>

Most SCCs add revenue to the Income side of their budget with offering their SCC for hall rentals. This can be a significant source of revenue, so it is important to have guidelines for hall rentals, i.e., include a deposit and written instructions as to how to have the deposit returned.

<u>**Special Events**</u>

<u>**Community Partners**</u>

<u>**Create Guidelines for Use of Facilities**</u>

- ## **Event Revenue**

Fundraising events are an annoying necessity for most SCCs. There are only four ways of raising money from an event – tickets, sponsors, selling people things, and asking for donations. The key to having successful events is having a variety of events for different audiences, including events for the non-senior crowd. The fundraising events should not be geared to senior members only.

Only Ever 4 Ways to Raise Money

Honor a Community VIP

Gain Sponsors from VIP's friends and business partners

Host Events for more than just your seniors

- ## **Grant Writing**

Grant writing is a process of telling your story in a compelling way, while also speaking to programs and projects that have finite goals with measurable results. Competitive grant applications also have community partnerships, letters of support, and researched information about the needs of the funds being sought.

Demonstrate Planning

Create new programs

Develop new partnerships

Demonstrate measurable results

Provide academic research

Collect letters of support

- ## **Financial Partners/Sponsors**

- Permission Based Fundraising: Whenever seeking support from a community partner, do not begin with asking for money or a donation, rather, ask for permission to send more information about your SCC. Sell them first on the purpose of the SCC, and the benefits to the community. Only after getting permission to solicit them should you then send donor request materials and schedule a time to follow-up later.
- Supported by Volunteers: Volunteers have many strengths compared to professional solicitors: (1) They are less expensive (though you should invest in volunteer training), (2) they are more likely to be given an audience with a potential donor than a professional solicitor (people don't hang-up on volunteers), and (3) they have a passion for serving the organization.

- Appeal to Altruistic Motives: Sell the reasons for supporting the SCC because it provides valuable community programs, and down sell the idea that supporting your SCC will somehow financially benefit the donor. (More under revenue development).
- Create a Story: Anecdotal evidence is stronger and more easily repeated than facts and statistics. It's not enough to tell sponsors how many members you have, or how many visitors attend your SCC each month; instead, have touching stories about people who have been helped by your SCC, people whose lives have been changed by your organization.
- Opportunities: Above all, remember that you are giving potential donors an "Opportunity" to share in something that is important to you, and you're <u>not</u> "hitting them up for money." Whenever you give someone an opportunity, they now have something they did not have before you addressed them.

Stage Seven –Leadership Development

- ## <u>Facilitate the Healthy Operations of the Board of Directors</u>

The purpose of the leadership development committee is to facilitate the healthy operation of the board of directors, including assisting with any changes to bylaws or the definitions of leadership roles and responsibilities, and invest in future leaderships. This committee, typically comprised of past presidents and executive officers of the board, will have a working understanding of how the board operates, and what types of personalities and skill sets are necessary for future board leadership.

- ## <u>Bylaws and Policy Review</u>

This committee will review the bylaws whenever there is any question about how they are used, or whenever there seems to be a need for clarity. Bylaws typically have guidelines as to how they can be amended, and it is the leadership committee who can facilitate this process, including whether or not the directions about how to change bylaws need to be changed. (In one SCC, the bylaws needed to be read aloud, in their entirety, TWICE in consecutive months in front of the entire membership in order to accept any changes to the bylaws. This process was so inhibiting to the board, that bylaws were never changed, even when very necessary.)

- ## <u>Assessment of Board of Directors</u>

The current board of directors could benefit from an outside group of people who assess their work and help mentor current leaders. The current leaders on the board are in charge, and it is their efforts that will bring growth. But having a group of past leaders be there as mentors and to help assess their work will help to keep the board on track, and more easily navigate troubled waters.

- ## <u>Identification of Future Leadership</u>

Future leaders come from current volunteers, donors, members, and community partners. There should be a group of people whose job it is to continually evaluate the participation of these groups of people, and then work at building up their confidence to take future leadership positions. That is the job of the Leadership Development Committee. They find ways of cultivating future leaders by identifying who they are, and then investing time into growing them.

Nominees will initially say, 'No.' This is to be expected. You need to ask 2 or 3 times, convincingly, before people are flattered enough to want to serve. The first ask, you're getting them to start thinking about it. The second ask, they have to reason through whether or not they want to serve and/or have the time to serve on the board. By the third ask, you're getting a more complete and honest response.

- ## <u>Orientation of New Board Members</u>

Board and Committee Orientation: When new members join the board, the Leadership Development committee can help with mentoring the new group of leaders, and train them for their positions on the board.

- ## <u>Continuity of Leadership</u>

Mission Statement: (Please check all that apply.)

- € Mission statement is unclear or is a limited expression of organization's purpose.
- € Mission is held by only a few, or lacks broad support, or is rarely referred to.
- € Mission statement clearly reflects purpose and reason for organization's existence.
- € Mission statement is known by most within the organization, and often referred to.
- € Mission statement is well known and used to guide all programs.

Vision: (Please check the one statement that best applies.)

- € There is little shared understanding of what organization aspires to become.
- € A vision statement was created but does not guide all organizational improvements.
- € Vision statement inspires most organizational improvements beyond current levels.
- € Vision statement is broadly held within the organization and frequently used to inspire growth related programs and development.

Strategy: (Please check all that apply.)

- € We have not had a new strategic planning process during the past three years
- € New programs and improvements are largely unrelated or scattered initiatives.
- € Strategic plan is not frequently used to plan new programs or improvements.
- € Strategic plan is linked to mission and vision, but not fully put into action.
- € Strategy is mostly known, and day-to-day activities are partly driven by it.
- € Organization has clear medium- and long-term strategy that directs day-to-day activities.

Program Review and Growth: (Please check the one statement that best applies.)

- € There has been no review on how to grow programs, or how to improve them.
- € There has been some review of programs, and some effort to improve programs.
- € Occasional action is taken to scale-up programs or replicate them.
- € There are frequent reviews of programs with appropriate action steps to improve them, with possibility of scaling-up programs.

New Program Development: (Please check the one statement that best applies.)

- € No new programs have been developed over the past year.
- € New programs are largely unrelated to mission or to one another.
- € New programs fit together as part of a clear strategy and are related to mission & vision.
- € All old and new programs are well designed to fit together with mission and vision and are clearly linked with overall strategy.

Measurable Results: (Please check the one statement that best applies.)

- € Programs do not have specific goals, or goals do not have specific measurable results.
- € Goals are too easy to achieve, for example, "To increase enrollment/attendance."
- € There are aggressive targets in most areas, linked to overall strategy.
- € There are demanding goals for all programs that are focused on outcomes/outputs.

Fundraising Skills: (Please check all that apply.)

- € There is a clear donor marketing message, i.e., reasons why donors should give.
- € We have a donor base of more than 500 donors.
- € Fundraising events raise more than $10,000 in net revenue.
- € Fundraising events raise more than $30,000 in net revenue.
- € Most fundraising activities are performed by paid staff members.
- € Volunteers perform most fundraising activities with support of staff and external fundraising expertise.
- € Fundraising activities include events, grants, direct mail appeals, and online marketing.
- € Sponsor levels are well defined, and we have several sponsors that support us annually.

Partnership Development: (Please check the one statement that best applies.)

- € We do not have any programs that are currently in partnership with other agencies.
- € We are in the early stages of partnership development with other agencies and/or the private sector.
- € Partnerships a role in some of our programs but are not always mutually beneficial.
- € We work in mutually beneficial relationship with several partners.

Public Marketing/Publicity: (Please check the one statement that best applies.)

- € We do not publicize our programs or events, aside from flyers and brochures.
- € Organization makes limited use of marketing and publicity.
- € Organization has staff or volunteers with skills in publicity, and takes advantage of opportunities as they arise, and has limited use of direct mail.
- € Organization has staff/volunteers that fully take advantage of all publicity opportunities and understands the importance of marketing and use of direct mail.

Board Responsibilities: (Please check all that apply.)

- € Board functions according to bylaws to review and approve budgets and direct organization.
- € Board regularly reviews CEO/ED performance.
- € Board reviews IRS 990 filings and financial audits.
- € Board is actively involved with setting vision statement, strategy, and organizational direction.
- € Board is actively involved with program development, program review and growth.
- € Board is actively involved with all fundraising activities with support of staff.

Use of Technology: (Please check all that apply.)

- € Basic website contains general information.
- € Website is used to recruit new members and/or donors.
- € Site includes video, testimonials, candid photos, and ways of collecting info from visitors.
- € Website is kept up-to-date on a regular basis with latest events and programs.
- € E-mail marketing is used to drive traffic to the website and to collect visitor information.
- € E-mail is used to keep in touch with organization's target audience/members.
- € Members are given training opportunities for use of computers, tablets, and smart phones.
- € Donor information is kept in a donor relationship management (DRM) software database.

**Member of the Board of Directors
Job Description and Expectations**

Purpose: To advise, govern, oversee policy and direction, and assist with the leadership and general promotion of Pennsylvania Senior Community Center (PSCC) so as to support the organization's mission and needs.

Mission or purpose statement: To serve the needs of seniors by providing educational, social, and health & fitness activities for seniors age 55 and better.

*Major responsibilities:

- Organizational leadership and advisement
- Organizing the board of directors, officers, and committees
- Formulation and oversight of policies and procedures
- Financial management, including adoption and oversight of the annual budget
- Oversight of program planning and evaluation
- Personnel evaluation and staff development, when this becomes necessary
- Review of organizational and programmatic reports
- Promotion of the organization
- Fundraising and outreach

*Members of the board share these responsibilities while acting in the interest of BSCA. Each member is expected to make recommendations based on his or her experience and vantage point.

Meetings and time commitment:

- The board of directors meets four times a year by phone.
- Committees of the board meet as needed, depending on their respective work agenda.
- Board members are asked to attend no more than two special events or meetings per quadrennium.

Expectations of board members:

- Attend and participate in meetings on a regular basis, and special events as able.
- Participate on a standing committee of the board and serve on ad-hoc committees as necessary.
- Be alert to concerns and notify the board of directors about subjects that can be addressed by BSCA mission, objectives, and programs.
- Help communicate and promote BSCA mission and programs.
- Become familiar with BSCA finances, budget, and financial/resource needs.
- Understand the policies and procedures of BSCA.
- Financially support BSCA in a manner commensurate with one's ability.

Appendix C

Robert's Rules
An Abbreviated Guide for Discussions and Voting

To curtail endless debate on a subject, sometimes it is important to simply ask if there is a motion to make a decision or take some action on a subject. This will allow those in favor of a particular topic to state what action they would like to take, but if there is not a second, the committee can move on from that discussion, or make some other recommendation. If there is a second, these are the steps to follow for taking action.

What is a Motion? Motions are statements that describe a proposed action or decision. Although the formality of Robert's Rules can seem cumbersome, the process of making motions ensures that no decision is accepted without the opportunity for discussion and a vote.

Making a Motion: Typically, the motion making process progresses as follows: A member of the group proposes a motion: "I move that…" Motions require that a second member of the group agrees to consider the proposal to ensure that the proposal is meaningful to more than one person.

Seconding a Motion: A member of the group chooses to second: "I second" or "I second for discussion" if you want to be clear that you are not in support but want to entertain a conversation about the proposal. Without a second the motion will die.

Once the group has had a chance to speak in favor or against the motion, the Chairman will lead a vote.

Main Motion - A motion must be made and seconded to initiate discussion on an issue (a limited amount of discussion may be allowed at the discretion of the Chairman prior to a motion being made). Once a motion has been seconded, the chair can ask for discussion.

Amended Motion: At this point, someone may offer an amendment to the action taking place. Any amended motion must be seconded and voted on before the Main Motion can be voted on. Amended Motions can also be passed as "Friendly Amendments" without vote if the group consensus is that the amendment is without objection.

Substitute Motion – Once the Main Motion has been seconded, a member of the committee may offer an alternative motion, or a Substitute Motion. Up to one main and two substitute motions may be on the floor at one time. If a substitute motion passes, it does away with the prior motions. If it fails, the previous motion comes back up for consideration.

Once a Motion has been made, and after any discussion and/or amendments, the chair can call a vote, or can offer to table the motion (with a majority vote) for future consideration.

Voting. Once a Motion has been called to a vote, all discussion ends, and the Motion either is adopted or fails based on majority vote. Only someone voting in the affirmative can call for a Motion to Reconsider if, after other testimony or further board business brings new information to light, there seems reason for rescinding the vote. Again, the Motion to Reconsider must be seconded and follow all previous procedures.

Appendix D

Board of Directors Code of Ethics and Confidentiality Policy:

In order to encourage and foster open and candid discussion at its meetings, the Board of Directors of the Bensalem Senior Citizens Association believes confidentiality must be maintained. Therefore, it is the policy of the Board of Directors of BSCA that each director and staff member shall keep confidential any and all information relating to discussions at its meetings unless compelled by legal process to disclose such information, or as otherwise agreed by the Board. While Board members are free to discuss the result of Board action items, disclosing any information concerning the discussion of such items during the Board meeting is prohibited.

Board members acknowledge that any violation of this policy could cause harm to BSCA and frustrate Board deliberations. Therefore, any Board member who violates this policy shall be subject to board suspension or termination of his/her Board position.

In order to ensure compliance with applicable laws and to protect BSCA, its members, officers, directors, staff, and committee members from potential legal problems regarding conflicts of interest and violation of fiduciary obligations, BSCA endorses and adopts the following statement of policy:

I. **Duty of Loyalty**
Among the fiduciary obligations of an officer, director, staff member, or committee member of a non-profit corporation is a duty of loyalty to the non-profit corporation. This includes supporting, and not opposing directly or indirectly or taking any other stance against, the policies and positions duly adopted by BSCA's Board of Directors. As representatives of BSCA, officers, directors, staff, and committee members are obligated to maintain this duty of loyalty in all manner of activities during their terms of office. This duty of loyalty is not intended to, nor should it; discourage debate within Board or committee meetings. Such debate is encouraged and is part of the individual's responsibility in the deliberation process.

II. **Confidentiality of Board Discussions and Board Documents**
In order to encourage and foster open and candid discussion at its meetings, the Board of Directors of BSCA believes confidentiality must be maintained. Therefore, it is the policy of the Board of Directors of the BSCA that each director and staff member shall keep confidential any and all information relating to discussions at its meetings, including any and all materials, e.g., correspondence, reports, etc., unless compelled by legal process to disclose such information, or as otherwise agreed by the Board. While Board and staff members are free to discuss actions adopted by the Board, disclosing or distributing any information concerning the discussion of such items during the Board meeting is prohibited. Discussing who voted for or against any board decision is also prohibited. Confidentiality protects all members of the board in the case of difficult and contentious decisions.

III. **Fiduciary Obligations as to BSCA Opportunities**
Another fiduciary obligation prohibits an officer or director of a non-profit corporation from seizing a "corporate opportunity" for his or her company's benefit or his or her personal benefit. This means that such an individual may not take advantage of a business opportunity in which the officer or director knows BSCA has a genuine interest and where such an Association opportunity would be consistent with BSCA's purposes, mission and

goals as a non-profit corporation. Further, if the officer or director becomes aware of such an opportunity, he or she is obliged to so inform BSCA and allow BSCA to act first.

IV.   **Participation in Deliberations and Actions**
In any case in which there is a question of loyalty, conflict of interest, or corporate opportunity raised, the officer or director shall not participate in the meeting for the entire time the matter is discussed and voted upon.

I have read and understand the above expectations for the position of Director for the Bensalem Senior Citizens Association and agree to abide by this Code of Ethics and duty of confidentiality.

_____   Dated:_____

Conflicts of Interest

Another fiduciary obligation of a non-profit corporation officer, director, staff, and committee member is to avoid "conflicts of interest". A "conflict of interest" is generally defined as a transaction in which, because the individual is, either directly or indirectly, a party to the transaction or possible beneficiary of the transaction, there is or may be a conflict between the individual's fiduciary obligations to the non-profit corporation and the individual's personal or business interests. To avoid potential conflict of interest problems, BSCA implements the following procedures:

1. In any transaction involving BSCA and a BSCA officer, director, staff, or committee member, and any corporation, partnership or other entity in which an individual is an officer, director, staff, or committee member has or expects or intends to have a financial or other beneficial interest, such individual, prior to any discussion or decision concerning the transaction, shall fully disclose to the BSCA Board or the appropriate committee considering the transaction the material facts of the transaction and the individual's interest or relationship.
2. Upon such disclosure, the individual shall take no further part in the meeting during which time the proposal is considered and voted upon.
3. After receiving such disclosure, prior to approving the transaction, the board or committee must conclude that the transaction is "fair to BSCA" and must approve the transaction without the participation or the vote of the interested individual.

The interested individual's presence at the meeting may be counted in determining whether a quorum of the Board or committee is present, but that individual shall not vote on the transaction.

Travel Office Setup

By Karen Forster, Center Manager
Ben Wilson Senior Activity Center

1. Offer 28-32 trips per year.
2. You can use a local travel agent, but you can just as effectively act as the travel agent with the right leadership. Greatly increase profit by taking out middle man. Much more work for the LEADER of the travel club but if he/she is willing to put in the work.
3. Use all volunteers. You can compensate volunteers with the comps you receive from tours that you book.
4. You should plan on having two leaders per bus. If you are able to increase the number of busses you have per trip, make sure to have at least two leaders per bus.
5. For each trip have a member price and a non-member price. Most people sign up to become members of the center because of the benefits of just one trip. Then you can introduce these new members to the rest of your center.
6. Make sure that the travel office has a designated space within your center and decorate it like a travel office, so it looks professional.
7. Set up policies and procedures to follow.
8. Volunteers share any comps offered for trips, usually goes to the leaders of that particular trip.
9. Train your volunteers on customer service, how to treat customers, attending to their needs, concerns, etc.
10. Volunteers should have their own business cards.
11. Vary your trips, including some overnight trips. Ideas include Mackinac island Michigan, Niagara Falls, NYC, Southern Caribbean cruise, Savannah, etc. Overnights are popular. Of course, casino trips are also very popular, whether overnight or single day visits.
12. Customize the seating chart based on requests and needs; customers really like that rather than showing up early to get the seat they want.
13. For additional income, you can do a 50/50 every trip, with usually 4 winners, and the center keeps the rest.
14. Create custom flyers for each trip plus one annual flyer for all trips. Add to the annual flyer as you add trips. Try to have your year complete with schedule by 12/31 for the next year.
15. Display travel flyers in the main foyer area and done in color when the trip first comes out to grab their attention. If you market them in advance, you can often create wait lists for most trips.
16. The center manager should meet with travel club staff twice per year to discuss options for trips for the upcoming year and to resolve their concerns for the department. Listen to their needs and determine ways to improve/fix what's needed. The center manager is also the peacekeeper between staff if they have an internal issue.
17. Use outside travel agents for the long overnights.

Editor's Note: The Ben Wilson Senior Activity Center earns $35,000 a year from their travel office, net income, based on $238,000 in total travel office income. It's all run by volunteers and brings in new members to the center.