

PARKER SENIOR CENTER, INC.

2024 LONG-RANGE PLAN

2025 THROUGH 2034



FINAL – NOVEMBER 2024

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CHAPTER 1 – INTRODUCTION

**IF YOU DON'T KNOW WHERE YOU ARE GOING,
YOU'LL NEVER GET THERE!**

BRIEF HISTORY OF THE PARKER SENIOR CENTER, INC.

This history of the Parker Senior Center (PSC) is a compilation of information from many documents, including the monthly newsletter, minutes of the Board of Directors' meetings, and minutes of Membership meetings.

During the mid-1970's, the Douglas County Council on Aging (DCCOA) was formed. The DCCOA provided most of the funding for senior activities until the PSC could be self-supporting. In 1979, a small room in the Parker Community Center was the temporary headquarters for the newly formed PSC. In the early 1980's, the estate of Adam and Dorothy Miller bequeathed \$47,360 to support construction of the existing PSC building. The Town of Parker contributed \$6,000 toward the building fund. A loan of \$120,000 was secured for one year to complete the construction financing.

In July 1985, the basement was excavated and the concrete foundation was poured. In late August, a massive "barn-raising" event was held to erect the shell of the building with the help of numerous volunteers and donated materials. By late September, a group of 15 volunteers finished the inside of the PSC building. An open house was held on November 11, 1985.

In 1987, a meeting room, two craft rooms, a pool room, and a library were completed in the basement. The PSC was incorporated on January 6, 1989, and received their non-profit 501 (c) (3) status from the IRS in June 1989. In 1990, PSC hired a chef to prepare lunches.

In 1992, DCCOA transferred the title for the building and the land to Parker Senior Center, Inc. The quit-claim deed was recorded on February 25, 1992. The PSC paid off the remaining mortgage on the property in the amount of \$14,000. Annual membership dues were increased from \$5 to \$6 per year.

In 1994, Douglas County Commissioners notified PSC they would no longer pay the salary of the Administrator and a 5-year phase out of the financial support agreement was reached. The Town of Parker passed Resolution #93-014 which contributed a percentage of the yearly sales taxes to the PSC. This amount was estimated to be \$22,500 in the first year.

In 1996, the elevator was installed to allow handicap access to the basement. In 1998, the Board approved the plan to expand the building with a 40' by 40' annex and relocate the kitchen at an estimated cost of \$250,000. The new kitchen opened in February 2000.

The COVID pandemic took its toll on the PSC with it being closed, eat-in meals switched to take-out meals, and PSC savings account funds had to be spent on operating costs. PSC financial reports showed receipt of \$28,566.30 in COVID Relief Funds and the transfer of \$56,868.30 from savings into the checking account to pay normal operating expenses and COVID-related expenses of \$26,840.17. Additional losses occurred in 2021 of \$26,744.14. The PSC has not yet recovered from the expenses and reduced income caused by COVID.

When the PSC was formed, membership dues were \$5 per year. In 2024, the Board of Directors and the general membership voted to raise dues to \$100 per year, effective March 1, 2024.

PURPOSE OF THE PSC

As stated in Article I, Section 2, of the By-Laws:

“The purpose of the Corporation is to provide a community center to serve the senior population of the Town of Parker, Douglas County, and areas adjacent thereto. The Corporation’s membership mission is to develop and implement programs that assist in the pursuit of educational, social, healthful, and recreational activities; to provide transportation needs as approved by the Board of Directors; and to cooperate with city, county, state, and federal governments, and the private sectors in regard to senior citizen activities. All the Center’s activities shall be conducted on a non-discriminatory basis without regard to race, color, religion, sex, disability, family status, and national origin.”

AUTHORIZATION FOR LONG-RANGE PLANNING

Article IV, Section 2, Paragraph D: Long-Range Planning Committee (LRPC) states: *“The mission of this committee is to determine future expenditure needs for anticipated expansion of facilities and vehicles to meet the needs of the Center’s future programs. The committee will develop a three-year and ten (10) year plan for projected facility and vehicle needs. In addition, the plan should include any possible new programs that could affect the mission of other committees. The plan shall be submitted at least annually to the Board of Directors for review and later presentation to the membership for approval.”*

PROPOSED INPUT TO OPERATIONS MANUAL

After review of the existing by-law regarding long-range planning, the LRPC determined that the existing by-law is inadequate to cover the scope that needed to be undertaken. Therefore, the following proposal to replace the existing by-law was developed and provided to the By-Laws Committee for their consideration. However, the Board of Directors has elected to eliminate committees for the by-laws and include committee activities in the Operations Manual. Therefore, the following information is proposed for inclusion in the Operations Manual.

“The mission of this committee is to identify and evaluate existing and potential future facility, equipment, and personnel needs to support existing and potential future programs and activities. The committee shall develop three-year and ten-year long-range plans. These plans shall include estimated projections of income and costs related to implementation, as well as recommended steps and schedules for implementation. In addition, the plans should shall include any possible new programs that could affect the mission of other committees. The plans shall be submitted and presented at least annually to the Board of Directors as directed by the Board of Directors. After review and comment by the Board, the long-range plans shall be revised for Board of Director approval at their regularly scheduled meeting. After approval by the Board of Directors, the plan shall be submitted and presented to the membership for approval at the Membership Meeting.”

Based on the above proposed input to the Operations Manual, the LRPC proceeded with preparation of the Long-Range Plan (LRP) presented herein. Future long-range plans need to be updated based on final Operations Manual requirements.

LONG-RANGE PLANNING COMMITTEE

In accordance with Article IV, Section 1, Parker Senior Center, Inc. By-Laws, Rich Foerster, President, Board of Directors, appointed the following people on March 3, 2024 to constitute the 2024 Long-Range Planning Committee:

Jim Austin, Chairperson
Lee Belisle
David Durant
Debra McHenry

Terms of these committee members will end on February 28, 2025. Fred Hertrich, (Director 1), was the original appointed chairperson. Because of health problems, Jim Austin was appointed to succeed Fred.

LRPC PURPOSE

GOAL: PREPARE A LONG-RANGE PLAN FOR THE PARKER SENIOR CENTER

This is the simple, unadorned GOAL, without any adjectives or clarifying statements. It defines the box within which the LRPC needed to work. To accomplish the stated goal, the LRPC determined they must work with the Board of Directors, Center staff, volunteers, and activity leaders to review and evaluate historical and potential future activities, events, programs, operations, maintenance and repair projects, vehicles, and facilities to prepare a plan for future maintenance, growth, and service to the senior citizens of Parker and the surrounding area.

LRP PURPOSE

GOAL: PROVIDE GUIDANCE FOR FUTURE OPERATION, MAINTENANCE, AND GROWTH OF THE PARKER SENIOR CENTER

General guidelines used by the LRPC to develop and prepare the LRP to meet the stated goal included:

1. Identify and evaluate, for Board of Directors and Membership approval, existing and potential activities, events, programs, projects, operations, facilities, and equipment that may be appropriate for the PSC to maintain or add in the short-term (3 years) and long-term (10 years). LRP component will be evaluated based on:
 - A. Benefit to the PSC Members
 - B. Action Requirements
 - C. Financial Considerations
2. Develop realistic and measurable strategies, goals, and processes for each suggested future activity.
3. The 2024 LRP shall cover the period from 2025 through 2034.
4. Submit a draft of the LRP to the Board of Directors in December of each year (starting in December of 2024).
5. After review and comment by the Board of Directors and Center Manager, the LRPC shall edit and finalize the LRP for approval by the Board of Directors at their regularly scheduled meeting and for presentation to the Membership at the Membership Meeting.
6. After the LRP is approved by the PSC Membership, the LRPC shall monitor and report quarterly to the Board regarding the status of LRP activities and goals and update the LRP annually.
7. Funding for future projects and activities shall be determined by the Board of Directors, Center Manager, and the LRPC in accordance with current and projected budgets. Budgets shall be included in the LRP.
8. Each new Board Member shall be provided with a copy of, and sign for, the final approved LRP.

PSC ORGANIZATION

1. BOARD OF DIRECTORS (2024)
President, Rich Foerster
Vice President, Patsy DeLaSalle
Secretary, Marie Glees
Treasurer, Jim McGuiness

Director 1, Fred Hertrich
Director 2, Cathy Royal
Director 3, Lou Braden
Outside Director 1, Noah Olson
Outside Director 2, Bobby Rogers

2. PSC ADMINISTRATION PAID STAFF

Leslie Soell, Center Manager
Louise West, AM Manager
Jill Rees, PM Manager
Joe Fabio, Chef

3. PSC ADMINISTRATION VOLUNTEERS

Donna Foerster, Fundraising/Events/Community Engagement
Tim Cattrysse, Personnel Committee Chairperson
Paulette Christian, Grant Chairperson

4. PSC FORMAL COMMITTEES

The following committees are authorized by the current by-laws. Committee members must be appointed annually by the Board of Directors.

A. Election Committee (Nominating Committee), Donna Foerster, Chairperson

B. Sunshine Committee, Debbie Simpson, Chairperson

C. Facilities Committee, Lou Braden, Chairperson (Director 3)

D. Long-Range Planning Committee

- Jim Austin, Chairperson

- Lee Belisle

- David Durant

- Debra McHenry

E. Telephone Committee, Louise West, AM Manager

F. Transportation Committee, Not active

G. By-Laws Committee

- Rich Foerster, Chairperson (President of the Board of Directors)

- Jan Parrington, Center Manager

H. Fundraising Committee

NOTE: This is not a “committee” per se, but the following people are volunteer leaders for the indicated fundraising activities:

- Donna Foerster - General grant and fundraising activities

- Donna Foerster and Jan Parrington – Black Haus Silent Auction

- Paulette Christian – Grants

- Patsy DeLaSalle – Trunk Sale/Fashion Show

- Jan Parrington and Rich Foerster – Parker Days parking lot rental

- Donna Foerster and Debbie Simpson – Annual Community Resource Fair for Seniors at Parker Fieldhouse

- Jan Parrington, Jill Rees, and Debbie Simpson – Annual Craft Fair

- Donna Foerster – Colorado Gives Day

- Linda O’Brien – Dinner Out

I. Ad Hoc Committee, Not active

J. Audit Committee, Not active

MEMBER ACTIVITIES AND ACTIVITY LEADERS

Member activities, events, and respective leaders, are listed in Chapter 4, Members and Member Opportunities.

CHAPTER 2 – LONG-RANGE PLAN SUMMARY

PREFACE

Welcome to the wonderful world of dreaming and planning. Long-range planning is a unique opportunity to propose new and exciting future possibilities. Then, over time, those opportunities need to be re-evaluated and implemented, if feasible. Thus, most of the potential new opportunities identified herein still require further evaluation by people with appropriate expertise before final implementation decisions will be possible.

This chapter is a summary of items that are proposed for action in the coming years. Subsequent chapters provide details and explanations of these items.

COST ESTIMATE FOR LRP IMPLEMENTATION

Table 2-1 is a summary of projected “business-as-usual” budgets, LRP recommended actions, estimates of implementation costs, and estimated income for the next 10 years. The plan for acquiring income to satisfy the estimated costs is provided in Chapter 6, Operations. The column labeled “CHAPTER” in Table 2-1 is the chapter number where detailed explanations are provided.

As a minimum, most PSC actions are expected to be “business-as-usual” for the next few years. For example, all of the existing member activities, programs, events, and other services will remain in-place and will be supported by the existing facilities and equipment. The existing member opportunities are enumerated in Chapter 4, Members and Member Opportunities. New, and/or expansion of existing, member benefits depend on member preferences and available funding, volunteers, and staff to support such new or increased opportunities. Estimated “business-as-usual” budgets are included in Table 2-1 so that total estimated PSC costs are shown for each of the next 10 years.

UNCOSTED LRP RECOMMENDATIONS

In addition to the items enumerated in Table 2-1, the LRP has identified recommended actions for which cost estimates are not required at this time. It has been assumed these recommendations will be implemented by paid staff and volunteers. The uncosted recommendations are summarized below:

1. 2025
 - A. Update the estimated PSC membership projections. (Chapter 4)
 - B. Establish a Membership Committee (Chapter 4)
 - C. Using the SchedulesPlus database system, design a member survey to provide members with an opportunity to offer input regarding their hopes, dreams, and concerns for the PCS future. Distribute the survey, obtain responses, analyze responses, and incorporate results in the 2025 LRP. (Chapter 4)
 - D. Establish a Building Committee (Chapter 5)
 - E. Identify data that will enhance future LRP efforts. This LRP used available data, but some was difficult to find/acquire, some was limited in scope and required approximations, and some data were not retrievable. Determine requirements to build databases and determine if resources are available to maintain the databases. (Chapter 6 and Appendix B)
 - F. Select and/or confirm existing volunteers for the following assignments (Chapter 6):
 - i. Volunteer Committee
 - ii. Membership Committee
 - iii. Internal Auditor
 - iv. Bookkeeper
 - v. Fundraising and Events Chairperson

- vi. Donations Chairperson
 - vii. Grants Chairperson
 - G. Develop and implement a Records Management System. (Chapter 6)
 - H. Consider changing term limits for committee members. (Chapter 7)
 - I. Appoint a committee to prepare a PSC Disaster Plan. (Chapter 7)
 - J. Appoint a joint PSC/Town of Parker Vision Committee. (Chapter 7)
 - K. Update the Long-Range Plan (Chapter 7)
2. 2026
- A. Follow-up on actions required based on the membership poll conducted in Item 1A above. For example, identify budgets (income and expenses) and new/additional leaders for new and/or expanded activities. Ensure sufficient interest in proposed new activities to support the efforts required to implement and sustain them. (Chapter 4)
 - B. Continue membership “marketing plan” efforts identified in 1B above. (Chapter 4)
 - C. Continue to update the estimated PSC membership growth projections. (Chapter 4)
 - D. Construct and implement databases using SchedulesPlus software to capture information to enhance future management and LRP efforts. (Chapter 6 and Appendix B)
 - E. Update the LRP (and each year thereafter)

TABLE 2-1 – LRP IMPLEMENTATION COST ESTIMATES

TABLE 2-1 LRP IMPLEMENTATION EXPENSE AND INCOME ESTIMATES

ESTIMATED EXPENSES											
	CHAPTER	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Business-As-Usual Budget	6	350,000	367,500	385,875	405,169	425,427	446,699	469,033	492,485	517,109	542,965
Parking Lot Repair	5	25,000									
Replace Windows	5	10,000									
Sewer System Repair	5	10,000									
Van Replacement (Small Bus)	4		55,000								
Programming Study	5		100,000								
Basement Seepage Repair	5			30,000							
Sprinkler System Repair	5		2,000								
Add an Employee (0.5 FTE)	6	31,700	33,285	34,949	36,697	38,532	40,458	42,481	44,605	46,835	49,177
New Technology Director	6	9,000	9,450	9,923	10,419	10,940	11,487	12,061	12,664	13,297	13,962
Floor and Carpet Repair	5			15,000							
Facility Design (A/E)	5				300,000	100,000					
Replace Furnace #1	5				10,000						
Facility Construction	5						3,500,000	3,500,000			
A/E Construction Services	5						50,000	50,000			
New Storage Shed	5						20,000				
Bus Replacement	4							95,000			
Additional Utilities	6								35,500	37,200	39,100
Additional Insurance	6								10,400	10,900	11,500
Additional Janitorial	6								10,600	11,100	11,700
Replace Furnace #2	5							10,000			
ESTIMATED ANNUAL EXPENSES		435,700	567,235	475,747	762,284	574,898	4,068,643	4,178,575	606,254	636,442	668,404

TABLE 2-1 – LRP IMPLEMENTATION COST ESTIMATES

TABLE 2-1 LRP IMPLEMENTATION COST ESTIMATES (continued)

ESTIMATED INCOME											
	CHAPTER	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Town of Parker	6	80,000	85,000	89,000	93,000	98,000	103,000	108,000	113,000	119,000	125,000
Grants	6	22,000	24,000	26,000	28,000	29,000	30,000	30,000	30,000	30,000	30,000
Donations	6	25,000	27,000	29,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000
Membership Dues	6	75,000	78,750	82,688	86,822	91,163	95,721	100,507	105,533	110,809	116,350
Board Investment	6	1,000	1,250	1,250	1,500	1,500	1,750	1,750	2,000	2,000	2,250
Meals Program	6	75,200	78,960	78,960	78,960	101,520	101,520	101,520	112,800	112,800	112,800
Fundraising Events	6	40,500	42,500	44,500	47,000	48,000	48,000	48,500	48,500	48,500	49,000
Miscellaneous	6	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Bus Trips	6	69,000	71,500	73,000	74,500	74,500	76,000	76,000	78,000	78,000	80,000
Interest Income	6	700	735	772	810	851	893	938	985	1,034	1,086
ESTIMATED ANNUAL INCOME		389,400	410,695	426,169	442,592	477,534	490,885	502,215	526,818	539,143	554,486
NET DEFICIT (EXPENSES MINUS INCOME)		46,300	156,540	49,578	319,692	97,364	3,577,759	3,676,360	79,437	97,298	113,918

CHAPTER 3 – PLANNING PROCESS

GOAL: **PREPARE A LONG-RANGE PLAN FOR THE PARKER SENIOR CENTER**

As with any new committee, the 2024 LRPC had its share of “growing pains” during the first 4 months of operation. This is precisely what is to be expected when you put together a team of people with highly diverse personalities, education, personal experiences, interests, and work history. Some of these people had little or no experience at anything like long-range planning. Additionally, the final LRP had to be prepared for submittal to the membership at their meeting in February 2025. When this date was backed up to account for LRPC review and editing, Board of Directors review and comment, and preparation of the final document based on Board of Directors comments, the first draft of the report had to be completed not later than October 1, 2024.

The purpose of the LRP is to guide future management of the PSC to support member opportunities. Thus, the LRP contains proposals for some potential changes and additions based on input from key staff and volunteers. The original intent of the LRPC was to obtain input from as many members as possible, but time limitations only allowed for interviews with some key people. Input from members still is essential, and the LRP includes a proposal that the 2025 LRPC conduct a membership survey to obtain additional member input. Member input is essential because implementation of a LRP requires management acceptance and action, and acceptance and support by the membership.

One thing the LRP is NOT, it is not a place where day-to-day operational issues are addressed. For example, if there is an issue with some database or accounting action, that needs to be addressed by the staff and Board of Directors. The LRP is not intended to deal with personnel issues or member issues. However, where input to the LRP indicated a potential need for additional personnel, that has been addressed herein. Also, where the planning process identified data that would be useful for future planning, that also has been addressed in the LRP.

As with any plan, this LRP is based on the best possible assessment of future conditions at the time when the plan is written. As much as possible, predictions are based on historical data and trends with the best estimate of how those trends, and related PSC actions, may change over time. These trends and estimates also are based on evaluation and input from key staff and volunteers. Key data that were collected and evaluated included:

1. PSC historical financial data for 2020, 2021, 2022, 2023, and 2024, plus the 2024 budget
2. PSC membership growth data
3. Historical meals served
4. Historical bus trips taken
5. Records and observations of historical PSC activities, events, and programs
6. Review of opportunities at other senior centers
7. Anecdotal and data input obtained during interviews regarding PSC needs and desires

Future PSC conditions will be dependent on different actions that may be taken to change current conditions. In most cases, estimates of future events and conditions are a matter of opinion, which definitely can differ between people. It doesn't mean that one opinion is better than another, they are just different. Only the actual future will reveal who made the “best guess”. That is why the LRP must be a living and changing document to allow for adjustment in the plan as required by future conditions. (See Chapter 7 for guidelines regarding future long-range planning.)

CHAPTER 4 – MEMBERS AND MEMBER OPPORTUNITIES

MOTTO: WHERE ACTIVE SENIORS MEET

PSC GOAL: PROVIDE RESOURCES TO SUPPORT MEMBER SERVICES, ACTIVITIES, EVENTS, AND PROGRAMS THAT FULFILL THE PURPOSE OF THE PSC AS DEFINED IN THE BY-LAWS.

LRP GOAL

In short, the purpose of the PSC is to serve seniors in Parker and the surrounding area. Therefore, the goal of the LRP is to identify a path forward that will sustain the ability of the PSC to provide support to its members in the future. In keeping with the above motto, the LRP does not address or propose opportunities that are not intended for “ACTIVE” seniors.

EXISTING MEMBER OPPORTUNITIES

1. ACTIVITIES AND ACTIVITY CHAIRPERSONS (2024)

The following activities currently are occurring on a regular weekly or monthly basis:

- A. Bingo – Cathy Royal
- B. Bridge – Leslie Hausmann
- C. Bridge Lessons – Jerry Yarrison
- D. Bunco – Linda O’Clair
- E. Bus Trips – Rose Whalen
- F. Canasta – Gloria Foxworthy
- G. Canasta Triple-Play – Liz Jansch
- H. Card Lessons – Rich Foerster
- I. Card Making – Linda Martin
- J. Coffee Talk – Susan Schneider
- K. Color Group – Kirby Fisher
- L. Creative Arts – Sally Dolan
- M. Duplicate Bridge – Debbie Sheehan
- N. Exercise Class – Teri Gamble
- O. Five Crowns – Marjorie Stumpf
- P. Fabric Painters – Mary Oberem
- Q. Library – Liz Jansch
- R. Line Dancing – Jan Parrington
- S. Mahjong – Nancy Yarrison
- T. Meals Program – Joe Fabio
- U. Needleworks - Dee Eunice
- V. Out-To-Dinner – Linda O’Brien
- W. Painting Class – June Cole
- X. Pinochle – Mike Sudia
- Y. Scrabble –
- Z. Sunshine – Debbie Simpson
- AA. Suzercise – Sue Hoaglund
- BB. Tai Chi – Pano Perdaris
- CC. Tap Dance – Sandy Wilkinson
- DD. Woodcarvers – Roger Hanson
- EE. Yoga – Joann Barton

2. EVENTS AND EVENT CHAIRPERSONS

The following are member events that typically occur once per year:

- A. Coffee with a Cop – Jan Parrington and Donna Foerster
- B. St. Patrick's Theme/Community Partner Appreciation Party – Jan Parrington and Donna Foerster
- C. Parker Chamber Women's Forum – Jan Parrington and Donna Foerster
- D. Senior Stroll (Town of Parker event)
- E. Volunteer Open House – Donna Foerster and Debbie Simpson
- F. Summer Picnic – Jill Rees and Debbie Simpson
- G. Autumn Social Tea – Sherri Anderson
- H. Halloween Party/Costume Contest – Donna Foerster
- I. Holiday CORE Luncheon – Jan Parrington
- J. Volunteer Appreciation Luncheon at Morning Star – Jan Parrington
- K. Christmas Party/Ugly Sweater Contest – Donna Foerster
- L. Hometown Holiday Parade – Jan Parrington

MEMBERSHIP TRENDS AND PROJECTIONS

Requirements for providing opportunities and resources for the PSC membership are predicated on the number of dues-paying members. Therefore, the LRP has made an attempt to estimate future membership growth.

1. PARKER POPULATION DEMOGRAPHICS: 2023 demographic information from the Town of Parker is:
 - Current Population – 63,000
 - People over age 65 – 5,649
 - Ages 60-64 – 2,895
 - Ages 50-59 - 7,476
 - Total Seniors = 16,020

According to the State Demography Office, Colorado Department of Local Affairs, the Town of Parker population grew by 5% from 2020 to 2022, which equates to approximately 2.5% per year.

2. HISTORICAL PSC DATA: The following PSC membership data and estimated growth rate were used to establish a reasonable estimate of future membership:
 - End of 2020 – 624 members
 - End of 2021 – 357 members (COVID effect)
 - End of 2022 – 699 members (recovery from COVID)
 - End of 2023 – 833 members
 - End of August 2024 – 805 members
 - Estimated end of 2024 – 760 members (This may be optimistic)

The 2024 trend for PSC membership is shown in Figure 4-1. As shown in this figure, the membership trend has been downward from March through August. The values for September, October, November, and December 2024 are estimates based on the general 2024 trend. It is assumed the downward trend is the result of the membership dues increase that was approved in February 2024. It has been further assumed this trend probably will continue through 2024 and that the membership at the end of 2024 will be approximately 760. After December 2024, it is expected that the impact from the 2024 dues increase will have taken its course and the membership will start to grow again in 2025 at a rate of approximately 5% per year, as shown in Figure 4-2. However, actual membership trends after December 2024 must be carefully monitored for any variation between these assumptions and reality. Based on all these assumptions, the existing building is expected to reach its maximum capacity of 1000 members between 2029 and 2031.



FIGURE 4-1 2024 MEMBERSHIP TREND

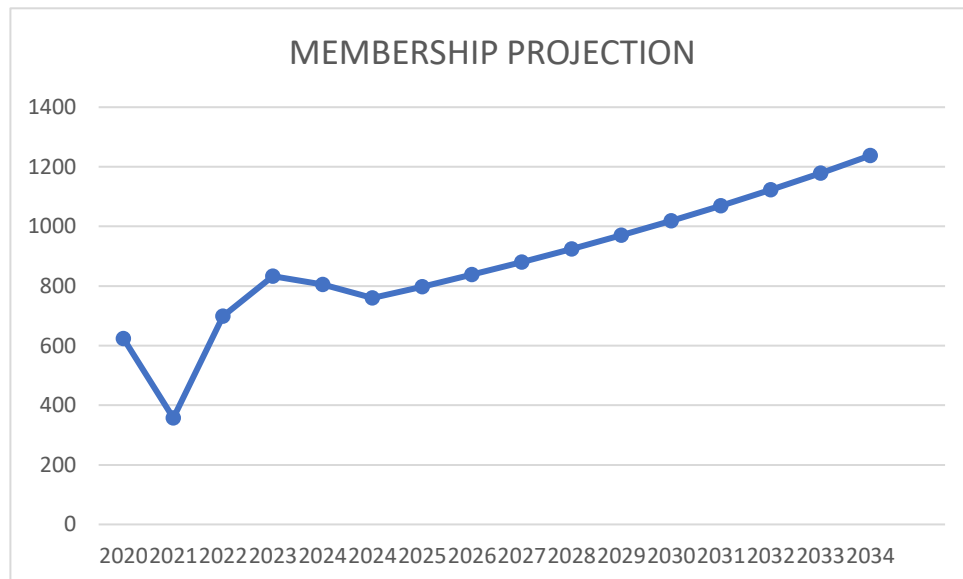


FIGURE 4-2 PROJECTED MEMBERSHIP GROWTH

As with all predictions, these numbers are subject to wide variations depending on economics, opportunities provided by PSC, general population demographics, and world events. The estimates and projections presented herein are based on the current level of effort to recruit new members. Based on the above information, the end-of-August 2024 PSC membership (805) is slightly less than 15% of the “over 65” age group and only 5% of the total senior population in Parker. Therefore, a PSC membership growth rate of 5% per year seems reasonable. If member recruitment efforts are increased in the future, these projections are expected to be

significantly higher than shown in Figure 4-2. Future long-range planning committees must monitor PSC membership numbers to confirm or revise the projected growth shown above.

LONG-RANGE PLAN

1. EXISTING MEMBER SERVICES

Member opportunities in the near future are expected to operate as “business-as-usual” for existing activities, events, and programs. These opportunities have proven to be desirable based on member participation in the past, and they are expected to be desirable at least for the foreseeable future. These opportunities may fluctuate depending on member preferences, leadership, and available resources, such as building space and equipment. Without any way to predict potential ebb and flow of these opportunities, adjustments in existing opportunities will need to happen based on membership preferences. Also, member services such as communications, newsletter, website, TV monitor, and the general membership meeting must be maintained.

Notwithstanding the abovementioned statements, more detailed discussions of the Meals Program and Bus Trips are provided below. These program discussions are provided because these activities represent significant income and expenses, and they are responsible for major pieces of equipment.

2. FUTURE POTENTIAL MEMBER SERVICES

Because of limited time and resources for the 2024 LRPC to identify and evaluate potential additional member services, the LRP offers the following recommendations for consideration:

A. Establish a Membership Committee

- i. Design and implement a member recruitment campaign
- ii. Determine if the existing new-member welcoming/orientation program needs “tweaking”. This program should include getting new members familiar with the organization, opportunities for participation, and opportunities for volunteering.
- iii. Conduct exit interviews to determine why people are not renewing their memberships and to predict and track trends.

B. Design and implement a member survey using SchedulesPlus software to enhance member input to future LRPs. This survey should be implemented by the 2025 LRPC. All member feedback should be captured in the SchedulePlus software so it will be available to staff, future LRP Committees, the Membership Committee, and anyone else who could use the feedback information. Some of the information that could be requested in the survey includes, but is not limited to:

- i. Which opportunities do you regularly participate in?
- ii. Please list any opportunities you would be interested in having the PSC add to the existing list. (Some ideas might include pickleball, cornhole, shuffle board, square dancing, more trips, longer trips, etc.)
- iii. If you would like to see new opportunities implemented, would you participate in them?
- iv. What would encourage you to be a new opportunities leader?
- v. What would encourage you to volunteer to assist with any of the existing opportunities, such as:
 - Front Office
 - Kitchen
 - Bus Trips (coordinator or driver)
 - Fundraising
 - Long-Range Planning
 - Board of Directors

- Data Entry
- vi. What do you like most about the PSC?
- vii. What changes might you suggest that could enhance your experience at the PSC?

3. MEALS PROGRAM

This program is a valuable service to the PSC members. It provides one nutritious, well prepared, and economical meal daily (when the PSC is open) for those seniors who want to take advantage of it. These meals also are available to non-members in the community. This program also is an excellent opportunity for meeting new people, making new friends, and reducing isolation.

To take advantage of this program, seniors must make reservations with the front office. Monthly menus are published in the PSC newsletter so people can decide in advance which meals they wish to make reservations for. Currently, the PSC offers eat-in and to-go options. The to-go option is limited to 15 meals per day. For purposes of this report, the term “meals” refers to total meals, and includes both the eat-in and to-go meals, unless otherwise noted.

To determine the average daily number of meals served, the total number of days served is based on the following:

52 weeks per year minus 3 weeks for the chef’s vacation minus 2 weeks for other PSC closures results in forty-seven 5-day weeks, or 235 days of meals per year. Other estimated PSC closures include Parker Days, weather days, holidays, etc. For 2024, through May, there were 22 weeks. The PSC was closed for approximately one week during that time, so twenty-one 5-day weeks results in 105 days for meals during the first 5 months of 2024.

Table 4-1 is a tabulation of historical data regarding meals served.

Year	2018	2019	2020	2021	2022	2023	2024*
Meals Served	9948	10825	10172	9423	9369	9261	4215
Days Served	235	235	235	235	235	235	105
Meals/Day	42.3	46.1	43.3	40.1	39.9	39.4	40.1

*Through May 2024

TABLE 4-1 HISTORICAL MEALS DATA

An interesting observation, from review of the above data, is that the number of meals per day has been relatively constant at approximately 40 for the last 4 years despite a growing membership. In fact, the number of meals provided in 2024 reflect less than 5% of the membership. Thus, it does not appear to be practical to try to predict any increase in requirement for meals in the near future. Therefore, the LRP has not included any estimates for additional staff or remodeling to accommodate future increased demand for meals. However, it is imperative the above data be updated regularly to avoid being surprised in the future.

The current chef noted several items that must be considered in future planning efforts. The kitchen staff has prepared and served up to 100 to 120 meals for special occasions. This is far from ordinary and could not be accomplished on a regular basis. For serving the normal average of 40 meals per day, the existing kitchen and staff (1 chef and 2 to 3 volunteers each day) are adequate. If the average number of meals per day starts to

exceed 50, additional staff and some kitchen remodeling would be required. One of the remodeling needs is to provide more counter area for food preparation and delivery. The existing kitchen equipment is expected to be reliable for the foreseeable future.

Another potentially significant issue is space for eat-in dining. There currently are 4 tables set up on a permanent basis. With 8 people per table, this provides space for 32 eat-in customers. If additional tables are set up on a permanent basis, they will encroach on the open area currently used by other groups activities, such as line-dancing and exercise programs. Therefore, if eat-in meals per day start to average more than 32, additional space for eat-in dining will be required, and the impact on other activities will need to be addressed.

Based on the above information, income and expenses for the meals program are included in the “business-as-usual” lines in Table 2-1.

4. BUS TRIPS

One of the most popular activities at the PSC is Bus Trips. Members enjoy opportunities for lifelong learning, fun, and fellowship, along with increasing togetherness and activity. Approximately 45% of PSC members participate only in Bus Trips (approximately 1700 passengers per year).

The PSC averages 2.3 trips per week, or roughly 120 trips per year to a multitude of places: from tours of castles and farms to Broadway plays; from local dinner theaters to historic places; from craft opportunities to high teas; from museums to seasonal offerings; and so much more. The Trips Committee continuously seeks out new places to visit and welcomes suggestions from all members. And of course, there is always some new or favorite restaurant to eat at while on these adventures. If the PSC wants to offer additional trips, the Trips Committee would need to recruit more coordinators and drivers. The number of additional volunteers will be dependent on increasing PSC growth, membership interest in trips, and available transportation vehicles.

Bus Trips are NOT a fundraising activity; they are for seniors to enjoy adventures and make friends. The goal of the Trips Committee is to break-even and cover expenses. For example, trip expenses and income for recent years are shown in Table 4-2:

YEAR	EXPENSES	INCOME	NOTES
2024	\$24,758	\$26,666	Thru May 2024
2023	\$70,544	\$68,337	Bus repairs/maintenance; Window tinting
2022	\$46,639	\$56,759	
2021	\$20,614	\$11,802	COVID
2020	\$26,052	\$6,788	New bus in March; COVID

TABLE 4-2: BUS TRIPS HISTORICAL FINANCIAL DATA

The cost per trip per person includes reimbursement for meals (up to \$25) and tickets for the Coordinator and Driver. A recent change eliminates meal reimbursement for trips under 8 miles. For trips under 8 miles, passengers are charged a flat rate of \$5.00 for bus fare. Bus costs are calculated at \$600 per month for gas, insurance, tolls, parking, repairs, etc. These costs are factored into the charges for each bus trip. If the PSC van is used to supplement the seats available on the bus, the cost of gas, tolls, insurance, and parking for the van is included in the trip expenses. The trip costs do not include any funding for future replacement of Bus Trip vehicles. Additional information regarding the bus and van is provided in the Transportation section at the end of this chapter.

The Bus Trips activity is a wholly volunteer operation with the Chairperson and two additional coordinators, six bus drivers, a substitute bus driver, and five additional members who volunteer to drive the van when needed. All drivers have undergone bus training with one of the regular drivers and have had their drivers' licenses screened by the PSC Center Manager with the DMV for a safe driving record.

Trip Coordinators spend approximately 20 to 25 hours each per week on trips, planning, scheduling, telephoning, preparing newsletter input, and confirming reservations with tours and restaurants. They also create and manage trip sign ups and summary sheets. Financial management and bookkeeping require additional time. If the recommended new bookkeeper is hired (see Personnel and Staffing Chapter 6), that person should assume the bookkeeping aspects of Bus Trips in coordination with the Trips Chairperson.

The volunteer drivers are fully integrated into the Bus Trips planning process. They participate in monthly meetings and work with Trip Coordinators to make sure all directions, stops, lunches, etc., are coordinated. Typically, only bus drivers and coordinators drive the van on trips, although there have been some exceptions to this practice. In addition, drivers are responsible for cleaning the bus/van, filling the tank with gas after every trip, and reporting vehicle conditions that require further attention. They are experienced and have clean driving records. For a 15-passenger bus, or smaller, a Commercial Driver's License (CDL) is not required.

Trips sign-up procedures were frequently mentioned by various PSC members, staff, and leaders. Currently, sign-ups are on a first-come, first-served, basis on the first Monday of each month at 9:00 AM. Members are limited to signing up for 3 trips that morning. If space is available, they may sign-up for more trips after that. Upcoming trips are advertised in the Newsletter with significant details (times, costs, what the trip will be about, and mobility restrictions) so each member can make decisions about whether or not they would like to participate. Because members realize how popular trips are, and if they really want to participate in specific trip, they have been lining up at the PSC as early as 6:00 a.m. on sign-up Monday. Some people dislike this; others enjoy it because there is camaraderie with those waiting on the PSC porch. People bring coffee and/or treats to share, discuss trips and other PSC opportunities (and often are encouraged to try other activities), and even play kazoo's and sing songs. Some suggestions that have been offered for modifying the sign-up procedures include:

- A. On-line sign-up: This would eliminate the need to start lining up at the PSC at 6:00 a.m. Currently, this approach could be problematic because some members do not have computers or are not proficient with them. The Trips Coordinators do not think this would be a good idea at this time. In addition to the non-technical ability of some members, the bonding and friendship from waiting with others would be lost and more isolation of seniors would occur. Most members believe that the current in-person sign-up is the fairest.
- B. A hybrid sign-up: In-person then automated sign up. Continue the in-person registration from 9:00 to 10:30 with another volunteer (or two) to enter data into SchedulesPlus, e.g., the names of members who signed up manually per trip. This will require use of 1 or 2 laptops with SchedulesPlus. At 12:00 noon, a web-based SchedulesPlus sign-up would be opened, with a payment capability, for any trips that are not filled during the in-person sign-up process. Access and availability of SchedulesPlus will be required by members at home on the PSC website.
- C. One "nice-to-have" suggestion would be for a staff member (or a Trips Coordinator) on sign-up Mondays to open the PSC doors at 7:00 AM (versus

normal opening time of 8:00) to let those in line into the building especially in cold months!

- D. Trips Waitlist: Several members voiced concerns about the Trips Waitlist, citing times they are 10th in line and there are no seats left. It is understandable that a trip Coordinator and/or Driver might add their significant other onto the lists prior to sign up as a perk of volunteering. However, this accommodation should be made transparent to those signing up. In addition, it has been noted that other Coordinators (not the one hosting the trip) are signed up prior to the lists being published. Again, perhaps a perk, but would recommend transparency and written clarification by PSC management in the operations manual as to when, why, who, and how this is allowed. Approximately 80 people per year sign-up on the waitlists. People are encouraged to put their names on the waitlist if they are interested in a trip because approximately 52% of them have been accommodated to go on the trips. Accommodations have been accomplished by adding the van to some trips and/or when someone cancels their reservation.
- E. Longer (several days) Trips: Some members have suggested more over-night and several-days trips. For the past few years there have been overnight (2 nights) trips to Estes Park and Mount Rushmore. However, the coordinators believe that if the PSC wants to pursue more and/or longer trips, contracting with a professional travel agent might be the best way to go.

5. TRANSPORTATION

A. General

The PSC currently has a 2019 15-passenger Bus and a 6-passenger van dedicated to Bus Trips. Each of these vehicles is discussed below.

B. Bus

When bus trips were restarted in September 2021 (after COVID), the bus odometer was approximately 1,600. At the end of May 2024, the odometer was 24,648. This equates to an average mileage of 700 miles per month, or 8,400 miles/year. Assuming the average life for this type of bus is approximately 80,000 miles, it is expected that the existing bus should be replaced in approximately 6.5 years; i.e., early in 2031. However, this estimated life assumes there will not be any significant increases or decreases in bus trips. If PSC experiences significant increases or decreases in bus trips, the bus replacement date should to be adjusted.

Recent input from Davey Coach indicates that the current (2024) cost of a similar bus is approximately \$80,000. At 5% annual inflation, the estimated cost of a new similar bus in 2031 would be approximately \$110,000. Assuming a trade-in value of \$15,000, PSC should budget \$95,000 in 2031 for a new bus. The Bus Trips Committee must determine how to finance the cost of a new bus.

Several members recommended using RTD or other commercial transportation for trips. As of 2023, renting these larger buses was \$1,400, plus a \$200 tip for the driver. These costs are believed to be more than PSC members might be willing to pay.

C. Van

As of July 2024, the 7-passenger van has over 90,000 miles on the odometer. As with any vehicle that has this many miles, future reliability is questionable. Most of the 2024 van usage has been to supplement the bus when the bus capacity has been too small to accommodate all the people who would like to go on a Bus Trip. Therefore, in August 2024 the van was dedicated to Bus Trips. Because of its age and mileage,

the LRP recommends that the PSC seek funding in 2025 to procure a 10-passenger bus rather than replace the existing van.

The recommendation to purchase a 10-passenger bus instead of purchasing another van is to increase seating capacity and access. Also, a small bus would provide flexibility in bus trip arrangements. The smaller bus could be used for a different trip than the large bus on the same day. It also would provide more seats to supplement the large bus on the same trips. And, the requirement for at least 10 sign-ups for any trip could be eliminated by using a 10-passenger bus.

The estimated cost for a used 10-passenger bus is \$55,000. The Bus Trips Committee must determine how to finance the cost of a replacement bus.

CHAPTER 5 – FACILITIES AND EQUIPMENT

GOAL: IDENTIFY FUTURE NEEDS AND PLANS FOR REPAIR AND POTENTIAL EXPANSION OF BUILDING FACILITIES AND EQUIPMENT TO MEET MEMBERSHIP NEEDS FOR CURRENT AND FUTURE PSC OPPORTUNITIES.

DEFINITIONS

Facilities include buildings and parking areas. Equipment considered in the LRP includes kitchen equipment and HVAC equipment. “Minor” equipment items such as furniture, TVs, computers, file cabinets, tables, chairs, etc., are not addressed herein, except as it might be noted that additional “minor” items may need to be purchased to support other recommendations. Utilities that are pertinent to the facilities are water, sewer, electricity, gas, storm drainage, telephone (includes Internet and Wi-Fi service), and trash removal. The existing bus and van are dedicated to Bus Trips and are discussed in Chapter 4.

BUILDING FACILITIES

Current building facilities consist of an 8-foot by 12-foot wood storage shed and a main building that is used for all PSC activities, except bus trips and some off-site events. Off-site events are listed in Chapter 4, Members and Member Opportunities.

1. Storage Shed

The 8-foot by 12-foot storage shed was repaired and painted in 2024 and is expected to be adequate for the next 5 to 10 years. It is recommended that the shed be inspected in 2029 to determine if it still is serviceable. If it is determined that the shed needs to be replaced, approximately \$12,000 to \$20,000 needs to be included in the budget for the year that PSC plans to procure a new shed. For planning purposes, \$20,000 is included for a new shed in 2030 (Chapter 2, Table 2-1). This expense may be deferred until a later year if the PSC determines that replacement does not need to occur in 2030.

2. Main Building

As noted in Chapter 1, History, the initial building and garage were constructed in 1985. In 1987 the basement was finished and the kitchen addition was built in 1989. Thus, for LRP purposes, the existing building is 40 years old. The building areas are as follows:

Main Floor	= 4,500 sq. ft.	(kitchen, large common room, offices, restrooms, and foyer)
Basement	= 3,200 sq. ft.	(board room, craft rooms, classrooms, library, storage, and equipment room)
Garage	= <u>1,300 sq. ft.</u>	(vehicle parking and storage area)
TOTAL	= 9,000 sq. ft.	

At \$800 per square foot for new construction, the estimated replacement cost for this building is \$7,200,000.

Anecdotal information obtained through discussions with PSC staff and membership leaders offered a variety of opinions regarding future building needs. Suggestions ranged from continuing with the existing building by modifying our space management and member opportunities to constructing a new Taj Mahal at a different site.

Unfortunately, the short-term action requires the status quo (business-as-usual) approach for the following reasons:

- A. The PSC does not currently have the financial capacity to modify the existing building or to construct a new building.
- B. The PSC does not have adequate internal expertise to assess building needs and estimated costs based on potential building uses to satisfy the needs of an expanded membership.

FUTURE BUILDING PROGRAM

Because of the age of the existing building, and the probability that membership will grow, it is considered prudent for the PSC to become serious about planning what to do regarding the building facility. Based on this conclusion, the following actions are proposed:

1. In 2025, establish a PSC Building Committee. This committee should include people with experience working with engineers/architects, financial planners, people with political relationships/experience, contract managers, communicators, writers, etc. The building committee assignments need to be for more than 1 year. It is suggested these assignments be for up to 3 years with the option for the members to modify this duration for personal reasons. These assignments also should be renewable if the members would like to continue beyond 3 years. Continuity of membership is necessary throughout the study, option selection, design, and construction to minimize “re-inventing the wheel” every year and ensuring that membership preferences are implemented consistently.
2. In 2025, the Building Committee shall:
 - A. Identify funding sources and secure up to \$100,000 to contract with a facility programming consultant.
 - B. Start work on finding funding sources for future facility improvements and construction. The estimated construction cost for the Highlands Ranch Senior Center is approximately \$16 million for 22,000 square feet. This estimate results in a cost of approximately \$727 per square foot. Because the PSC work will be performed in the future, it is estimated that initial funding estimates should be based on \$800 per square foot. Thus, if the PSC plans to build an entirely new facility that is twice as large as the existing facility, the estimated cost at \$800 per square foot for 18,000 square feet would be between \$14 million and \$15 million. A new building of 9,000 square feet (equivalent to the existing building) adjacent to the existing building would cost approximately \$7 million. As construction indices change, and PSC facility requirements become clarified, these estimated costs may vary either up or down. For purposes of the LRP, a future cost of \$7 million dollars is included in Table 2-1 to construct a new facility in 2030/2031 adjacent to the existing building. This may change depending on results of the proposed facility programming study. Also, the estimate for Highlands Ranch is a gross approximation of funding PSC may need to construct a new facility and probably includes parking, drainage, utilities, and other amenities that PSC may not need to include in the building price. The programming consultant will be expected to provide cost estimates for each alternative considered in their study.
 - C. Prepare a “Request for Proposal” (RFP) to hire a facility programming consultant (probably an architect). This RFP should not require the consultant to submit estimated costs with their proposal. A draft of ideas that could be included in the RFP scope of work is provided in Appendix A. This draft includes some options the PSC may determine are not practical or desirable, but are included in the draft so

- that the PSC Board of Directors and membership can make specific decisions regarding each option.
- D. Identify potential facility programming consultants (a minimum of three).
 - E. Issue the RFP to prequalified programming consultants.
 - F. Obtain proposals from programming consultants. Evaluate the proposals and select the most qualified, experienced, and knowledgeable consultant who has the best understanding of PSC goals, needs, and objectives.
 - G. Negotiate a price and execute a contract for the programming study. Contract execution will require Board of Directors approval and the contract must be signed in accordance with the By-Laws. It is suggested the Board of Directors contract approval be scheduled for the January 2026 Board of Directors meeting.
 - H. If funds will be available (approximately \$100,000), include the programming consultant in the 2026 budget.
3. In 2026, the Building Committee shall:
- A. Initiate and complete the programming study.
 - B. Obtain and provide data and other information that the programming consultant will require to perform their work. It is suggested that the programming work be scheduled to start after the membership meeting in 2026. This will allow time to obtain funding for the study during 2025.
 - C. Continue researching potential funding sources for at least \$7 million for facility modification or new construction. Modify the funding requirement as appropriate based on estimates that will be provided by the programming consultant.
 - D. Prepare recommendations for Board of Directors and membership approval in 2027 regarding facility programming options.
 - E. Include \$400,000 in the 2028 budget to design and prepare construction documents for the recommended facilities. Expenditure of these funds is expected to be split between 2028 and 2029.
4. In 2027, the Building Committee shall:
- A. Obtain Board of Directors and membership approval of the recommended programming option(s) at their January and February meetings, respectively.
 - B. Secure funding (approximately \$400,000) to design and prepare construction documents for the approved option. Include this amount in the 2028 budget.
 - C. Prepare and issue an RFP to design and prepare construction documents for the recommended facility. Obtain and evaluate proposals and select an architect. Negotiate a contract with the selected architect for approval of the Board of Directors and membership in 2028.
5. In 2028, the Building Committee shall:
- A. If funds (approximately \$400,000) are available, obtain Board of Directors approval at their January meeting, issue a contract, and start design of approved facilities.
 - B. Monitor design activity and progress and report same to the Board of Directors and membership on at least a quarterly basis. Bring design issues to the Board of Directors as soon as possible.
 - C. Identify required design approval authorities.
 - D. Identify necessary permits, permitting procedures, and costs for construction and utility connection permits.
 - E. Continue to identify potential funding mechanisms and sources for constructing the recommended building facilities.
6. In 2029, the Building Committee shall:

- A. Complete facility design.
 - B. Obtain approval of the Board of Directors and Membership for the facility design.
 - C. Assist the architect in obtaining necessary design approvals from the Town of Parker and other entities.
 - D. Negotiate a contract amendment with the architect for construction services. Obtain Board of Directors' approval of this amendment. Include the cost of this amendment in the 2030 budget. This cost is currently estimated at \$100,000.
 - E. Prepare an advertisement for bids for construction of the designed facilities.
 - F. After all required approvals are obtained, publish the advertisement for bids for construction to start in 2030.
 - G. Determine requirements for construction approvals by local code inspectors, fire department, elevator inspectors, etc.
 - H. Receive and evaluate bids. Provide a recommendation to the Board of Directors for award and approval of construction contract to the lowest responsible (technically acceptable) bidder.
 - I. Include one-half of the construction bid, plus a contingency, in the 2030 budget.
7. In 2030, the Building Committee shall:
- A. Oversee and monitor construction progress.
 - B. Assist with processing and approving construction monthly payment requests.
 - C. Maintain appropriate project files of construction documents, such as approval of construction by local authorities, manuals and warranties of installed items, contractor and architect pay requests and payments, contract amendments, etc.
8. In 2031, the Building Committee shall:
- A. Continue overseeing and monitoring construction progress.
 - B. Assist with processing and approving construction monthly payment requests.
 - C. Assist with ordering and scheduling delivery and installation of non-construction items such as desks, chairs, computers, TVs, furniture, etc.
 - D. Oversee and monitor delivery and installation of facility equipment and furniture.
 - E. Maintain appropriate project files of construction documents, such as approval of construction by local authorities, manuals and warranties of installed items, purchase orders and delivery records of "non-construction" items, contractor and architect pay requests and payments, contract amendments, etc.

PARKING FACILITIES

The existing parking area is approximately 2,300 square yards and has 47

designated (striped) parking spaces, including 4 handicap spaces. Additional parking is available on Town of Parker property south of the PSC south boundary and along Longs Way east of the PSC. Unofficially, the RTD parking lot north of the PSC has been used for overflow parking. In the recent past, the PSC has rented parking spaces to Parker Days attendees. However, more recently, renting the parking lot as an area for Parker Days activities has been more lucrative and less work for PSC. It is expected this recent approach will be continued in the foreseeable future.

The parking area was rebuilt and re-striped in 2013 for a cost of approximately \$200,000. Cracks in the asphalt have been sealed at least once since the parking area was rebuilt. New and existing cracks are appearing in the surface (2024). Also, there was a pothole area in the southwest quadrant that was repaired in 2024. Anecdotal information indicates there may be an underground spring somewhere under the parking area that caused the pothole. Also, water has been observed seeping out along the west edge of the parking area. The 2013 reconstruction provided a new gravel base under the pavement that helped to stabilize the

surface and to provide a pathway for water to seep out. Because the pavement now is over 10 years old, it may not have much more useable life. Therefore, the following options have been considered for providing a safe and usable parking area:

1. Pothole repair and crack sealing - \$25,000
2. Chip seal resurfacing - \$60,000
3. Removal and replacement of existing asphalt and installation of underdrains - \$400,000

In light of the LRP recommendation for a facilities programming study, it is recommended that the least expensive option be implemented in 2025. Depending on the outcome of the programming study, significant modifications to the existing parking area may be required, as well as construction of additional parking.

Adequacy of available parking spaces is also an issue. So far, problems with finding a parking space have been infrequent. However, there have been enough problems to warrant an evaluation of parking requirements and options for additional parking. To this end, parking needs and pertinent costs are intended to be addressed in the proposed facilities programming study. Pending completion of that study, plans for additional parking are not included in the LRP.

OTHER FACILITIES REPAIR AND MAINTENANCE

The following facilities repair and maintenance items have been identified by PSC management:

1. Construct an underdrain and regrade the ground surface along the exterior of the east side of the PSC building to eliminate water seeping into the basement (\$30,000). This should be planned for 2027, if required.
2. Replace existing furnaces as required. At this point, it is difficult to predict the remaining life of the two existing furnaces. Thus, it is recommended the building management work with a heating contractor to estimate the life of each furnace and to estimate the cost for replacement. The LRP then can be modified in 2026 to reflect more accurate estimates. For purposes of this LRP, it has been assumed that one furnace will need to be replaced in 2028 and the second furnace will need to be replaced in 2031. Each replacement is estimated to cost \$10,000.
3. Some hardwood floors and carpets were water damaged by various events. They should be repaired in 2027 at an estimated cost of \$15,000.
4. The outside irrigation sprinkler system needs repair at an estimated cost of \$2,000 in 2026.
5. The existing windows on the west side of the open area in the existing building need to be replaced. A bid of \$10,000 was obtained in 2024. Therefore, it is recommended that this cost be included in the budget for 2025.
6. It is estimated that the needed sewer system repairs will cost approximately \$10,000. To prevent sewer system failure, it is recommended these repairs be included in the 2025 budget.

CHAPTER 6 – OPERATIONS

DEFINITION

Operations include administration, activities, and costs for maintaining the PSC to support member opportunities. This section addresses:

1. Personnel and Staffing
2. Sources of Income
 - A. Town of Parker
 - B. Grants
 - C. Donations
 - D. Member Dues
 - E. Board Investment
 - F. Meals Program
 - G. Fundraising Events
 - H. Miscellaneous Income
 - I. Bus Trips
 - J. Interest
 - K. Potential Sources of Income (not a financial report item)
3. Costs of Operations
 - A. Equipment and Furniture
 - B. Membership
 - C. Buildings and Grounds
 - D. Company Vehicle
 - E. Meals Program
 - F. Miscellaneous
 - G. Fundraising Costs
 - H. Operating Expense
 - I. Bus Trips
 - J. Insurance
 - K. Professional Fees
 - L. Communications
 - M. Meetings/Classes
 - N. Credit Card and Bank Fees
 - O. Utilities
 - P. Payroll Expenses
4. Budgeting and Financial Management
5. Records Management

“Sources of Income” and “Costs of Operations” are presented in the same order as the standard PSC financial reports. Projected costs and income for the next 10 years are “rolled up” in Chapter 2, Long-Range Plan Summary. As shown in Table 2-1, the projected income is inadequate to cover projected costs. Covering the difference will be the responsibility of the PSC management, the PSC members, the Town of Parker, and fundraising activities from the community.

SchedulesPlus is a software management solution designed specifically for senior centers. It provides on-line integrated services, data collection, and reporting capabilities for the robust management of communications, activities, facility resources, and finances. The PSC procured this system in 2020 and currently uses it to store member data, to manage and record access to the facility at the login station, and to provide statistical reports of membership usage, etc. The system has much more capability which could be implemented in the future to efficiently

manage a growing organization. A summary of software capabilities and potential uses by the PSC is provided in Appendix B.

PERSONNEL AND STAFFING

1. 2024 PSC Paid Staff

PSC paid staff includes an Center Manager, an AM Manager, a PM Manager, and a Chef/Meals Manager/Janitor. These positions equate to **2.5 Full-Time Equivalents (FTE)**. One FTE is 1 person for 35 hours per week. The paid staff does not accrue overtime or compensatory time, but is compensated with flexible schedules, time off, and paid holidays that are listed in the Operations Manual. The general responsibilities of these staff members include:

- A. Center Manager: 17.5 hours per week. Under the general supervision of the President of the Board of Directors (BOD). Supervises all paid staff. Responsible for PSC operation, including maintenance of the Operations Manual, bookkeeping, financial reporting, community engagement, membership database, communication with BOD, obtaining BOD approval on major decisions, newsletter preparation, payroll coordination, capital expenditures, and sign checks and grants.
- B. AM Manager and PM Manager: 17.5 hours per week each. Manages the everyday functions of the office including maintenance and oversight of supplies, furniture, machinery, and office spaces; makes lunch reservations; keeps accurate records; answers phones and greets walk-ins in a courteous and friendly manner; and conducts new member orientations. The AM Manager also manages the 15 front office volunteers.
- C. Chef: 35-hours per week. Plans, procures supplies, prepares, and serves an average of 40 meals per day 5-days a week, including up to 15 to-go meals each day. Manages 2 to 3 volunteers per day to assist in meal services.

2. 2025 Paid Staff (LRPC recommendation: total **3 FTEs by adding 17.5 hours per week)**

- a. Center Manager: Return to full-Time (35-hours per week). Oversee entire PSC. Communicate with donors, staff, members, volunteers, BOD, and anyone else interested in what PSC does. Become the “face” of PSC to the community (Town of Parker, Town Council, Douglas County, etc.). Primary functions of the **Center Manager** include:
 - i. Operations: manage the day-to-day administrative, facility, and financial operations; oversee office and human resources administration, equipment, supplies, physical facilities and assets; coordinate with IT on systems and support needs; develop and monitor budgets; manage accounting, reporting, audits, and controls; and create operational policies and procedures.
 - ii. Marketing: oversee all marketing, PR, and communications activities; develop and execute timely communications (e.g., print, digital, social media, events, etc.); write press releases, website content, blogs, newsletters, annual reports, and other materials; manage media relations and identify PR opportunities; and build relationships with key stakeholders like donors, partners, community, and the media.
 - iii. Program: responsible for the operations and success of specific programs (i.e., manage staffing, budgets, timelines, performance metrics and reporting on progress); ensure program activities align with grant commitments; collaborate with development of grant applications and reports; and operate a communications program with donors, staff, members, volunteers, BOD, and anyone else interested in what PSC does.
 - iv. Fundraiser: Oversee PSC fundraising activities; ensure coordination and communication among the three fundraising Chairpersons (see section

4C, below) – Fundraising and Events, Donations, and Grants. These three activities are **essential** to the survivability of the PSC and require dedicated attention. However, they are intrinsically linked and necessitate the Center Manager to be the nexus who brings these three Chairpersons/activities together to work in full cooperation and transparency with each other.

- b. AM Manager: 17.5 hours per week. Same duties as 2024.
 - c. PM Manager: 17.5 hours per week. Same duties as 2024 and adding SchedulesPlus software management with off-load of some daily management duties to front office volunteers to allow time for SchedulesPlus responsibilities.
 - d. Chef: 35-hours per week. Same duties as 2024 (excluding janitorial) with additional volunteer help as required. (See Paragraph 3a(iv) below regarding janitorial contractor.)
3. Independent Contractors: (i.e., self-employed individuals who provide goods, labor, or services) allow the PSC to engage talent with specialized skills, who can work independently, and save costs associated with hiring paid staff. This approach will allow the PSC more flexibility on specific projects with specific skills to address our business needs. Independent contractors will bring specialized skills and experience to a project without the need for additional training. As a result, the onboarding process is simple and quick, and it requires less administrative time and effort. Additionally, independent contractors can jump into a project immediately and typically complete the work faster because they have one targeted focus, unlike employees and volunteers who may have a broader range of tasks, roles, and responsibilities to fulfill.
- a. 2024 Existing Independent Contractors: The PSC currently (2024) uses the following independent contractors to perform specialized services that are beyond the scope and skills of existing paid staff and volunteers:
 - i. Tax preparation
 - ii. Payroll Management
 - iii. Elevator Services
 - b. LRPC Recommendation: It is recommended that a new independent contractor be hired in 2025 as the PSC Technology Director: Average of 10 hours per month (perhaps more in the beginning). Oversee all IT systems, infrastructure, and networks; develop technology strategy aligned with PSC goals; oversee software/application selection and implementation; ensure PSC website is operational and continues to be appropriate and timely to satisfy PSC communications goals (modify as required); work with, train and advise PM Manager on SchedulesPlus application and capabilities; develop secure network to allow members to access PSC website and SchedulesPlus from home; provide database management; ensure IT policies and procedures are documented; manage IT budgets and assets ensuring systems are operational, secure, and backed-up; provide help desk, technical support for staff; and train staff on using new technology tools and software. An average rate of \$75/hour has been used for estimating purposes.
4. Volunteers: The PSC could not exist without its wonderful cadre of volunteers who willingly contribute to a multitude of activities. The Department of Labor (DOL) considers a volunteer to be someone who: (1) donates services to religious, charitable, or other similar nonprofit organizations, usually on a part-time basis, (2) without coercion, and (3) without the expectation or receipt of compensation in cash or in-kind benefits. The DOL does allow payment or reimbursement to volunteers for out-of-pocket expenses, reasonable benefits, or a nominal fee for their services.
- a. Existing 2024 PSC volunteer positions (albeit certainly not all) are:

- i. Front Office Support
 - ii. Activities, Chairpersons, and Committees
 - iii. Kitchen Help
 - iv. Fundraising and Events, Donations, and Grants
 - v. Board of Directors
- b. LRP recommends the following new volunteer positions for 2025:
 - i. Volunteer Committee: spearhead volunteer recruitment, training, and management; develop volunteer position description; promote volunteer opportunities through social media, events, etc.; interview and onboard volunteer applicants; conduct background checks as needed; create training programs to prepare volunteers; match volunteers to programs based on skills and interests; in coordination with Activities Chairpersons, schedule volunteers and track hours/participation; recognize top volunteers through awards/appreciation events; and manage policies like reimbursements and conflict resolution.
 - ii. Membership Committee: develop a marketing plan to attract new members (and an associated budget, as required); direct membership operations, including recruiting and retention activities; develop and lead membership recruitment by creating and implementing outreach strategies to expand our membership base; and engage with existing members for ideas, suggestions, assistance, etc.
 - iii. Internal Auditor: review the PSC financial records and internal control systems; ensure that the PSC complies with applicable laws, regulations, and accepted accounting principles; check the accuracy of financial records and conduct an analysis of financial resources and commitments; and examine where our money is received from and where it is being spent.
 - iv. Bookkeeper: work with leadership to create budgets, identify funding gaps, ensure proper controls are in place, and that all transactions are recorded accurately; assist the Center Manager with procurement and filing taxes; maintain accurate financial records, Accounts Payable (AP) and Accounts Receivable (AR): process invoices, vendor payments, donations and reimbursements; manage accounts receivable, including invoicing and collections; reconcile credit card statements and resolve discrepancies; work with Committees who have a monetary aspect to them (i.e., trips) to compile, manage and document income and expenditures for said Committees; maintain accurate and up-to-date records of financial transactions using Quick books Online; conduct regular account analysis to identify discrepancies or errors; and assist with tax preparation and filing.
- c. The LRP recommends separating the Fundraising and Events, Donations Chairperson, and Grants position into three Volunteer Chairpersons positions under the auspices of the Center Manager. These three activities are crucial to the PSC because PSC dues and the Town of Parker funds provide only about 1/2 of the income required to operate the PSC. The remaining needed funding must come from fundraising events, donations and grants. The current volunteer incumbent managing these activities often works 50+ hours per week and acknowledges that the requirements for each area require more hours than one person should be expected can donate.
 - i. Fundraising Events Chairperson: responsible for securing funds for projects and programs; keep records of funds collected and provide this information to the Center Manager and Treasurer; recruit and managing

event staffing/volunteers (in coordination with new Volunteer Coordinator); ensure required permits, licenses, and insurance are in place; and analyze event Return-On-Investment, satisfaction, and other metrics. Sub-Event Committees shall be established for each fund-raising event or activity. The Sub-Event Committees shall be responsible for fund-raising drives, raffles, card parties, bake goods sales, craft fair, garage sale, etc.; lead the strategy, planning, and execution of PSC events; manage event budgets, timelines, vendor relationships; oversee venue selection, rentals, decor, catering, A/V, etc.; coordinate event promotion through email, social media, press releases; engage online registration, name badges, check-in processes;

- ii. Donation Chairperson: identify potential donors and work with them to distinguish their philanthropic goals and help them achieve the results in a mutually beneficial relationship; establish Donor Recognition “Wall” in the PSC acknowledging contributors; post Donors on PSC website; prepare short and long-term strategy and communications to engage major potential donors; build strong relationships with key stakeholders like donors, partners, local vendors community, and the media; publish “Ways to Give to PSC” (see Appendix C).
- iii. Grants Chairperson: conduct grant research aligned with PSC programs and needs, prepare/oversee the grant application preparation and management process; work with Center Manager and BOD on grant concept development; ensure all grant guidelines/requirements are met; create and manage grant tracking systems and calendar; act as liaison between PSC and grantors; provide grant compliance oversight and training to key staff and BOD; and analyze grant results and identify improvements.

SOURCES OF INCOME

1. Town of Parker Funding: The Town of Parker (Town) donated \$80,000 per year to PSC in 2022, 2023, and 2024. In the ideal world, recommend jointly (PSC and Town) establishing a formula defined for future Town donations based on membership and inflation.
2. Grants: Grants do not look favorable for 2024 with only \$2,000 collected during the past 6 months. PSC may receive a grant from the Philip S Miller Foundation for \$7,500.
3. Donations: Donations as of June 30, 2024 are \$8,361. With 6 months to go, and with Colorado Gives Day donations expected later in 2024, the 2024 \$23,000 budget appears feasible. Future projections are based on increases in members and inflation.
4. Membership Dues: As of June 30, 2024, there were 855 PSC members. Ninety-eight new members joined during the past 6 months, and 162 members have not renewed their membership during the last 6 months. Based on the historical data and an estimated membership increases of 5% per year until 2029 (when we will reach our maximum membership capacity of 1000 members). It is assumed that annual dues will remain at \$100 until 2029, at which time they are projected to increase to \$125 per year. In 2033, dues are projected to increase to \$150 per year. These increases allow for inflation and a waiting list of members signed up to join when space is available.
5. Board Investment: A recent change was made to the title of accounting Line-Item Income 104. The title changed from Building Rental to Board Investment. This change provides for capturing Board of Directors’ contributions/donations. There are not any specific amounts required for Board of Directors’ contributions, nor is there sufficient historical information to develop contribution trends. However, the LRP estimated contributions are provided in Table 2-1.

6. Meals Program: The current amount charged for meals (\$7.00 for eat-in and \$7.50 for to-go) has not increased since 2021. The cost of food has increased due to inflation. The meal charge needs to be increased to \$8.00 per meal starting before Jan 1, 2025. The income projections are based on another increase to \$9 in 2029 and \$10 in 2032.
7. Fundraising: Fundraising as of June 30, 2024 collected is \$14,725. With the fundraising events scheduled, the \$36,000 budget appears feasible. Future projections are based on increased membership and inflation.
8. Miscellaneous: Miscellaneous income in 2023 was \$747. For purposes of this LRP, it has been estimated that miscellaneous income in the future will be approximately \$1,000 per year as shown in Table 2-1.
9. Bus Trips Program: Bus trips costs and income have increased based on inflation and higher membership. Costs and income need to increase further to cover future vehicle replacement costs.
10. Interest: Total interest income in 2023 was \$497. Interest income in 2024 through June was \$473, which could indicate a projected 2024 interest of approximately \$950. However, unexpected expenses have been reducing the PSC bank balances so that the expected 2024 interest is less than \$900. With this in mind, the estimated 2025 interest is conservatively estimated at \$700 as shown in Table 2-1. The 2025 estimated interest has been escalated at 5% per year through 2034.
11. Potential Sources of Income: This is not a line item on the PSC financial reports, but it is a subject that needs to be explored as a potential path to address the future income deficits shown in Table 2-1. A list of potential sources of income is provided in Appendix C. A list of Ways to Give to PSC is provided in Appendix D.

COSTS OF OPERATIONS

Costs for historical operations expenses are included in the “business-as-usual” budget provided in Table 2-1. Assuming that a new building will be constructed, additional related operations expenses are estimated as noted in the items below.

1. Equipment and Furniture – This expense item includes purchasing and repair of equipment, furniture, and computer resources.
2. Membership - Items included in this budget are:
 - A. Member Activities
 - B. Promotion and Community
 - C. Volunteer Appreciation
3. Buildings and Grounds - Items included in this budget are:
 - A. Elevator Service
 - B. Fire Alarm Service
 - C. General Maintenance
 - D. Janitorial
 - E. Lawn and Snow Services

After the new building is completed and occupied, additional janitorial costs will be incurred above the “business-as-usual” budget starting in 2032. The existing janitorial contractor provides janitorial service for the existing facility for \$628 per month. This rate was escalated at 5% per month for an annual estimated cost of \$10,600 in 2032 for the new building. The 2032 cost then was escalated at 5% per year for 2033 and 2034. These costs are included in Table 2-1.

4. Meals Program - Items included in this budget are:
 - A. Fire Suppression
 - B. Food
 - C. Kitchen Supplies

- D. Equipment Maintenance/Repair
- 5. Miscellaneous – The financial report does not provide any detailed list of items covered by this category. However, the total annual miscellaneous expenses have been relatively small (i.e., less than \$1,000 per year).
- 6. Fundraising Cost - Items included in this budget are expenses related to travel, advertising, materials, etc. for the following types of events:
 - A. Concerts
 - B. Craft Fair
 - C. Fashion Show
 - D. Miscellaneous Fundraising
 - E. Resource Fair
 - F. Holiday Teas
- 7. Operating Expense - Items included in this budget are:
 - A. Business Membership
 - B. Office Supplies
 - C. Postage and Shipping
- 8. Bus Trips - Items included in this budget are:
 - A. Admission/Tickets/Meals
 - B. Vehicle Fuel
 - C. Vehicle Insurance
 - D. Vehicle Maintenance and Repair
 - E. Vehicle Parking
 - F. Refunds
 - G. Registration
 - H. Supplies
 - I. Vehicle Tolls
- 9. Insurance - Items included in this budget are:
 - A. Directors' Insurance
 - B. Liability Insurance
 - C. When the new building is completed and occupied in 2032, additional liability insurance will be required. Because the assumed new building will be the equivalent size of the existing building, the estimate cost for additional insurance is based on historical insurance costs for the existing building. Specifically, the 2023 insurance cost for the existing building was approximately \$6,700. This amount was increased at a rate of 5% per year from 2023 to 2032. This calculation resulted in an estimated insurance cost for the new building in 2032 of \$10,400. The estimated 2032 cost then was increase at 5% per year for 2033 and 2034 as shown in Figure 2-1.
- 10. Professional Fees – Historically, this has only included the fee for an accountant to prepare the PSC tax returns.
- 11. Communications - Items included in this budget are:
 - A. Newsletter postage
 - B. Newsletter printing
 - C. SchedulesPlus Database
 - D. Website and other software
- 12. Meetings/Classes – The financial report does not provide any detailed breakdown of these expenses. However, these expenses are generally quite limited (less than \$1,000 per year) and typically pay for materials and/or instructor fees for meetings/classes.
- 13. Credit Card and Bank Fees – Self-explanatory
- 14. Utilities - Items included in this budget are:
 - A. Electricity
 - B. Natural Gas
 - C. Telephone
 - D. Trash Disposal

- E. Water and Sewer
- F. Internet and Wi-Fi

When the new building is completed and occupied in 2032, additional utility use will occur. Because the assumed new building will be the equivalent size of the existing building, the estimated cost for additional insurance is based on historical costs for the existing building. The total annual 2023 utility cost for the existing building was approximately \$23,000. This amount was increased at a rate of 5% per year from 2023 to 2032. This calculation resulted in an estimated utility cost in 2032 of \$35,500. The estimated 2032 cost then was increased at 5% per year for 2033 and 2034 as shown in Table 2-1.

15. Payroll Expenses - Items included in this budget are:

- A. Bonus
- B. Employer Tax Liability
- C. Paycheck Preparation
- D. Salary
- E. Withholding Taxes
- F. Workers' Comp

Historical and projected payroll expenses are included in the "business-as-usual" expenses in Figure 2-1. Based on future estimated personnel needs discussed above, one-half FTE will be added in 2025. The average payroll cost per FTE in 2023 was approximately \$57,500. At an assumed escalation of 5% per year, the cost for a new 0.5 FTE in 2025 is estimated at \$31,700. That cost was then increased at 5% per year through 2034 as shown in Table 2-1.

BUDGETING AND FINANCIAL MANAGEMENT

As was stated in Chapter 1 – Introduction, the COVID pandemic took its toll on the PSC with the center being closed, eat-in meals switched to take-out meals, and PSC savings spent on operating expenses. PSC financials for 2020 showed receipt of \$28,566.30 in COVID Relief Funds and the transfer of \$56,868.30 from savings in the checking account to pay normal operating expenses and COVID-related expenses of \$26,840.17. Total checking and savings account balances as of December 31, 2019 were appropriately \$191,775. Fast forward to June 30, 2024, the PSC checking account and savings account balances were \$147,938.79. PSC checking and saving accounts continue to be eroded.

PSC membership as of December 31, 2019 was 835 members compared to 855 members as of June 30, 2024. Based on the 855 members paying membership dues of \$100 per year, income from dues is \$85,500, the Town of Parker contributes \$80,000, meals income of \$65,000, and group trip income of \$70,000 total revenue is \$300,500. Using past budgets, it takes about \$350,000 to run PSC for a year. Grants, donations, and fundraising events must make up \$49,500 to break even in a model year. This does not account for replacing approximately \$85,000 of cash balances used up during COVID.

When expenses occurring in 2024 are factored into the annual budget for roof replacement deductible of \$30,000, building cleaning services of approximately \$3,500 from August to December, the hiring of a new Center Manager and paying our existing Director until December 31, the estimated cost of \$10,000, the over-spending of cash is approximately \$43,500 for 2024.

3 YEAR PLAN

In 2025, the LRP recommends the Center Manager be a full-time position at an estimated additional cost of \$30,000, building cleaning service \$8,000, parking lot repair \$25,000, window replacement \$10,000, sewer system expense \$10,000, and breakeven expense \$49,500. A total of **\$132,500** in additional funding is required for 2025 over the budget of \$350,000.

In 2026, the LRP recommends replacing the van with a 10-passenger bus for \$55,000, basement leakage repair for \$3,000, sprinkler system repair for \$2,000, programming study for future facilities space needs for \$100,000, Center Manager full-time position for \$30,000, building cleaning services for \$8,000, and breakeven expenses of \$33,740 (adjusted by increase in below assumptions). A total of **\$231,740** additional funding is required for 2026 over the budget of \$367,000.

In 2027, the LRP recommends floor and carpet repair \$15,000, Center Manager full-time position \$30,000, building cleaning services \$8,000, and breakeven expenses of \$23,740 (adjusted by increase in below assumptions). A total of **\$76,740** additional funding is required for 2027 over the budget of \$385,875.

ASSUMPTIONS

1. Membership dues @ \$100 2025 - 890 members; 2026 – 935 members; 2027- 980 members.
2. Town of Parker Donation 2025 - \$80,000; 2026 - \$85,000; 2027 - \$89,000.
3. Meals Programs 2025 - \$75,200; 2026 - \$78,960; 2027 - \$78,960.
4. Bus Trips 2025 - \$69,000; 2026 - \$71,500; 2027 – \$73,000.
5. No building of checking account and savings funds to pre-COVID level (\$191,775).

Unknowns – Membership rate of renewals and new members joining; the amount of the Town of Parker Donation; Where will the fundraising money come from and how much. State of the economy and world events.

Conclusion: If PSC stays on this financial path without making serious financial management and operational changes, or delaying the LRP, the existing checking and savings funds will be zero!! The 10-year LRP will not be feasible.

RECORDS MANAGEMENT

When the LRPC started its mission to prepare aN LRP, the first step was to gather background and historical data, including fiscal records, newsletters, by-laws, operations manuals, Board of Directors and membership meeting minutes, and other information. It soon became clear that the PSC lacks a centralized, consistent, detailed, and secure system of records, both electronic and paper based. As a result, the LRPC spent considerable time searching for data/documents and discovered that many records are missing.

The LRPC recommends investing time, personnel, and equipment in 2025 to establish an effective records management system. This system should include secure safes that are fireproof and waterproof, cloud storage services, secure and timely backups, and possibly secondary off-site storage for critical information. Various backup options need to be assessed,

along with the cost of maintaining these systems and methods to prevent environmental damage to our records. After the initial investment, this system will improve records management efficiency, provide faster records retrieval, enhance workflow, and minimize risks associated with legal compliance and data breaches.

At a minimum, to ensure effective management, the management staff (and volunteers, if required) should:

1. Gather all the existing known PSC documents.
2. Sort, organize, and label them appropriately.
3. Identify and locate missing documents to the extent possible.
4. Store the documents centrally in an acceptable location. This location should be in a controlled environment as wide ranges of temperature and humidity are detrimental to all types of records.
5. Secure the location.
6. This proposed process should be applied to paper and electronic documents.

PSC documents (including critical records, decision documents, all legal paperwork, building blueprints and engineering changes made throughout the years, financial data, purchases, contracts, history, Board of Directors and annual meeting minutes, newsletters, membership data, and meals data) provide information regarding policies, procedures, history, and decisions. These documents have administrative and legal value, and a structured record management system is the best way to preserve and access PSC records.

CHAPTER 7 – FUTURE LONG-RANGE PLANNING

GOAL: TO ANNUALLY MAINTAIN AND UPDATE THE PSC LONG-RANGE PLAN TO REFLECT CHANGING CONDITIONS, ASPIRATIONS, AND MEMBERSHIP

GENERAL

The purpose of future long-range planning is to review and update the PSC Long-Range Plan (LRP) annually. This is necessary because actual conditions and results are expected to vary from predictions made in the 2024 LRP. By updating the plan annually, the process can provide the best guidance possible to future PSC management. Updated plans will better reflect what is expected in the future and will modify future actions based on actions taken in previous years. These plans must reflect revisions in actual and projected membership, preferences for member opportunities, changes in actual and estimated costs, and modifications in staff and volunteer requirements. Additionally, future LRPs should reflect any approved changes to the by-laws.

According to the current By-Laws (2024), committee assignments expire after one year. However, there is no prohibition regarding re-appointing members after that one year. Therefore, it is recommended that the Board of Directors adopt a procedure to allow continued appointments for up to three years by replacing one-third of the LRP committee members each year. This allows for continuity and efficiency in updating the LRP. Otherwise, new committees will be in the same position as the 2024 committee, meaning significant effort will be required to accomplish their mission.

Two special efforts need to be undertaken in addition to the general work of monitoring and updating the LRP to help sustain the health and viability of the PSC. These proposed actions are beyond the scope of general long-range planning because they require different expertise and a specialized scope of work. However, these efforts should be coordinated with future long-range planning to ensure their results are integrated and incorporated into future LRPs. The recommended special efforts are discussed below.

SPECIAL EFFORT 1 – DISASTER PLANNING

Disaster planning is vital to guaranteeing the continuity of operations in the event of a major, unplanned disaster. Disasters may include, but are not limited to: hail, water damage, tornados, fires, accidents, and major equipment failures. It is imperative to establish a special Disaster Planning Committee with PSC staff, volunteers, and Town of Parker representatives to address the following critical issues:

1. Maintenance and recovery of electronic and paper records.
2. Disaster recovery responsibilities and procedures.
3. Cleanup and reconstruction (if required).
4. Alternatives for continuing member opportunities.
5. The Disaster Planning Committee may identify other issues based on discussions with PSC management, volunteers, and the Town of Parker.

General guidelines for preparing a PSC Disaster Plan are provided in Appendix E.

SPECIAL EFFORT 2 – VISION COMMITTEE

Forty plus years ago, someone had a vision that the Town of Parker should have a senior center – **A PLACE WHERE ACTIVE SENIORS MEET**. Whoever that was, assembled a group of like-minded people, and by their collective courage, creativity, and energy they begged, borrowed, and volunteered to build what we have today. Yes, the kitchen was a later addition, but this also

was someone's vision which became a reality through courage and creativity. AND, what we have TODAY has served us well for forty years.

The PSC and the Town of Parker (Town) have a long-standing relationship. Because of the growing senior population in the Parker area, the LRP strongly recommends establishing a joint Vision Committee comprised of people from the PSC and the Town. This joint committee is expected to develop an understanding of appropriate activities for Parker senior citizens over the next 40 years and beyond. The committee's prime objective is to enhance the relationship between the PSC and the Town to achieve their common aim of promoting healthy aging for seniors. This involves creating opportunities for social engagement, physical well-being, civic involvement, creativity, and lifelong learning. The joint committee will carry out comprehensive research to effectively address issues and concerns related to activities for Parker's seniors and to explore potential approaches for achieving the desired long-term outcomes for seniors.

Feedback from the PSC staff, Board of Directors, and general Membership strongly indicated that one of the key values of the PSC is its independence from any government organization. In the realm of "Senior Centers," the PSC is atypical. The LRPC has concluded that this independence is a well-earned value and source of pride. The PSC has effectively operated as an independent entity over the past 40 years and may be able to continue with "business-as-usual" with up to 1000 members in the existing facilities.

While we take pride in our senior center, the joint committee should consider other options for the future. As outlined in Chapter 2, implementing the LRP recommendations will be costly. In addition to the current approach, another potential alternative is to have the PSC managed by the Town.

APPENDIX A – PSC FACILITY PROGRAMMING STUDY

APPENDIX A

PSC FACILITY PROGRAMMING STUDY

The PSC should hire a facility programming consultant (probably an architect) to conduct a programming study. The programming consultant shall define facility requirements to meet membership needs through 2055-2060 and shall consider the following ideas and options to meet those needs:

1. Update and remodel the existing facility (Include fixing leaking wall, heating system, and sanitary sewer system, and bringing the existing building up to code if still required.)
2. "Raise the roof" and add a second floor.
3. Re-purpose and remodel the garage(s). Ensure the remodel provides adequate handicap access.
4. Expand the existing building horizontally, both below ground and at ground level.
5. Construct a new building near the existing building to supplement the existing building.
6. Seek another existing building somewhere in Parker that has more floor area.
7. Demolish the existing building and build a new building in the existing location.
8. Add restroom capacity to meet increased membership needs. (Are there any building codes requirements based on membership for our type of facility?)
9. Determine if our sanitary sewer system is adequate for an expanded facility at this location.
10. Seek another venue for membership meetings to allow more attendance (PACE Center, for example)
11. Provide a different location for the library (Using the downstairs hallway is a good use of space that otherwise probably cannot be used. However, there is some concern about possible lower-level flooding that could damage many of the books. Maybe the PSC just needs to avoid putting books lower than 3 feet (or some other distance) above the floor.)
12. Expand the parking area toward the west; i.e. into the open field.
13. Provide cost estimates and functional evaluation of each alternative and option.
14. Identify permitting and approval requirements for each alternative.
15. Provide facilities, equipment, and training for offering on-line attendance at meetings.
16. All options shall be evaluated based on current and future needs and activities of the PSC.

A facility programming study should be conducted sometime during the time frame 2026 to 2029, depending on projected membership growth and needs. This effort also must be coordinated with the Vision Committee.

Therefore, a budget and a request for proposals should be prepared in 2025 or 2026.

APPENDIX B – SCHEDULESPLUS

APPENDIX B

SCHEDULESPUS SOFTWARE

INTRODUCTION

SchedulesPlus is a software solution designed specifically for Senior Centers. It provides on-line integrated services, data collection, and reporting capabilities for the robust management of communications, activities, facility resources, and finances. The Parker Senior Center (PSC) procured this system and currently uses it to store member data, to control access to the facility at the login station, and to provide statistical reports of membership usage, etc. The system has much more capability which could be implemented in the future to efficiently manage a growing organization.

The following sections illustrate where SchedulesPlus might be deployed by the PSC.

MANAGING GROWTH

By entering member data each year into the database, the growth rate of the Center can be easily tracked and monitored, allowing for operational support to be adjusted accordingly in a timely manner.

PROVIDING A WELCOMING ENVIRONMENT

Periodically conducting new member orientation training can provide an introduction into how the new members can use the Schedules Plus System to register and pay on-line for the various activities, meals, trips, classes and events offered by the Center. In addition, on-line surveys could be generated and used to determine the level of interest in existing activities, and identify potential new offerings for the Center to implement. Identifying the skills of new members could also provide information to be used in matching them with volunteer opportunities.

MANAGING PSC FINANCIAL STABILITY

Providing visibility into the expenses of the of the Center can allow for the careful planning and implementation of programs that finance the Center's activities. This software system can provide support for the planning of grants (grant dollars per year), fundraising campaigns (fundraising dollars per year), donations (donation dollars per year), and dues (dues dollars per year). By automatically tracking this kind of information, a Current Operational Plan (COP) can be developed and used in managing financial aspects of the PSC.

PROVIDING ENGAGING OPPORTUNITIES

Activities can be easier to manage and “evolve” if organized (and paid for) by a common theme or program (e. g. fitness, games, learning, etc.) with one event calendar for each theme. On-line registration and payment by theme could also be implemented.

PROMOTING MEALTIME SOCIAL GATHERINGS

The PSC software can provide for integration of on-line menu generation and on-line registration and payment for meals. This can make it easier to generate meal statistics that aid in planning future menus. Some of these statistics could include the number of meals per person, number of takeout meals, and identify popular menu items.

ENHANCING THE BUS TRIPS EXPERIENCE

Conducting an on-line “tentative events” surveys using SchedulesPlus can identify potential interest in future outings, and can help to gauge the demand for particular outings. This effort will aid in developing a yearly Bus Trips Calendar. On-line interest, registration, waiting list, and payment could greatly assist in the planning, and implementation of this process. There are some internal issues that would need to be resolved before the latter suggestion could be implemented.

IMPLEMENTING A LIFELONG LEARNING PROGRAM

SchedulesPlus appears to be very capable of aiding in the planning and implementation of a Learning Program. Surveys can determine interest and demand for “themed” programs, schedules and calendars can be developed, lectures, training, and classes can be conducted, and registration, payments, and effective statistics can all be accomplished on-line.

BUILDING A FUNCTIONING FACILITY RESOURCE ENVIRONMENT

To gauge the demand being placed on PSC resources, the software system can provide valuable data on current and future requirements. In particular, statistics from the on-line check-in status, such as:

1. Number of member days per year
2. On-line room / resource usage (number of reservations per year)
3. Resource usage calendar (number of projected reservations)
4. Resource free time search (number of resources available)

The above listed information will assist in identifying when facility resource capacity is close to being exceeded.

DEVELOPING A VERSATILE OPERATIONAL CAPABILITY

Managing the PSC presents a unique and challenging problem. There is a large and growing number of members who are customers (via their dues and fees) and quasi-employees through their volunteer efforts, and also investors (via their financial participation in fundraising campaigns and donations). Along with the PSC Partners, Corporate Sponsors, and Grantors, the PSC must be run smoothly and adjust quickly to meet changing needs of the senior community. The Operations Function must be able to communicate effectively with all its “stakeholders”, manage the staff and volunteers effectively, provide concise visibility to the PSC Center Manager, as well as preparing and submitting summarized reports to the Board of Directors, and the Town of Parker.

SchedulesPlus is capable of communicating via text, email, and voice messaging. It allows for the maintenance of mailing lists, and provides content for newsletters by generating a word document which can be exported. It can include the dining menu, as well as individual events with associated date, time, description, and location. This information can then be displayed on the PSC website and TV monitor, as well as in the newsletter. The volunteer management feature can be designed to display requirements for additional volunteers, along with statistics on the effectiveness of the program, such as volunteer participation rate (the number of volunteers per total membership and the number of volunteer hours per member).

Additionally, the software has 100 standardized reports available and can easily be programmed to generate customized reports that may be essential for monitoring the operations of PSC by the management team and the Board of Directors. Summary reports are available for attendance, payment, membership, and trending data. Customized reports can also be generated for attendance summary details, membership, volunteering, finances, and donations. Of particular interest is the capability to generate “dashboards” with high level data for the Center Manager and Board of Directors to track progress toward implementing the PSC “Long-Range Plan” and strategy.

EFFECTIVELY MANAGING THE TRANSPORTATION CAPABILITY

By linking the tentative events survey with the events plan/calendar, requirements can be generated for both present and future transportation needs. This can then be coordinated with driver availability. Statistics can then be generated on miles driven, and can be used to identify the need to implement additional transportation capability.

ADDING STRUCTURE AND ORGANIZATION TO FUNDING THE PSC

A “Front End of the Business” capability is essential to be able to provide adequate funding for PSC maintenance and operations. Campaigns, pledges, fees, and dues can all be planned, coordinated, monitored, and linked to the various Center activities via the SchedulesPlus System.

DEVELOPING AND IMPLEMENTING A DETAILED SCHEDULESPPLUS SYSTEM

To take full advantage of the capabilities provided by the SchedulesPlus, a detailed implementation plan should be developed. This plan needs to consider the skill level of management and membership volunteers, and ensure that adequate computer resources, IT support, and training are available when needed. Some key areas to be considered are summarized below. On-line implementation of PSC activities should be accomplished first. These would include Activities, Meals, Outings, Classes, Events, Volunteers, and Communications. The software can support surveys, registration, payments, check-in status, rooms and resource reservations, and communications such as website, newsletter, and TV monitor integration. This would provide the data necessary to support financial planning.

Next, integrated financial planning should be deployed. This would include budget/expenses, campaigns, fundraising, fees, and dues. Additional computer equipment and user support can

be added in parallel as required, along with the necessary SchedulesPlus training and user orientation training.

USING THE SOFTWARE SOLUTION TO MANAGE LONG-RANGE PLAN IMPLEMENTATION

The following is a candidate list of items that could be tracked in a “Dashboard” by the Center Manager and Board of Directors of the PSC. These items would provide information on an as-needed basis (monthly, quarterly, annually, or other time intervals as desired) on just how much progress is being made in implementing the Long-Range Plan. The key to success will be to define measurable objectives for each of the following items.

1. Growth (number of members)
2. Welcoming Environment (number of new members)
3. Financial Stability (Integrated budget/expenses/income, i.e., plan vs actual)
4. Activities (number of events and participants)
5. Meals (meals per year, per month, per day, as a percentage of members)
6. Bus Trips (number of trips per year, participants per trip, costs and income, volunteer hours, etc.)
7. Facility (determine a reasonable square footage per member)
8. Operations (staff hours and volunteer hours per week, month, and year)
9. Transportation (number of drivers, number of trips per driver, miles driven, cost per mile driven)
10. Grants/Fundraising/Donations/Fees/Dues (Integrated Financial Planning) and Required Income
11. Other metrics as may be useful to the Board of Directors, staff, and volunteers

APPENDIX C – POTENTIAL INCOME SOURCES

APPENDIX C

POTENTIAL INCOME SOURCES

- Publish “Ways to Donate to PSC”.
- Dining Out for Dollars Breakfast Events.
- Dining Out for Dollars Lunch Events.
- Dining Out for Dollars Dinner Events.
- Send questionnaire to PSC members on how many members play golf to determine level of interest in golf tournament fundraiser.
- Annual Appeal to Community.
- Encourage members to pay by check eliminating bank service fee.
- Charge members bank service fees when credit cards are used.
- Sell advertising space in newsletters and website.
- Increase charges for Bus Trips to cover replacement cost of bus(es).
- Increase charges for meals.
- Silent Auction for Members.
- Vending Machine Food & Drinks.
- Paid Band Concerts.
- High Tea at the PSC: Members Pay a fee; Guests pay fee plus \$5 more (Bring Your Own Teacup).
- Life-Long Learning Members Free; Charge Guests.
- Raffle Tickets.
- Bingo.
- Peer to Peer Fundraiser like Walk-A-Thons.
- Charity Run 5K.
- Charity Lock Ups.
- Fundraising Gala.
- Classic Car Show.
- Memory Lane Gala.
- Art Auction.
- Talent Show.
- Garden Party.
- Holiday Home Tours.
- Heritage Festival.
- History Lectures.
- Genealogy events.
- Associate or Fundraising Board.
- Spaghetti or other Fundraising Dinners.
- Mah Jong Tournament.
- Car wash at a local vendor.
- Car Clubs.
- Tiered Membership Dues.
- Douglas County.
- Elbert County
- Arapahoe County.

- Increase the number of Corporate Partners.
- Pancake Breakfast fund raiser.
- Ice Trail at Discovery Park.
- Tagawa Gardens fundraiser in spring. Sell only \$100 gift cards.
- Bevy's Wine Tasting.
- Shredding Event.
- Name that tune event.
- Karaoke Night.
- Food Truck Night.
- Paint disposal event.
- Bring a friend, neighbor, or relative to the center.
- King Soopers Community Rewards.
- Safeway Rewards.
- Make and sell Parker Senior Center T-Shirts
- Cornhole Tournament
- Bridge or Pinochle Tournament
- Movie Night
- Butter Braid Sales
- Discount Cards (like Legend High School)
- Electronic Disposal
- Community/Business Donation Drive
- Rent PSC
- Membership Drive
- Subaru Giving Back
- Sprouts Foundation Grants

APPENDIX D – WAYS TO GIVE

APPENDIX D

WAYS TO GIVE

Parker Senior Center (PSC) is proud to serve active seniors in the greater Parker area, aged fifty and older, by providing meals, fitness programs, activities, and recreation. The PSC relies on diverse revenue streams to support its day-to-day operations. Charitable acts of giving are one way to sustain our programs and services and allow them to grow and thrive while ensuring accessibility to all who want to participate.

Give Now - By Cash, Check, or Credit Card

An outright gift made in the form of cash, check, or credit card is usually the simplest, most convenient method for making a charitable contribution. To make a gift to support PSC right now you can:

1. Donate Online, via our secure webpage
2. Mail your gift to:

Parker Senior Center
10675 Longs Way
Parker, CO 80138
3. Give your gift in-person at Front Desk when the PSC is open.

Please make checks payable to Parker Senior Center.

Have questions? Contact Center Manager at 303-841-5370

Tributes & Memorials

You can make a gift that both supports the PSC and honors a friend, mentor, or family member. Tribute gifts may be made in honor of a person or in their memory and are a meaningful way to celebrate a shared milestone or remember the legacy of a loved one. The PSC will notify the person honored or the family of the loved one remembered that a gift has been made (no gift amounts are shared).

To ensure your tribute or memorial is noted correctly, be sure to include the following information with your gift:

1. Gifts in Honor of a person - The full name and address of the person you are honoring
2. Gifts in Memory of a person - The full name of the individual who is being honored, and the full name and address of the individual you wish to receive the tribute notification.

Monthly Giving- Join the Supporters Circle

The PSC Supporters Circle (yet to be established) is a special group of friends who sustain the mission of the PSC by making monthly contributions. Members of the Supporters Circle provide crucial underwriting to promote healthy aging through social engagement, physical well-being, civic involvement, and lifelong learning. Giving monthly is an easy way to support PSC. Your gift will be automatically charged each month to your credit or debit card, and you can change or cancel your monthly commitment at any time by contacting the Center Manager, at 303-841-5370. You will receive a yearly tax statement summarizing your annual giving.

Give Stocks and Securities

Support the work of PSC by donating stocks and securities. We accept donations of publicly traded stocks and mutual fund shares. The easiest way for you to gift stock or securities to PSC is through an electronic transfer (DTC) from your brokerage account to the PSC account. Donating stock or securities can be made in as little as two easy steps:

1. Provide your broker with the following electronic transfer information:
 - **Brokerage House:**
 - **Account Name:** Parker Senior Center, Inc.
 - **Account Number:**
 - **DTC Number:**
 - **Reference:** Donor Name
 - **Broker Phone Number:**
 - **Text Comment:** Donor's Name. If donor prefers to remain anonymous, please include their name and note their preference to remain anonymous.
2. Provide the following information about your gift to PSC:
 - Name of the security
 - Number of shares
 - Brokerage name

This information may be sent to Center Manager at the following address:

Parker Senior Center
10675 Longs Way
Parker, CO 80138

Your generous charitable gift to PSC will be valued at the median market price on the date of the gift, which is determined by the day the securities are received in our account.

Please seek the counsel of your tax advisor, attorney, and/or financial planner to review tax calculations to ensure that a contemplated gift is appropriate for your situation. The material presented here is not offered as legal or tax advice.

Support The Center through your IRA using a Qualified Charitable Distribution (QCD)

If you are at least 70½ years old, you are eligible to make a Qualified Charitable Distribution (QCD) from a traditional or Roth IRA. Amounts distributed to support Parker Senior Center will be excluded from federal income. For a distribution to Parker Senior Center, please designate Parker Senior Center, Inc. and tax ID

How do I make a QCD to Parker Senior Center?

1. You must be **at least 70½ years old** on the date of the distribution to charity.
2. Distributions must be made **from an IRA**, including inactive SEP and SIMPLE plans. Distributions from any other type of retirement plan (401(k), 403(b), 457, Keogh, and active SEP and SIMPLE plans) will not qualify.
3. QCD distributions are limited to **\$100,000 in total** during each year.
4. A distribution must be made **outright** to a **qualified public charity** — it cannot be used to fund a charitable remainder trust, gift annuity, donor advised fund, or family foundation.
5. Your plan administrator **must transfer the funds directly** — you may not receive the distribution first and then transfer it to the charity.
6. The distribution **must be received** by the charity on or before **December 31** to be counted in this tax year.
7. Each distribution will be **excluded from federal taxable income**.
8. Because the QCD distribution is not taxable income, you **cannot claim a deduction** for federal tax purposes. Some states may treat distributions as income followed by a deduction. Please check with your tax advisor to learn more.
9. Using a QCD to make charitable gifts will reduce the value of your IRA and taxable RMDs in future years.

Have questions or want to make PSC a beneficiary of your IRA? Contact the Center Manager, at 303-841-5370.

Please seek the counsel of your tax advisor, attorney, and/or financial planner to review tax calculations to ensure that a contemplated gift is appropriate for your situation. The material presented here is not offered as legal or tax advice.

Matching Gifts

Did you know that hundreds of companies match their employees' and retirees' donations to qualified nonprofit organizations? PSC qualifies for virtually all corporate matching gift programs. Making a gift to PSC and then completing the matching gift paperwork with your employer or former employer can double or even triple the value of your gift to PSC. Contact your current or former employer directly to learn if they offer a corporate matching gift program.

Planned Giving

Planned giving, also referred to as legacy giving, is a charitable contribution made either during an individual's life or at his/her death as part of an overall financial or estate plan. Legacy giving often allows individuals to make larger gifts to charitable organizations than they could make using their discretionary income. Types of planned gifts include:

1. **Bequests** – Naming Parker Senior Center as a beneficiary of your will or living trust is called a bequest. Bequests can be made to direct cash or securities of a specific amount to Parker Senior Center. Alternatively, bequests may be a percentage of an estate's value. Bequests can also be personal property or real estate. Bequests allow donors to retain their assets during their lifetime and are also revocable, meaning donors may change beneficiaries to their estate at any time.
2. **Gifts of Retirement Assets** – Like a bequest, you can name Parker Senior Center as a beneficiary of your retirement plan. And like bequests, you retain the assets throughout your lifetime, and you can change the beneficiaries of your retirement plan as you see fit.
3. **Gifts of Life Insurance** – You can name Parker Senior Center as a beneficiary in a life insurance policy.
4. **Charitable Gift Annuities (CGAs)** – Working with a financial advisor, Parker Senior Center members can elect to fund a Charitable Gift Annuity, which is a contract between a donor and a charity, where the donor transfers stocks or cash to the charity in exchange for a tax deduction and a lifetime of income from the charity. At the death of the income beneficiary, the charity will receive the balance of funds left in the CGA. Once funded, CGAs are irrevocable.
5. **Charitable Remainder Trust (CRT)** – A Charitable Remainder Trust is another irrevocable planned giving vehicle that can generate an income stream for the donor or the donor's designated beneficiaries for a number of years or for their lifetime. At the end of the CRT term or at the death of the last beneficiary the remainder of the donated CRT assets go to your favorite charity or charities.

PSC has benefited significantly in the past from generous members who chose to financially support PSC through planned gifts. If you are considering including PSC as a beneficiary in your estate plans or want to learn more about planned giving, please contact the Center Manager, at 303-841-5370.

Also, you are advised to seek the counsel of your tax advisor, attorney, and/or financial planner to review tax calculations to ensure that a contemplated gift is appropriate for your situation. The material presented here is not offered as legal or tax advice.

Gifts in Kind

The PSC gratefully accepts many types of "Gifts in Kind" — tangible gifts that help the PSC pursue its mission of creating opportunities for active seniors. If you are interested in buying or funding specific items that are needed, please contact the Center Manager at 303-841-5370.

APPENDIX E – DISASTER PLANNING

APPENDIX E

DISASTER PLANNING FOR PARKER SENIOR CENTER

The best approach to dealing with a disaster is to be proactive. This involves identifying potential hazards and creating safeguards to reduce their impact. While this stage requires putting in place permanent measures to minimize disaster risk, it's essential to recognize that disasters cannot always be prevented.

The first and most crucial step in dealing with a disaster is to have a comprehensive plan in place. This plan should cover how to react before, during, and after a disaster and identify any hazards that could affect PSC members. Some critical components of the disaster plan should include, but are not limited to, the following:

Mitigation aims to minimize what could result from a disaster. Both structural and nonstructural measures may be taken: Structural means changing the physical characteristics of a building or an environment to curb the effects of a disaster, such as clearing trees away from the building. Nonstructural involves adopting or amending building codes to optimize safety for future construction.

Preparedness is an ongoing process in which the PSC plans and trains for what to do during a disaster. This involves continuous training, evaluation, taking corrective actions, and quarterly testing by the staff using offsite computers and software programs. Examples of preparedness activities include fire drills, evacuation rehearsals, and ensuring that PSC computers are backed up daily with offsite storage. The following topics need to be addressed before a disaster occurs:

1. COMMUNICATIONS
 - A. Notification Requirements: Fire, Police, City, County, Insurance Company, etc.
 - B. Notification Information: Have contact information for notifications ready on cards carried by the Board and responsible Management.
 - C. Establish a "calling tree."
 - i. FEMA mobile app {severe weather alerts}
 - ii. Have an email and call list of members available {automated using SchedulesPlus}
1. EVACUATION
 - A. Plan how to leave and where to go if advised to evacuate.
 - B. If damage occurred, shut off water, gas, and electricity.
 - C. Have emergency supplies available.
2. ALTERNATE FACILITIES
 - A. Contact the Town of Parker and local churches, owners of large building spaces, etc., to find places that might be available for PSC use.
 - B. These alternate potential locations need to be compatible with PSC activities.
 - C. Determine potential availability and projected costs.
3. FUTURE PLANNING (Board of Directors)
 - A. Call the Board of Directors meeting as soon as possible to evaluate the situation.
 - B. Determine which activities can be continued
 - C. Map out a plan for short-term (and long-term) arrangements,
 - D. Discuss planning beyond that point.

Response is what happens after the disaster occurs. It involves both short- and long-term responses. Ideally, the Board of Directors or the PSC disaster-management leader will coordinate the use of resources (including personnel, supplies, and equipment) to help restore personal and environmental safety and minimize the risk of any additional property damage. This includes the removal of any ongoing hazards from the area; for example, in the aftermath of a wildfire, any lingering fires will be put out, and areas with a high flammability risk will be stabilized.

Recovery is the final stage in disaster management. This can take a long time, sometimes years or decades. It involves prioritizing and restoring essential PSC functions. Ultimately, this stage is about returning to normal or a new normal, depending on the impact of the disaster.