

**CASTLE ROCK SENIOR ACTIVITY CENTER
BOARD OF DIRECTORS MEETING**

AGENDA

January, 15, 2026 1pm

Call to Order – Ed Mattix

Record Proxy

Reports –

President – Ed Mattix

Approve December 18, 2025 Regular Board Meeting Minutes

Secretary – Cathy McMahon

Distribute Updated Board Member Folders/Document Signatures

Executive Vice President – Jon Hendricks

Treasurer – Steve Lockwood

Immediate Past President – Phyllis Turney

Executive Director – Debbi Haynie

Committee Reports –

Transportation – Rich Martin

Activities – Niru Patel

Membership/Outreach – Cheryl Daciek

Sports – Cynthia Timmons

Legal – Wendy Monteith

Old Business –

Sports Committee Chair – Fill/Train

New Business –

Adjournment –

The next Board meeting is scheduled for Thursday February 19, 2026 @ 1 pm at the CRSAC.

Executive Vice-President Report

January 2026 / Fundraising / Community Outreach Events

2026 EVENTS – All Events In Progress Planning Stages

- Senior EXPO – June 3rd
- Ducky Derby – June 7th
- Veffest - June 27th
- Golf Tournament – August 31st
Perry Park Golf Club, Larkspur – Verbal Contract Confirmed / Written Contract in Progress. Beat The Pro Contract Confirmed / Golfball Cannon contest contract – *In Progress*
- Artfest – September 12th & 13th
- Shop X – October 3rd
- Craft Show – November 7th
- Colorado Gives Day – December 8th

DINING TO DONATE – 3rd Wednesday per month)

January 21st, 2026 – Dining to Donate – Angie's Restaurant *Confirmed*

February 18th

March 18th

April 22nd

May 20th

June July 22nd

August 19th

September 23rd

October 21st

November 18th

December 16th

LIBERTY EXPRESS CAR WASH - NEW / Car Wash Ticket Sales

\$12.00 per Ticket / Receives a \$16 Value Carwash/CRSAC earns \$4.00 per Carwash ticket sold

* As of 01/05/26 – 493 Tickets Sold / Total Profit To Date = \$1,972.00 *(Good change, 33% more than w/ previous car wash)*

2025 – REMAINDER IN PROGRESS

Total 2025 Funds to Date (1/5/26) = \$126,127.00

DINING TO DONATE

January – November = \$2,193.61

December 17th – Black Eyed Pea – *In Progress of collecting.*

KING SOOPERS – *In Progress of collecting Last Quarter*

1stQ (Jan-Mar 2025) = \$ 535.78 Income / 99 Households

2ndQ (Apr-Jun 2025) = \$ 545.03 Income / 100 Households

3rdQ (Jul-Sep 2025) = \$ 525.20 Income / 104 Households

4thQ (Oct-Dec 2025) = \$ _____ Income / _____ Households

Total Profit To Date = \$1,606.01 /102 Households (on average) *(Should receive final report this month)*

CRAFT SHOW – Saturday, November 8th, 2025

- **Attendance: 5268** (93 Vendor booths On-Site/ 18 Community Corner Partner Tables / 4803 Shoppers / 205 Volunteers / 4 Food Trucks, staff & more).

- Craft Show Canned Food Drive = 1052 lbs for Help & Hope Center Pantry (2023 Comp = 821 lbs)

- Income To Date = \$53,011.00 / Expenses to date = \$10,237.71 = Total Profit to date: **\$42,773.29**

- To Date (1/5/26), Boutique Sales = **\$2,562.50** (Total add of \$1263 since December report)

(Boutique: 2023 Comp = \$3,914.34 / difference of \$1,351.84)

(Total Craft Show: 2023 Comp = \$45,889.56/ difference of \$551.06)

GRAND Total to Date (1/5/26)= \$45,335.50 Total add of \$2562 since December report)

Dec. 9th – COLORADO GIVES = \$ 9,512.50

Respectfully submitted,

Jon Hendricks, Executive Vice-President

& Stacey Fahrenbruch, Assistant Director Events, Fundraising & Outreach

Board Meeting

1-

□ Investments

\$1,254,145

Up 13.59% for 2025

□ Budget

- Fund raising ↑

- Furniture ↑ one time approved

- Insurance ↑

- Office Supplies ↑

□ Draft Strategic Plan

- Built by M.S. Copilot

- Input

- 2008-2009 Strategic Plan

- 2014-2019 5 yr. business plan

- 2020-2024 5 yr. business plan

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01/13/28
Accrual Basis

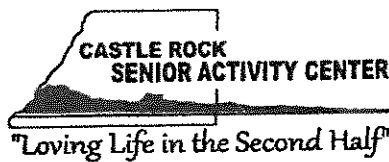
Castle Rock Senior Center Statement of Activities Budget Performance December 2025

	Dec 25	Budget	Jan - Dec 25	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
40000 - 01-ACTIVITY INCOME	8,969	11,000	93,105	130,000	130,000
40050 - 02-MEMBERSHIP			50,005	50,000	50,000
40100 - 03-SHUTTLE CONTRIBUTIONS	1,268	1,000	20,981	13,000	13,000
40200 - 06-CASTLE ROCK SERVICE CONTRACT	14,167	14,167	170,000	170,000	170,000
40300 - 07-Douglas County Grants	27,275	22,000	268,292	250,000	250,000
40400 - 08-GRANTS	8,136	20,000	194,842	120,000	120,000
40500 - 09-OUTREACH EVENTS			23,520	17,000	17,000
40600 - 12-TRANSPORTATION - DONATIONS	170	85	1,652	1,000	1,000
40700 - 15-FUND RAISING INC.	16,380	15,000	173,517	150,000	150,000
42800 - 05-MISC	78	400	1,029	5,000	5,000
43000 - GAIN ON SALE OF CENTER ASSETS			43,754		
43200 - INTEREST & DIV SAVINGS	56,278	1,100	72,772	8,000	8,000
43400 - Insurance Reimbursement			154		
44000 - Restricted Grant/Fund Income	3,656	2,000	40,297	30,000	30,000
45000 - In-Kind Income	9,076	9,076	108,906	108,906	108,906
Total Income	145,453	95,827	1,262,626	1,052,906	1,052,906
Expense					
60300 - ACTIVITIES EXPENSE	5,165	4,000	51,955	50,000	50,000
60500 - ADVERTISING EXPENSE	4,577	700	12,247	12,000	12,000
60600 - BANK FEES	50	650	6,910	8,000	8,000
60700 - BLDG & EQ MTCE/CLEANING		50		100	100
61000 - CENTER SUPPLIES	1,275	1,000	5,645	10,000	10,000
61400 - CONTRACT ADMINISTRATIVE HELP	1,350	1,250	4,250	5,000	5,000
62000 - DEPRECIATION	5,766	2,600	62,958	32,000	32,000
62400 - Dues, Conferences	1,169	220	8,555	2,500	2,500
62500 - FUND RAISING EXP	1,518	2,000	40,448	26,000	26,000
62700 - FURN-EQUIP REPAIR/UPGRADES		65	582	800	800
62800 - FURNITURE/EQUIPMENT PURCHASES	1,076		3,472	300	300
62900 - GIFTS	3,071	1,000	3,921	4,000	4,000
63000 - INSURANCE	4,263	3,000	53,371	40,000	40,000
63600 - MISCELLANEOUS		33	1,603	400	400
63700 - OFFICE SUPPLIES	2,531	1,000	16,604	10,000	10,000
63800 - OUTREACH EVENTS			9,963	10,000	10,000
64000 - PAYROLL EXPENSES	38,039	40,620	504,791	510,000	510,000
64400 - Payroll Support Services	134	500	2,147	6,500	6,500
64450 - PAYROLL TAXES	2,802	3,077	40,769	40,000	40,000
65000 - POSTAGE	1,250	570	8,771	7,000	7,000
65100 - PROFESSIONAL SERVICES		1,000	11,521	12,000	12,000
65110 - Accounting	2,776	2,500	26,888	30,000	30,000
65200 - RENT	73	58	850	700	700
65250 - REPAIRS/MAINTENANCE	246	250	2,086	500	500
65300 - Staff Expense	535	100	6,212	1,500	1,500
65320 - Volunteer Exp.	318	100	2,566	1,500	1,500
65350 - TAXES/LICENSES	10		76	200	200
65400 - TELEPHONE	553	300	6,248	3,500	3,500
66000 - VEHICLES - Fuel	702	1,100	15,608	18,000	18,000
67000 - VEHICLES-Maintenance	171	1,500	29,792	20,000	20,000
67500 - VOLUNTEER APPRECIATION			4,550	5,000	5,000
67700 - WEB SITE/SOCIAL MEDIA		125	1,228	1,500	1,500
68000 - Restricted Grant/Fund Expense	1,551	1,500	42,424	25,000	25,000
69000 - In-Kind Expense	9,076	9,076	108,906	108,906	108,906
Total Expense	90,046	79,944	1,097,918	1,002,906	1,002,906
Net Ordinary Income	55,407	15,883	164,908	50,000	50,000
Other Income/Expense					
Other Expense					
75000 - Transfer to Reserves	4,167	4,167	50,000	50,000	50,000
Total Other Expense	4,167	4,167	50,000	50,000	50,000
Net Other Income	-4,167	-4,167	-50,000	-50,000	-50,000
Net Income	51,240	11,717	114,908		

10:55 AM
01/13/26
Accrual Basis

Castle Rock Senior Center
Statement of Activities Prev Year Comparison
December 2025

	<u>Dec 25</u>	<u>Dec 24</u>	<u>\$ Change</u>
Ordinary Income/Expense			
Income			
40000 · 01-ACTIVITY INCOME	8,969	10,894	-1,925
40100 · 03-SHUTTLE CONTRIBUTIONS	1,268	1,287	-19
40200 · 06-CASTLE ROCK SERVICE CONTRACT	14,167	12,500	1,667
40300 · 07-Douglas County Grants	27,275	10,500	16,775
40400 · 08-GRANTS	8,136	23,750	-15,614
40600 · 12-TRANSPORTATION - DONATIONS	170	209	-39
40700 · 15-FUND RAISING INC.	16,380	24,992	-8,612
42800 · 05-MISC	78	57	21
43200 · INTEREST & DIV SAVINGS	56,278	18,114	38,164
44000 · Restricted Grant/Fund Income	3,656	2,021	1,635
45000 · In-Kind Income	9,076	8,998	78
Total Income	<u>145,453</u>	<u>113,322</u>	<u>32,131</u>
Expense			
60300 · ACTIVITIES EXPENSE	5,165	3,178	1,987
60500 · ADVERTISING EXPENSE	4,577	314	4,263
60600 · BANK FEES	50	477	-427
61000 · CENTER SUPPLIES	1,275	358	917
61400 · CONTRACT ADMINISTRATIVE HELP	1,350		1,350
62000 · DEPRECIATION	5,766	4,704	1,062
62400 · Dues, Conferences	1,169	280	888
62500 · FUND RAISING EXP	1,518	236	1,282
62800 · FURNITURE/EQUIPMENT PURCHASES	1,076		1,076
62900 · GIFTS	3,071		3,071
63000 · INSURANCE	4,263	4,580	-317
63600 · MISCELLANEOUS		54	-54
63700 · OFFICE SUPPLIES	2,531	2,098	434
64000 · PAYROLL EXPENSES	38,039	37,565	474
64400 · Payroll Support Services	134	70	64
64450 · PAYROLL TAXES	2,802	2,965	-163
65000 · POSTAGE	1,250	1,436	-186
65110 · Accounting	2,775	2,115	660
65200 · RENT	73	68	5
65250 · REPAIRS/MAINTENANCE	246		246
65300 · Staff Expense	535	1,254	-719
65320 · Volunteer Exp.	318	280	38
65350 · TAXES/LICENSES	10		10
65400 · TELEPHONE	553	519	34
66000 · VEHICLES - Fuel	702	1,161	-459
67000 · VEHICLES-Maintenance	171	1,564	-1,393
67500 · VOLUNTEER APPRECIATION		72	-72
68000 · Restricted Grant/Fund Expense	1,551	1,285	266
69000 · In-Kind Expense	9,076	8,998	78
Total Expense	<u>90,046</u>	<u>75,629</u>	<u>14,416</u>
Net Ordinary Income	<u>55,407</u>	<u>37,693</u>	<u>17,714</u>
Other Income/Expense			
Other Income			
72005 · Recognized Gain		16,910	-16,910
Total Other Income		<u>16,910</u>	<u>-16,910</u>
Other Expense			
75000 · Transfer to Reserves	4,167		4,167
Total Other Expense	<u>4,167</u>		<u>4,167</u>
Net Other Income	<u>-4,167</u>	<u>16,910</u>	<u>-21,077</u>
Net Income	<u>51,240</u>	<u>54,603</u>	<u>-3,363</u>



Executive Director's Report

January 15, 2026

Grants & Funding Update

Grants Awarded

- None at this time

Grants Submitted / Pending

- **Lillis Foundation** – \$12,000–\$14,000 - *Scholarship Program / Active Minds Lecture Series*
Submitted January 8, 2026
- **Walmart Community Grant** – \$5,000 - *Transportation Services*
Resubmitted November 18, 2025
- **2025/2026 DRCOG / AAA Additional Funding** – \$12,500 - *Transportation Services*
Funding would support April–June 2026, providing approximately 350 additional rides at \$35 per ride
- **2026/2027 DRCOG / AAA Transportation Funding** – \$315,000 - Requested November 18, 2025
Proposal includes 750 rides per month at \$35 per ride (approximately 9,000 rides annually)
- **CDOT Small Urbanized Area (5310)** – \$63,000 - *Transportation Services (approximately 1,800 rides)*
Submitted by Douglas County on our behalf; pending
- **P.S. Miller Foundation** – \$25,000 - *Senior Services* Submitted October 23, 2025
- **Max and Victoria Dreyfus Foundation** – \$10,000 - *Senior Services and Infrastructure*
Submitted November 6, 2025

Grants in Progress / Upcoming Opportunities

- **Daniels Fund** – Year-end report approved; currently working to schedule a follow-up meeting with the Grant Administrator
- **CDOT 5310 – Castle Rock** – Anticipated 2026 funding opportunity in the range of \$50,000–\$60,000
- **MMOF (Multimodal Options Fund)** – Transportation funding expected to reopen in 2026
- **FTA 5307 (Federal Transit Program)** – Potential new funding opportunity anticipated in 2026

Grants Not Awarded

- Continuing to work with Val to identify and pursue additional grant opportunities throughout 2026

Center Updates

- **Companion Policy Update**
A new Companion membership level has been implemented. Companion memberships carry no annual fee, expire at the end of each calendar year, and require only a Guest Waiver Form and Companion Agreement. This update allows companions to register for activities at member rates. This new category will now appear on membership reports.

- **Center Remodel Update**
Additional chairs and storage have been added to Stacey's and Shannon's offices. New blinds have been installed in the Vista Room and offices. An additional side wall will be added to Kori's desk to improve privacy and reduce noise. *Delivery and installation are expected within the next few weeks.*
 - **Transportation Cell Phones**
We are working with Verizon to upgrade transportation cell phones to smartphones. This upgrade will improve communication with drivers and vehicles and allow for GPS functionality within each vehicle, replacing older Magellan GPS units. The additional cost will be approximately \$200 per month. Phones are expected to arrive later this week, and a Verizon representative is scheduled to assist with programming next Thursday.
 - **Transportation System – Schedule Plus Enhancements**
Karen and I are working with Deb Nuesbaum at Schedule Plus to implement improvements to the transportation module. Planned enhancements include:
 - Alphabetical rider listings on route sheets to improve usability
 - A waitlist feature to track and manage riders more efficientlyThe estimated cost for these enhancements is approximately \$1,000.
-

Fundraising & Outreach

- **King Soopers Fight Hunger Shopping Bag Fundraiser**
Raised \$495 during the first month. January purchases are still in progress.

2026 Event Dates

- **Senior Life Expo** – June 3, 2026 | Douglas County Event Center (Confirmed)
 - **Golf Tournament** – August 31, 2026 | Perry Park Country Club (Confirmed)
 - **Craft Show Extraordinaire** – November 7, 2026 | Douglas County Event Center (Confirmed)
-

Staffing Updates

- **Administrative Assistant / Graphic Design Support**
First and second interviews have been completed, and an offer has been extended to a candidate. At the time of this report, we were waiting to hear back from her.
 - **Notary Services -**
Beate Holt will be completing notary training and will serve as the Center's Notary.
 - **Raffle Managers**
Stacey has successfully renewed her Raffle Manager's license. Shannon will be completing the required training to also serve as a Raffle Manager for the Center.
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Respectfully submitted,

Debbi Haynie
Executive Director



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CASTLE ROCK SENIOR ACTIVITY CENTER

2025 Castle Rock Senior Activity Center Statistics

	2025 # OF ONSITE ACTIVITIES/ EVENTS OFFERED (1E ONSITE)	2025 # OF OFFSITE ACTIVITIES/ EVENTS OFFERED (1E OFFSITE)	2025 # OF ALL ACTIVITIES/ EVENTS OFFERED (1E)	PARTICIPATION				2025 TOTAL ATTENDEES (All Programs & Services)	TRANSPORTATION		VOLUNTEER HOURS					Total of All Vol. HRS Columns
				2025 ON-SITE ACTIVITY PARTICIPANTS 1E	2025 OFFSITE/ SPORTS/ MISC	2025 CENTER VISITORS (Walk-Ins)	ACTIVITY/ EVENTS RIDES		SHUTTLE RIDES	SHUTTLE/ SPECIAL DRIVER (3D)	MEALS ON WHEELS DRIVER	EVENT DRIVER (3D)	ADMIN HELP	ALL OTHER		
JAN	138	22	160	1985	328	105	2398	155	915	583	126	40	363	796	1908	
FEB	133	21	154	2015	284	95	2394	133	940	615	151	12	341	667	1766	
MAR	133	28	161	2174	409	100	2683	164	1017	660	147	36	314	1014	2171	
APR	141	28	169	2384	406	110	2900	180	1163	647	197	46	304	1296	2490	
MAY	136	21	157	2447	863	105	3445	129	1033	705	184	25	246	1177	2337	
JUNE	128	31	159	2318	1887	100	4305	148	979	695	142	31	262	1347	2477	
JULY	149	30	179	2069	1060	110	3239	117	1070	803	206	29	214	1189	2441	
AUG	170	30	200	1936	876	90	2902	161	933	646	153	39	218	1130	2186	
SEPT	181	33	214	2347	1229	105	3681	211	1063	732	196	49	250	1401	2628	
OCT	147	28	175	2528	416	110	3054	162	1100	697	192	42	253	1344	2528	
NOV	123	24	162	1918	305	85	2308	112	782	567	167	5	192	1916	2847	
DEC	127	17	144	2087	451	100	2638	138	791	560	220	18	195	870	1863	
2025 TOTALS	1706	313	2034	26188	8514	1215	35947	1810	11786	7910	2081	372	3152	14147	27662	

Total Volunteer Hours in 2025 # 28,005

Total Volunteers in 2025 # 404

Total Rides (Activity, shuttle, events) in 2025 #13,596

CASTLE ROCK SENIOR ACTIVITY CENTER

SUMMARY OF ACTIVITY PARTICIPATION AND # OF PARTICIPANTS BY CATEGORY 2025

	TOTAL # OF PEOPLE AT ALL ACTIVITIES (1A)	At-Home Activities (1E)	TOTAL # ATTENDEES- VIRTUAL ACTIVITIES - Remember to add VITU & VIRTUAL FROM EVENT CATEGORY (1A)	VOA DINING BOX PICK UP & DELIVERY PARTICIPANTS	VOA HOT MEALS	TOTAL # OF PEOPLE MISC (1A)	TOTAL # OF PEOPLE AT ON- SITE ACTIVITIES (1E)	TOTAL # OF PEOPLE OFF- SITE TRIPS** (1E)	TOTAL # OF PEOPLE HEALTH & WELLNESS ACTIVITIES *** (1E)	TOTAL # OF PEOPLE CURRENT SPORTS THIS MONTH (1E)	# OF ACTIVITIES /EVENTS OFFERED THIS MONTH	TOTAL NUMBER OF RIDERS FOR ACTIVITIES (Eds #s) (1A1)	Notes about the month
JAN	2332	0	209	56	494	105	1798	184	167	114	143	155	Weather closure 1/7, 1/9 Closed Monday, 01/20 - MLK Jr. Day
FEB	2373	0	230	71	647	95	1816	170	199	107	150	133	Closed Monday, 02/17 Presidents' Day
MAR	2760	0	257	83	680	100	2010	209	164	200	153	164	Closed 3/4 weather & in the afternoon of 3/17 due to power.
APR	2546	0	182	88	745	110	2213	262	171	123	161	180	
MAY	2562	0	234	80	731	105	2258	203	189	660	152	129	Closed Monday, 05/26 Memorial Day
JUNE	3803	0	158	83	551	100	2134	1054	184	833	155	148	Closed Thursday, 06/19 Juneteenth, offsite #s include
JULY	3148	0	194	80	726	110	1875	169	194	891	186	117	Closed Friday, 07/04 July 4th
AUG	3070	0	129	80	531	90	1722	260	214	874	185	161	Closed Annual Maintenance Aug 13- 15
SEPT	3576	0	152	85	671	105	1970	244	225	953	214	211	Closed Monday, 09/01 Labor Day
OCT	2945	0	189	90	622	110	2057	231	282	131	191	162	Closed Columbus Day 10/13
NOV	2225	0	135	100	495	114	1594	120	189	143	187	112	Closed 11/11, Thurs/Fri 11/28 & 11/27 Thanksgiving
DEC	2538	0	212	24	593	100	2087	372	151	44	140	138	Snow Day, 12/3 Closed Wednesday/Thursday 12/24 12/25 Holidays
2025 TOTALS	33868		2281	920	7486	1244	23534	3478	2329	5073	2017	1810	

CASTLE ROCK SENIOR ACTIVITY CENTER

2025 Rider Numbers and Trip Classifications

Month	New Clients Added	Medical	Grocery	Employment /Volunteer	SR Center/ Activity	Quality of Life	Nutrition	Totals	Specials	Non-Rider Trips		
										Bus Trip Riders	Incidental trip(Hot Meals)	
January	26	234	108	43	229	100	201	915	21	155	116	
February	10	270	57	51	197	130	235	940	24	133	202	
March	17	282	79	48	229	175	204	1017	37	164	165	
April	9	302	81	55	254	176	295	1163	32	180	246	
May	12	286	108	57	232	104	246	1033	38	129	217	
June	15	279	96	51	221	87	245	979	28	148	160	
July	11	301	99	44	213	137	276	1070	16	117	216	
August	13	282	77	47	206	126	195	933	18	161	159	
September	16	243	70	49	324	139	216	1041	17	211	205	
October	10	304	61	48	349	145	193	1100	28	162	196	
November	6	229	37	39	247	118	112	782	33	112	131	
December	10	207	51	42	240	88	163	791	18	138	168	
YTD	155	3219	924	574	2941	1525	2581	11764	310	1810	2181	

Closed	
Jan	1, 20 - Holiday, 7 Closed weather - 9th & 30th limited rides
Feb	2/17 Holiday, 2/21 Weather
March	4th
April	
May	5/26 Holiday
June	19th
July	4th
Aug	13, 14, 15
Sept	1st
Oct	
Nov	11, 27, 28 Holidays
Dec	3rd snow, 24 & 25 holiday

As of Nov 2025

Total Registered Riders	575
Total Riders using program	274

			VOA Dining Room Program						Meals on Wheels Program									
Month	Meals served in Dining Room	Meals Delivered	Total Hot Meals	2-Meal Boxes	Total 2-Meal Boxes(2x)	Total amount of Meals	Clients receiving meals	New clients added	Households served	Clients receiving meals	New Clients Added	Clients Discontinuing Service	Boxes Delivered	Total meals (box 5X)	Breakfast	Total Breakfast 5X	Total meals	
Jan	253	135	388	53	106	494	56	9	58	64	4	14	145	725	0	0	725	weather closure 1-7 closed 6-19 closed 8-14, no MOW (breakfast only once a r no MOW boxes on 10- closed 11-11 and 11-27 closed 12-25
Feb	329	200	529	59	118	647	71	7	51	61	6	2	153	765	0	0	765	
Mar	320	218	538	71	142	680	83	1	44	54	3	7	134	670	66	330	1000	
Apr	366	243	609	68	136	745	88	6	44	54	2	2	168	840	72	360	1200	
May	345	220	565	83	166	731	80	7	42	49	4	4	159	795	56	280	1075	
Jun	293	158	451	50	100	551	83	0	46	54	6	3	138	690	49	245	935	
Jul	364	214	578	74	148	726	80	7	46	54	3	3	173	865	46	230	1095	
Aug	264	157	421	55	110	531	80	8	50	60	4	4	145	725	44	220	945	
Sept	336	207	543	64	128	671	85	5	52	61	3	4	179	895	21	105	1000	
Oct	320	194	514	54	108	622	90	3	48	56	7	3	179	895	20	100	995	
Nov	254	131	385	55	110	495	100	6	51	59	4	0	136	680	20	100	780	
Dec	259	168	427	58	116	593	85	1	44	50	2	2	172	860	19	95	955	
YTD	3703	2245	5948	744	1488	7486	981	60	576	676	48	48	1881	9405	413	2065	11470	

weather closure 1-7

closed 6-19

closed 8-14, no MOW r
breakfast only once a r
no MOW boxes on 10-
closed 11-11 and 11-2;
closed 12-25

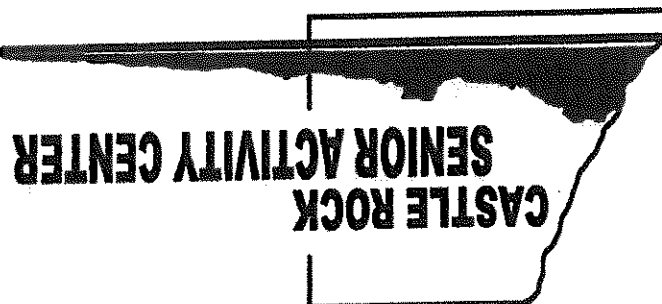
Breakfast boxes began 3/11/25

Closed 1/7 & 1/9 due to weather

Closed 3/4 due to weather

Closed 6-19 for Juneteenth holiday

Closed 8-14 for Maintenance



Connect & Care Calls 2025				
Month	Total Calls Made	Unduplicated Clients	New Clients Added	Volunteers Making Calls
January	170	37		17
February	164	37		17
March	183	37		18
April	173	36	1	19
May	151	37		18
June	156	35		20
July	155	33		18
August	143	31		19
September	132	30		19
October	127	30	1	17
November	121	30	1	17
December	123	29	1	18
YTD	1798			

Closed for 3 days- annual
Maintenance

CRSAC TRANSPORTATION REPORT
January 2026
(December 2025)

VEHICLE MILEAGE & PASSENGER REPORT

Monthly Mileage

Shuttle

Cars	1239
Vans	5584
Total Shuttle Miles	6823

Activities/Events

Buses	914
Vans	0
Total Act/Events	914

Total Miles for both programs: 7737 (November 2025 8399)

RIDES

Shuttle (Grant Funded): 791
Activities/Events: 138

Total Rides: 929 (November 2025 894)

Days Closed in December: 3, 24, 25, 31

VEHICLE MAINTENANCE COSTS

Cars \$ 141 C 2 Oil change

Vans \$ 0

Buses \$ 0

Totals Costs \$ 141

EXPENSES FROM PROFIT/LOSS STATEMENT

	<u>Miles</u>	<u>%</u>	<u>Expenses</u>
Car Shuttles	1,239	100	\$ 141
Van Shuttles	5584	0	\$ 0
Buses	914	0	\$ 0
Total Miles	8,027	100	\$ 141
	7,737		

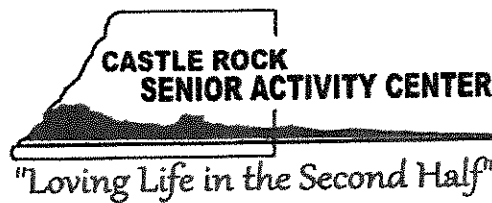
MONTHLY VEHICLE MILEAGE COSTS

<u>Vehicles</u>	<u>Fuel (gal.)</u>	<u>Miles</u>	<u>Expenses</u>	<u>Cost per Mile</u>
Cars	41	1,239	\$ 118	\$.09
Vans	205	5,584	\$ 575	\$.10
Buses	96	914	\$ 274	\$.30
Totals	344	7,737	\$ 967	\$.12

NOTES

- Senior Center was closed December 3, 24, 25, 31
- December was our lowest month of 2025 in total miles driven; April was highest with 12,562 miles
- December total rides were second lowest of 2025; April was highest with 12,562
- Total Rides and Total Miles for 2025 were 127,065 miles and 13,574 riders, highest ever for CRSAC. 2024 was the previous high with 124,061 miles and 12,920 riders
- For the year, we averaged 10,589 miles per month, 1,131 total riders per month and 996 Shuttle riders per month
- 40 drivers attended one the Driver Training meetings in December
- No vehicle donations in December.

Respectfully submitted,
Rich Martin
Transportation Coordinator



**January Board of Directors Meeting
December 2025 ACTIVITY REPORT**

December cheer was apparent in our center's activities. Our Sewing and Quilting Groups and the Knit and Crochet members showcased their creativity with items at the boutique displayed in center. Creative Writing and Book Club groups continued to engage and inspire their participants. Watercolor (Christmas Cards) and Acrylic Painting (Winter Mittens) classes remain well-attended and popular. Current Events continue to fill the Vista Room every Friday morning. The Low Vision Clinic met as scheduled, and our wellness offerings — including foot care and massage sessions — continue to be valued services for our members.

Gaming is ever so popular with games of every kind. Afternoon of Games, Bingo, Bunco, Bridge, Marathon Bridge, Duplicate Bridge, Polish Poker, and Texas Hold 'Em all remain at full capacity — many with waitlists! The restaurant of choice this month was "Rio Grande". Active Minds drew a crowd with its presentation on "The Story of Toys". Trips and excursions included a well-attended "Christmas Tea" at the Carriage Shoppes Tea Room in Elizabeth. Our winter mystery trip was to the Denver Museum of Nature and Science, where members explored a "Magical Winter Nights". Lunch was at Poppies restaurant. Members enjoyed a trip to the Baroque Chamber's Orchestra's "Celtic Christmas" performance. One of our members declared that the trip to Fowl Eggz Farm and brunch at Block and Bottle was his favorite trip the center has ever offered.

December also is the month where we host one of our larger in-center events. This year, our Christmas luncheon "Tinsel and Turkey" included a catered Turkey dinner and musician Danni Oertli (and spouse) who provided beautiful Christmas music. We hosted our second annual PJ's and Pastries. Members and staff were part of a "Secret Santa" exchange. The Christmas spirit spread throughout the center all month long.

Our "Christmas on the Danube" trip for December is full at 9 people. Registration is still being taken for the Diamond Tours trip to Las Vegas, Hoover Dam and Grand Canyon, scheduled to depart May 2026. We currently have 18 people and need a minimum of 30. The deadline is at the end of January to register.

Our partnerships continue with AdventHealth, with free blood pressure screenings. HearingLife continues to offer monthly hearing screenings. Balance, Range of Motion, Flexibility and Agility, Twist and Bend, Sit & Be Fit and "Rhythm and Moves" continue as the foundation of our fitness programming as well. Tai Chi for Arthritis was on the January calendar as well.

We have loved seeing the growth in our membership in 2025 and look forward to next year! We're grateful for the enthusiasm and involvement of everyone who takes part in our programs. We'll keep adapting and expanding our offerings to ensure there's something for everyone to enjoy at the Center.

PARTICIPATION STATISTICS

	October	November	December
# of Activities Offered	191	187	140
	Participants		
Off-Site Activities	231	305	372
On-Site Activities (including VOA lunch)	2057	1918	2087
Health & Wellness Activities	282	189	151
Sports	131	143	44
Virtual Activity	189	135	212
Totals	2890	2690	2866

The Center was closed 12/3 (snow), 12/24 and 12/25 (Christmas) and early closure on 12/31 (New Year)

Niru Patel, Activities Chair
Shannon O'Brien, Activities Manager
Beate Holt, Activity Coordinator



"Loving Life in the Second Half"

Membership and Outreach
Report

January 2026

Membership Updates

January (as of 01/12/2026)

Total Membership: 1297

Regular	Associate	Honorary	Lifetime	New	Expiring	Renewed/Not Renewed
1297	16	2	15	10	104	0

1244

*1 Companion Member

December (as of 12/16/2025)

Total Membership: 1329

Regular	Associate	Honorary	Lifetime	New	Expiring	Renewed/Not Renewed
1299	13	2	15	12	41	99/52

New Member Orientation

Will be holding one session on Friday, January 16, with six attendees. I attended last month with only one person on Friday, December 19, 2025.

--Respectfully Submitted, Cheryl Daciek
Membership and Outreach Chair

Sports Board Report
January 13, 2025

Golf – Registration for the 2026 golf leagues opened on January 2nd for returning players then a lottery is held on February 9th for new players or players requesting to change leagues. The teams play on Tuesday morning at Red Hawk Ridge Golf Course. Don Marshall is the golf lead with Preston Shepherd tracking scores for the 18 hole league and Ken Scutter for the 9 hole league. The 18 hole lead is a shotgun start and the 9 hole league is a tee time start. The 18 hole league has 72 players and the 9 hole has 36 players. Registration of \$50 is paid to the Senior Center then weekly green fees are paid to Red Hawk as played. This year any players not finding a substitute for weeks not played will be assessed green fees. Red Hawk will track and process missing player green fees with a review by Debbi.

The idea of a potential recreational summer league has been tabled due to lack of bandwidth and golf course availability.

Softball – Softball registration forms have been reviewed and updated for summer 2026. Registration is open from February 9th – March 27th. Teams play from April through August. We offer four softball teams as follows:

Rockers – 50+, Ken Standen manager

Rockies – 50+, Preston Shepherd, manager

Rocks – 70 males/65+ females, Mark Weiss, manager

Rock Stars – 70+ males/65+ females, Roy Burcham, manager

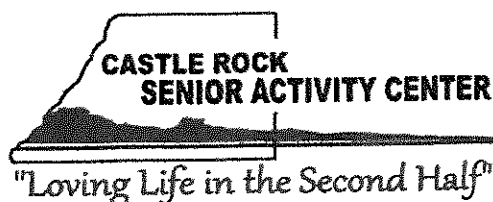
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Pickleball – Pickleball is complete for our first summer offering. Registration was 23 players. Participation was spotty due to heat and wind but the players seemed to enjoy the league. Three courts were reserved through September 8th at Cobblestone Park from 5:30-7:30 p.m. Jim Johnson was the pickleball lead. Pricing was \$45 for the summer session. No winter sessions will be offered due to lack of availability of indoor courts. The Rec Center agreed to look at summer attendance to determine whether courts closer to Castle Rock center can be made available next summer.

Horseshoes – The rec center has looked at the area behind the center and it looks promising for two horseshoe pits. Debbi submitted the request for horseshoe pits and a covered pavilion to provide shade. The rec center has reviewed the area but is in the process of measuring to put together costs. This is not expected, if approved, until 2026.



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Strategic Plan 2026–2028

A contemporary, outcomes focused roadmap for the next three years

Mission

To provide educational, social, healthful, and recreational programs, and to assist in meeting the transportation needs of Douglas County seniors and others as approved by the Board of Directors.

Vision for 2028

By 2028, the Castle Rock Senior Activity Center (CRSAC) will be a modern, welcoming, multi-generational hub that delivers high-value programs, maintains a sustainable transportation service, and strengthens its partnerships with the Town of Castle Rock, Douglas County, and community organizations. CRSAC will operate with financial stability, expanded volunteer capacity, and flexible programming that meets the needs of both active adults and aging-in-place seniors.

Organizational Context (2026)

CRSAC enters 2026 with strong momentum:

- **1,329 members**, including 299 new in 2025
- **2,690 program engagements** in November 2025 alone
- **12,645 transportation riders** and **119,328 miles driven** through November 2025
- **14-vehicle fleet**, including 3 ADA-accessible vehicles
- **\$1.22 million in total investments**
- **Fully funded 3-month operational reserve**
- **90% funded vehicle replacement reserve**
- **\$126,127 raised** through fundraising events in 2025
- **Deep operational partnership** with the Town of Castle Rock, including space, utilities, IT support, and technology infrastructure

CRSAC is financially stable, programmatically vibrant, and strategically positioned for growth — but faces real challenges in space, transportation demand, volunteer recruitment, and long-term reserve needs.

This plan addresses those challenges directly.

Strategic Plan 2026–2028

A contemporary, outcomes focused roadmap for the next three years

Strategic Priorities (2026–2028)

CRSAC will focus on five organizational priorities over the next three years.

PRIORITY 1 — Strengthen and Modernize Programs

Goal

Deliver high-quality, relevant programs that meet the needs of both younger active adults (50–70) and older aging-in-place seniors (75+).

Objectives

- Expand evening and weekend offerings to reach working adults.
- Launch **10 new or modernized programs** by 2028.
- Increase total program participation by **15%**.
- Implement a program evaluation framework (cost-per-participant, satisfaction, waitlist tracking).
- Increase off-site programming through partnerships with libraries, churches, hospitals, and recreation facilities.
- Maintain strong wellness, social, and outreach programs for older seniors.

Success Indicators

- Monthly participation growth
 - Reduced waitlists
 - Increased off-site program hours
 - Annual program evaluation report
-

PRIORITY 2 — Transportation Sustainability & Efficiency

Strategic Plan 2026–2028

A contemporary, outcomes focused roadmap for the next three years

Goal

Ensure the long-term financial viability, efficiency, and capacity of CRSAC's transportation program.

Context

CRSAC operates one of the largest senior transportation programs in Douglas County. The fleet includes **14 vehicles**, of which **3 are ADA-accessible**. Transportation demand continues to rise, and the program is heavily supported by federal, state, and county grants.

Capital Funding Model

- **ADA-accessible vehicles** (1 bus, 2 vans) are eligible for **80/20 capital match funding**.
- **Non-ADA vehicles** typically require **100% local funding**, unless special grants are secured.
- CRSAC successfully obtained a special grant in 2025 to purchase two non-ADA vehicles — but such opportunities are unpredictable.

Fleet Strategy

CRSAC will:

- Maintain at least **three ADA-accessible vehicles** to preserve eligibility for 80/20 funding.
- Prioritize ADA vehicles for capital match programs.
- Use reserves or special grants for non-ADA replacements.
- Monitor fleet composition to ensure ongoing grant eligibility.

Operational Objectives

- Complete a full transportation cost analysis by mid-2026.
- Implement SchedulePlus enhancements and smartphone-based GPS.
- Recruit **10–15 new volunteer drivers** annually.
- Establish at least **two new transportation partnerships** (medical providers, senior living communities, Town).
- Maintain or reduce cost-per-ride despite rising demand.

Success Indicators

- Rides per month
- Cost per ride

Strategic Plan 2026–2028

A contemporary, outcomes focused roadmap for the next three years

- Volunteer driver retention
- Grant funding secured
- Fleet replacement schedule maintained

PRIORITY 3 — Facility Optimization & Space Strategy

Goal

Maximize the usability of current space while preparing for long-term expansion opportunities.

Town Partnership

The Town of Castle Rock provides CRSAC with:

- 3,800+ sq ft of dedicated space for **\$10/year**
- All utilities
- All land-line telephone support
- IT customer service and network support
- Technology infrastructure
- New computer stations for permanent staff (2025)

This partnership is foundational to CRSAC's sustainability.

Objectives

- Conduct a space-use audit in 2026.
- Increase off-site program hours by **20%**.
- Develop a **Future Facility Roadmap** outlining triggers for expansion, potential partners, and funding pathways.
- Improve storage, privacy, and noise control in existing rooms.
- Strengthen partnership with the Town to secure expanded space in the next Recreation Center.

Success Indicators

- Improved room utilization
- Increased off-site programming

Strategic Plan 2026–2028

A contemporary, outcomes focused roadmap for the next three years

- CRSAC included in Town planning discussions
- Member satisfaction with space availability

PRIORITY 4 — Financial Stability, Fundraising & Reserves

Goal

Strengthen financial resilience through diversified revenue, disciplined reserve management, and strong community partnerships.

Operational Reserve Strategy

CRSAC maintains an Operational Reserve equal to **3 months** of “hard-money” operating expenses, defined as all cash-based expenses **excluding depreciation, in-kind support, and reserve transfers**.

Strategic Goal (2026–2028)

Grow the Operational Reserve from **3 months to 6 months** of hard-money operating expenses. This aligns with nonprofit best practices and ensures long-term resilience in a grant-dependent environment.

How CRSAC Will Reach the 6-Month Goal

- Allocate a portion of annual surplus to the Operational Reserve
- Increase unrestricted fundraising
- Strengthen donor stewardship
- Maintain disciplined expense management
- Continue leveraging Town-provided operational support

Vehicle Replacement Reserve

- Target: \$375,000

Strategic Plan 2026–2028

A contemporary, outcomes focused roadmap for the next three years

- Current: **90% funded**
 - Purpose: Cover **20% match** for ADA vehicles and **100% replacement** for non-ADA vehicles when needed.
-

IT & Facilities Reserves

Both reserves are currently **0% funded**.

Strategic Goal

Build these reserves gradually over the next three years to support:

- Technology upgrades
 - Office equipment replacement
 - Facility improvements not covered by the Town
-

Fundraising Strategy

CRSAC will:

- Maintain and strengthen its major annual events:
 - Golf Tournament
 - Craft Show
 - Senior Life Expo
 - Colorado Gives Day
 - Add **one new annual fundraising event** by 2027
 - Expand sponsorships and donor engagement
 - Increase unrestricted revenue by **10%** by 2028
-

PRIORITY 5 — Governance, Staffing & Volunteer Capacity

Goal

Strategic Plan 2026–2028

A contemporary, outcomes focused roadmap for the next three years

Strengthen leadership depth, staff capacity, and volunteer engagement.

Objectives

- Recruit 2–3 new board members with expertise in finance, fundraising, or community partnerships.
- Conduct annual board self-assessments.
- Implement annual staff and volunteer training.
- Develop a volunteer recruitment and retention plan.
- Formalize committee charters and expectations.

Success Indicators

- Volunteer hours
- Board participation
- Staff retention
- Committee performance

Implementation Timeline

2026 — Foundation Year

- Space audit
- Transportation cost analysis
- Program evaluation system
- Reserve contribution plan
- Launch 2–3 new programs
- Begin off-site program expansion
- Strengthen Town partnership for future space

2027 — Expansion Year

- New fundraising event
- Transportation partnerships
- Evening/weekend program expansion
- Volunteer recruitment campaign
- Facility Roadmap completed

Strategic Plan 2026–2028

A contemporary, outcomes focused roadmap for the next three years

2028 — Optimization Year

- Evaluate progress
 - Adjust programs based on data
 - Strengthen reserves
 - Prepare next 3-year plan
-

Risk Management

Key Risks

- Rising transportation costs
- Grant dependency
- Space limitations
- Volunteer shortages
- Underfunded IT and Facilities reserves

Mitigation

- Efficiency improvements
 - Diversified fundraising
 - Off-site programming
 - Volunteer recruitment
 - Annual reserve contributions
-

Conclusion

CRSAC is entering a period of opportunity. With strong financial footing, deep community partnerships, and a clear strategic direction, the Center is well-positioned to meet the needs of a rapidly growing senior population in Castle Rock and Douglas County. This plan provides a focused, actionable roadmap to guide the next three years of growth, sustainability, and community impact.

Castle Rock Senior Center (CRSC)

5-Year Strategic Business Plan

April 2014-April 2019

Overview-

In 2012, the CRSC Board began a strategic planning process to help determine how the center will continue to meet the needs and challenges of the area's changing population. The Castle Rock Senior Center organization is at a crossroads regarding its operational structure. The Board appointed an Advisory Council late 2012 to help look at what the CRSC can do to maintain its current operational structure. In mid-2013 the Board also asked a Webster University MBA class to take a fresh look at what may need to sustain itself in the future. Based on those two studies and with input from the 2013 CRSC Board of Directors through the year is what was used to make up this 5 Year Strategic Business Plan (Plan)

CRSC History –

The Castle Rock Senior Center began in 1971 when a group of older adults in Castle Rock, Colorado, started to meet regularly for potluck dinners. The group was initially known as the Seniors' Club. As more and more seniors joined the group, its meetings were moved to different locations that would provide more space. Douglas County eventually gave the Seniors' Club a piece of land, but it was not feasible for the group to build its own building on that property. The group sold the property and used the money to purchase an old church, financing a portion of the purchase with a mortgage. They moved into the building in 1980 and paid off the mortgage in 1983.

The Castle Rock Senior Center was officially incorporated in 1992 as a 501(c)3 nonprofit organization. Its mission statement is as follows: "The mission of the Castle Rock Senior Center (CRSC) is to provide educational, social, healthful, and recreational programs. The CRSC also assists in providing for the transportation needs of Douglas County seniors and others as approved by the Board of Directors. All activities of the CRSC shall be conducted on a non-discriminatory basis with regard to race, color, religion, sex, handicap, family status, and national origin."

In 1996, the Town of Castle Rock built the new Castle Rock Community Center and invited the Senior Center to move into the north wing. This is when the first partnership between the seniors and the town began. At that time, the seniors sold their building; the profits from the sale are still being held by the CRSC Foundation (A nonprofit organization that was formed to hold funds for future building needs).

A formal written agreement now exists between the nonprofit senior organization and the town. The town currently provides the Senior Center with \$70,000 toward operating expenses, and \$32,000 for transportation services plus in-kind service, including space in the Recreation

CRSC 5 Year Plan effective 1 April, 2014

Center. All other operational funds for the center come from payment for contracted transportation services, member fees, fundraising and grants.

The Senior Center has four full-time paid staff members and two part-time staff member. More than 350 volunteers assist with programs and services at the Senior Center and in the community.

The nonprofit organization has 700+paying members as of January 2014.

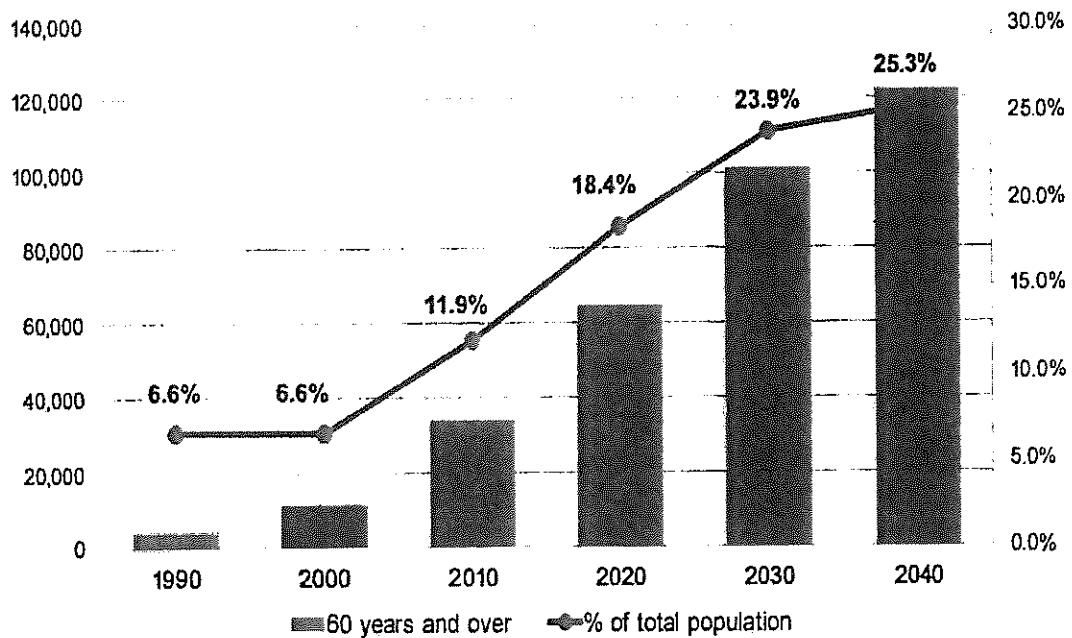
The Castle Rock Senior Center provides much-needed services and programs for area residents age 50 and older who live in Castle Rock, south Douglas County, and portions of Elbert County. The Senior Center offers exercise and fitness classes; sports teams; the transportation program; arts and crafts classes; wellness workshops; trips; and other social activities such as dances, movies, concerts, and plays.

The Senior Center has partnerships with several organizations in the community that help to provide necessary services to seniors. For example, it hosts twice-monthly nursing clinics run by the Visiting Nurses Association, which provides seniors assistance with nail care, cholesterol testing, diabetes testing and management, and other health-related issues. Additionally, a local hearing clinic offers free screenings for hearing loss. The Senior Center is also in a partnership with Volunteers of America (VOA), which provides hot, nutritious meals on site, and it serves as the distribution site for the Meals on Wheels Program for Douglas County.

Douglas County aging demographics

As an example below is a graphic which describes the growth of the aging population for who we expect will be coming to the Senior Center for some of our current services.

Population 60 Years and Over



The Plan–

The Plan is broken out into four areas

1. **Transportation Services**
2. **Facility and Space**
3. **Fund Raising**
4. **Strategic Partnerships'**

First – Transportation Services - The CRSC Transportation Program is one of the largest providers of senior transportation in Douglas County and the numbers and needs of transit-dependent individuals are growing rapidly and will continue to do so in the foreseeable future. The CRSC is fully dependent on volunteer drivers, limiting growth capacity and, at times, creating some operational difficulties. As a result:

1. The Board will annually conduct an analysis of the actual overhead, operating expenses and income of the Transportation Program.
2. The CRSC should continue its active participation in the Local Coordinating Council of the Douglas County Transit Solutions Committee;
3. The CRSC should seek other transportation partnerships as opportunities arise.
4. The CRSC should approach community organizations/service clubs about the on-going need for volunteer drivers.
5. The Board should explore the establishment of permanent Transportation Program Funding sub-committee, comprised of CRSC members and non-members, to work on financing of CRSC Transportation on an on-going basis.
6. The CRSC will look into an automated transportation service management program. This will include a requirement that it will have an improved routing system and maximize its current seating capacity by lumping rides and common destinations together

Second-Facility and Space- The CRSC currently operates Monday through Friday, 8:30am to 4:30pm. The kitchen is a shared facility and the CRSC has to coordinate usage with the castle Rock Recreation Center. The Great Room can only accommodate 1 large or 2 small event at any one time. The Back Room can accommodate usage by a maximum of 24 occupants at any one time; it cannot be used during VOA lunch times. The VOA Lunch Program, Wellness Programs, Dances and Food Events are the largest consumers of space in the CRSC. The current location seems ideal for most of the CRSC members; the majority live within the same Zip Code as the CRSC with the second-largest group from the Meadows. As a result:

1. The CRSC will explore a redesign/reconfiguration of existing CRSC space that would work better/create more usable space.
2. The CRSC will identify potential off-site locations that could host satellite CRSC programs;
3. The Board will explore if other Town of Castle Rock or Douglas County space might now/soon be available;
4. The CRSC will explore if private citizen garage/storage space might be available for CRSC equipment/supply storage.
5. The CRSC will identify/examine possible program duplication that might be occurring with other agencies/organizations vis-a-vis the mission of the CRSC;
6. The CRSC will facilitate holding off-site programs in area churches, hospitals, organizations, schools, etc;
7. The Board will ask The Castle Rock town Council to allow the CRSC to participate in the Vision 2030 update.
8. The CRSC will watch for anything in the new Miller Park plan that might free up current Rec Center space in the current facility that the CRSC could utilize;
9. The Board will explore what circumstances might drive the Town's/community's support for expansion of present CRSC facilities and /or Explore what circumstances might drive the Town's/community's support for a second or freestanding CRSC facility;
10. The Board will examine funding mechanisms for an expansion or new facility. This will include looking at the CRSC Foundation Funds.
11. The Board will create a plan which establishes parameters for a time when a full move to a standalone facility is necessary

Third - Fund Raising - The Town of Castle Rock currently provides streams of income through service contracts with CRSC for providing specific services to the senior community as well as certain transportation services. The CRSC receives grant-support from Douglas County primarily for transportation services. The CRSC, on an on-going basis, pursues grants from a number of sources. Fundraising is considered a responsibility of Vice-Presidents and above. The CRSC may accept, on behalf of the Center, contributions, donations, etc. The CRSC presently holds two major fundraisers annually...the Craft Show and the Golf Tournament. Grants are a constant struggle to obtain over long periods of time. As a result:

1. The CRSC should examine feasibility of engaging professional fundraisers on either a per-project or on-going basis. The main issue to overcome will be that the majority of the funds go to the CRSC and not the fundraiser.
2. The Board should add a third major fundraising event during the calendar year.

3. The Board should request the assistance of the Castle Rock Chamber of Commerce and/or the Castle Rock Economic Development Council in the "Moo Magnet" replacement search.
4. The Board should look at how we can set up an Endowment program.
5. The CRSC and the Board should look to expand its communication as it relates to matching donation drives and events like Colorado Gives.

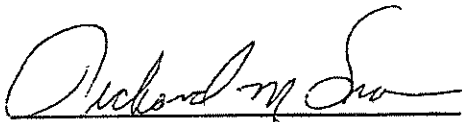
Fourth –Strategic Partnerships – The goal of Strategic partnerships is to gain or maintain working relationships with other civic, private, profit and non-profit organizations to either provide funding and/or services. This could include Businesses who would want to "adopt us" as their way of giving back to the community. As a result:

1. The CRSC will survey businesses in our provider area for interest in being a partner.
2. The Board will present to various Clubs in our provider area for interest in being a partner.
3. Engage county-wide secondary and higher schools to provide a credit-based participation in business planning, grant-writing, fundraising, and volunteer recruitment programs

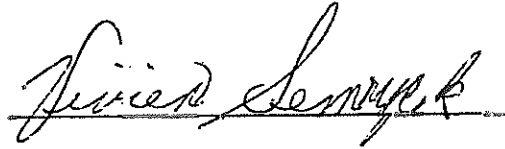
Next Steps

Ownership of this plan is the Board with assistance from CRSC. The Long Range Planning chair should be folded under the Presidents responsibility to assure that one person reports on progress or lack thereof. An item should be added to every Board agenda to status where we are on attempting to implement items reported in the plan above. At the annual meeting the president should report on the plan to its existence and progress.

Approved: April 01, 2014



President



Secretary

Castle Rock Senior Center Advisory Board Charter

(4/19/2013 revision)

I. General Function

The function of the members of the Advisory Board (the "CRSC Advisory Board") shall be to advise and make non-binding recommendations to the Board of Directors of CRSC. (the "CRSC BOD") with respect to matters within the areas of their experience and expertise.

II. Membership

The CRSC Advisory Board shall have no less than three (3) members. The members shall be appointed by the CRSC BOD. The term of service for members of the CRSC Advisory Board will be one year from the date they are appointed or until their successor is duly appointed and qualified or until their earlier resignation, removal by the CRSC BOD, or death. The CRSC Advisory Board shall appoint one of the members as Chairman of the CRSC Advisory Board. The Board of Directors shall have the authority, in its sole and absolute discretion, to remove any member of the Advisory Board at any time for any reason.

III. Mode of Operation

The CRSC Advisory Board shall meet at least three (3) times a year, upon no less than ten (10) days' notice, with each meeting date to be designated by the Chairman. The sole responsibility of the members of the CRSC Advisory Board shall be to meet and make recommendations to the CRSC BOD as to matters within the areas of their experience and expertise. The CRSC Advisory Board's role shall be purely ministerial and advisory and the ultimate responsibility for the management of the Company's CRSC's business and affairs shall rest with the CRSC BOD. The CRSC BOD shall have no obligation to adopt, or otherwise be bound to act upon, any recommendation of the CRSC Advisory Board, but shall, in its sole and absolute discretion, have the ability to take the CRSC Advisory Board's recommendations under advisement. In rendering advice to the CRSC BOD, the CRSC Advisory Board shall have no obligation to conduct any individual research or investigation and shall be entitled to rely solely and exclusively upon the facts and information available to it at the time of the making of its recommendations, including, but not limited to, such facts and information as may be provided to the CRSC Advisory Board by the CRSC BOD.

IV. Compensation

The members of the CRSC Advisory Board shall receive no compensation for their services.

V. Liability

The members of the CRSC Advisory Board shall have no liability or obligations whatsoever for any actions or omissions taken by them in their capacities as such. Any member of the CRSC Advisory Board made, or threatened to be made, a party to any threatened, pending, or contemplated action or proceeding, whether civil, criminal, administrative, or investigative, arising out of or related to such member's service on the CRSC Advisory Board, shall be indemnified by the CRSC.

October 18, 2013

Mr. Rich Smoski, President
Castle Rock Senior Center
2323 Woodlands Boulevard
Castle Rock, Colorado 80104

Rich:

Enclosed for your review and presentation to the Board of Directors of the Senior Center is the consolidated report of the 2013 Advisory Council.

Operational areas covered are:

Transportation
Space Concerns
Fundraising

As always, consistent with the terms of its charter, the undersigned understand the function of the Advisory Council is to advise and make non-binding recommendations to the Castle Rock Senior Center Board of Directors. The CRSC Board of Directors has no obligation to adopt, nor act upon any recommendation of the Advisory Council.

We have enjoyed the opportunity to become more familiar with the mission, operation and challenges of the Castle Rock Senior Center. We especially want to acknowledge the full cooperation we received from you, Executive Director Terry Shipley, Transportation Committee Chair Bill Kelly and staff members with whom we interacted.

John DeLay

George Kennedy

Clark Hammelman

Tom Miller

Ken Kania (Chair)

Valerie Robson

CASTLE ROCK SENIOR CENTER ADVISORY COUNCIL FINAL REPORT

Disclaimer: Consistent with the terms of its charter, the function of the Advisory Council is to advise and make non-binding recommendations to the Castle Rock Senior Center Board of Directors. The CRSC Board of Directors has no obligation to adopt, nor act upon any recommendation of the Advisory Council.

TOPIC: SPACE CONCERNS

FINDINGS:

*The CRSC currently operates Monday through Friday, 8:30am to 4:30pm; the SRSC has possession of the Center from 7:30am to 5pm, Monday through Friday; the Rec Center can, and does, rent out CRSC space during other hours; this can create access and secure storage issues;

*The kitchen is a shared facility and the CRSC has to coordinate usage with the Rec Center; this occasionally creates problems securing product and supplies;

*The CRSC has use of two enclosed garage spaces; during Fall/Winter, two autos are secured therein to avoid starting and icing issues; the area is sometimes used as an entrance to the facility for individuals with mobility limitations;

*Because of excessive noise from the adjacent Rec Center cycling studio, the Craft Room is not usable when cycling is occurring; it also becomes unusable during the months preceding the Craft Show because of the amount of activity involved in preparing for the show;

*The Great Room can only accommodate 1 large or 2 small events at any one time;

*The Back Room can accommodate usage by a maximum of 24 occupants at any one time; it cannot be used during VOA lunch times;

*The Business/Transportation Office avails limited space for activity and events;

*Many members/guests are Silver Sneaker or Rec Center participants and enjoy the convenience of the Rec Center/Senior Center shared-facility;

*The VOA Lunch Program, Wellness Programs, Dances and Food Events are the largest consumers of space in the CRSC;

*Having just 2 more rooms and a large uncarpeted area similar to Panorama Hall would be ideal;

*The current location seems ideal for most of the CRSC members; the majority live within the same Zip Code as the CRSC with the second-largest group from the Meadows; a detailed list of members by Zip Code is attached;

*While the current Rec Center/CRSC shared-facility occasionally presents operational constraints and challenges, the symbiotic relationship usually benefits both organizations, although at times disproportionately; both organizations have cooperated to make the arrangement "work" over time;

ADVISORY COUNCIL RECOMMENDATIONS:

SHORT-TERM:

*Explore a redesign/reconfiguration of existing CRSC space that would work better/create more usable space;

*Determine whether the two enclosed garage spaces on the lower level could be converted to "higher purpose" use;

*Explore relocating the Rec Center cycling studio to converted CRSC garage spaces to allow full use of the Craft Room;

*Design a CRSC space modification to eliminate the need for church/event rentals in CRSC space to have access to full CRSC space;

*Identify potential off-site locations that could host satellite CRSC programs;

*Identify potential off-site locations that could satellite CRSC Meals On Wheels or congregate feeding programs to relieve space requirements;

*Explore if other TOCR space might now/soon be available;

*Explore if private citizen garage/storage space might be available for CRSC equipment/supply storage; swap storage space for free CRSC membership;

*Does the CRSC lobby space need to be as large as it is? could some usable space be harvested from it?;

ADVISORY COUNCIL RECOMMENDATIONS (Continued):

- *Identify/examine possible program duplication that might be occurring with other agencies/organizations vis-a-vis the mission of the CRSC;
- *Facilitate holding off-site programs in area churches, hospitals, organizations, schools, etc;
- *Ask TOCR to allow the CRSC to participate in the Vision 2020 update;

LONG-TERM:

- *Watch for anything in the new Miller Park plan that might free up current Rec Center space in the current facility that the CRSC could utilize;
- *Draft a conceptual plan for exploration with P&R and Town Council to add CRSC space to the North of the existing CRSC; include what parking might be required;
- *Explore what circumstances might drive the Town's/community's support for expansion of present CRSC facilities;
- *Explore what circumstances might drive the Town's/community's support for a second or freestanding CRSC facility;
- *Examine funding mechanisms for an expansion or new facility;

LABEL SUMMARY REPORT
CASTLE ROCK SENIOR CENTER

Zip Code	Pieces
29515	1
80013	1
80015	5
80016	2
80026	1
80104	378
80107	6
80108	102
80109	135
80111	2
80112	2
80116	29
80118	36
80122	2
80124	5
80125	2
80126	3
80127	1
80128	2
80129	3
80130	2
80131	1
80134	24
80135	42
80136	5
80209	1
80216	1
80228	1
80231	1
80471	1
80522	1
82070	1
85374	1
85739	1

CASTLE ROCK SENIOR CENTER ADVISORY COUNCIL FINAL REPORT

Disclaimer: Consistent with the terms of its charter, the function of the Advisory Council is to advise and make non-binding recommendations to the Castle Rock Senior Center Board of Directors. The CRSC Board of Directors has no obligation to adopt, nor act upon any recommendation of the Advisory Council.

TOPIC: TRANSPORTATION

FINDINGS:

- *The CRSC Transportation Program is the largest provider of senior transportation in Douglas County;
- *The numbers and needs of transit-dependent individuals are growing rapidly and will continue to do so in the foreseeable future;
- *CRSC Transportation is fully dependent on volunteer drivers, limiting growth capacity and, at times, creating operational difficulties;
- *The overhead and operating expenses of the transportation program comprise a significant portion of the CRSC annual budget;
- *CRSC staff and leadership believe that the CRSC Transportation Program is a critical program offering, essential to the well-being of those individuals it serves;
- *Many of the transit-dependent users of the Transportation Program are not dues paying members of the CRSC;
- *CRSC staff and leadership maintain a belief that the Transportation Program is presently at, or close to, a financial break-even proposition "overall";
- *The CRSC Transportation Program has at least two main "thrusts"...one that supports the overall mission of the Senior Center and benefits the organization itself as well as individuals who partake in its internal programs and activities; the second tends to be more external and of benefit primarily to participating individuals themselves, many of whom are not even CRSC members;

ADVISORY COUNCIL RECOMMENDATIONS:

- *The Advisory Council suggests that an analysis of the actual overhead, operating expenses and income of the Transportation Program be conducted to confirm that the program is, in fact, at or close to break-even financially; this might be a meaningful project for one of the university classes now existent in Castle Rock;
- *CRSC staff and leadership should examine the question: "From the perspective of *focus*, as popular as it is, does the CRSC Transportation Program actually inhibit the CRSC from being able to develop, introduce and maintain other programs that might have beneficial impact to the longer-term health and ability of the CRSC to survive, attract membership and appeal meaningfully to the oncoming wave of aging citizens?";
- *CRSC should continue its active participation in the Local Coordinating Council of the Douglas County Transit Solutions Committee;
- *CRSC should seek other transportation partnerships as opportunities arise; (Castle Rock Adventist Hospital, Bonaventure of Castle Rock, Auburn Ridge, etc.);
- *CRSC should create Transportation Program-specific fund raising events and activities;
- *CRSC should develop volunteer driver "benefits" ...merchant discounts, T-shirts, recognition, discounted Rec Center membership, etc. to enhance driver recruitment;
- *CRSC should approach community organizations/service clubs about the on-going need for volunteer drivers; Pegasus Restaurant has offered to display a CRSC-provided drivers recruitment poster on its premises;
- *Again, from a perspective of *focus*, the CRSC should examine if the Transportation Program could be isolated as a separate/subsidiary entity without jeopardizing funding;
- *CRSC should consider establishment of permanent Transportation Program Funding sub-committee, comprised of CRSC members and non-members, to work on financing of CRSC Transportation on an on-going basis;
- *CRSC should examine the prospect of selling advertising space on its vehicle fleet to generate revenue;

CASTLE ROCK SENIOR CENTER ADVISORY COUNCIL FINAL REPORT

Disclaimer: Consistent with the terms of its charter, the function of the Advisory Council is to advise and make non-binding recommendations to the Castle Rock Senior Center Board of Directors. The CRSC Board of Directors has no obligation to adopt, nor act upon any recommendation of the Advisory Council.

TOPIC: FUNDRAISING

FINDINGS:

- *As a self-supporting enterprise, the CRSC is in constant search of funding;
- *The Town of Castle Rock currently provides streams of income through service contracts with CRSC for providing specific services to the senior community as well as certain transportation services;
- *The CRSC receives grant-support from Douglas County;
- *The CRSC, on an on-going basis, pursues grants from a number of sources;
- *Fundraising is considered a responsibility of Vice-Presidents and above;
- *Any member of the CRSC Board of Directors and the Executive Director of the Center may accept, on behalf of the Center, contributions, donations, etc;
- *No single individual is solely charged with, or responsible for, the raising of a targeted amount of funds;
- *The "Loving the Second Half Fund" is the principal vehicle for attracting heritage or memorial financial gifts;
- *The CRSC presently holds two major fundraisers annually...the Craft Show and the Golf Tournament;

ADVISORY COUNCIL RECOMMENDATIONS:

*Establish a diversified fundraising base that includes:

Self-generated income:

- *membership dues
- * fees for services
- *up-charges
- *advertising
- *events

Charitable Contributions:

- *individuals
 - *episodic
 - *annual
 - *planned giving
 - *endowments
- *corporate
 - *episodic
 - *events
 - *sponsorship
- *foundations
 - *corporate
 - *family
 - *community
- *grant making organizations
 - *public
 - *governmental
 - *private

*Create an Elected Officer or Staff position charged with the primary responsibility for overseeing fundraising initiatives and activities exclusively;

*Establish an annual fundraising dollar-amount goal;

ADVISORY COUNCIL RECOMMENDATIONS (Continued):

- *Measure the success of the individual occupying this position relative to achievement of the annual dollar goal;
- *Examine concept of/ methods to possibly incentivize this position financially;
- *Examine feasibility of engaging professional fundraisers on either a per-project or on-going basis;
- *Focus strong effort on establishing an endowment/planned giving structure and vehicle to encourage larger and sustainable long-term giving;
- *Is there a CRSC member who has experience/skills in estate planning or endowment giving;
- *Develop support materials to educate potential donors on the benefits of planned giving to the CRSC;
- *Tie specific fundraising activities to specific CRSC missions, goals and objectives;
- *Measure results and communicate periodic progress;
- *Add a third major fundraising event during the calendar year;
- *Be encouraged by the fact that many/most businesses EXPECT to be asked to contribute to charitable/non-profit (especially local) activities; the reality is often, "who gets here first" will have the best chance of receiving support;
- *Form an Ad Hoc committee and task its members to seek out a replacement for the "Moo Magnets" enterprise of the past;
- *Request the assistance of the Castle Rock Chamber of Commerce and Castle Rock Economic Development Council in the "Moo Magnet" replacement search;
- *As governmental funding (especially Federal) opportunities continue to recede, shift grant applications to private and non-profit foundations;
- *Would/could the CRSC consider granting "naming rights" to the Center in exchange for an unusually large financial gift/endowment, etc.;

ADVISORY COUNCIL RECOMMENDATIONS (Continued):

Fundraising Ideas

- | | |
|--|----------------------------|
| *Affinity Programs | *Air Line Ticket Auction |
| *All-Ages Fashion Show | *Avon Joint Venture |
| *Baby & Kids Resale | *Balloon Bust |
| *Bunny Breakfast | *Carnival Night |
| *Casino Night | *Celebrity Item Auction |
| *Comedy Club Event | *CRSC Favorite Recipe Book |
| *Entertainment Ticket Auction | *Gift Wrapping |
| *Glamour Photo Session | *Hotel Stay Auction |
| *Interstate Battery Program | *Limo Ride Auction |
| *Members Mega Yard Sale | *Murder/Mystery Dinner |
| *Oil Change Discount & Contribution | *On-line funding concepts |
| *Recycle Cell Phones | *Recycle Ink Cartridges |
| *Removal of Political Campaign Signs | *Santa Breakfast |
| *Service Club Partnering Opportunities | *Stop the Clock Raffle |
| *Theater of Dreams Performance | *Tupperware Joint Venture |
| *Walk/Run/Bike Event | |

*Potentially On-Going Revenue Streams

*Single Events

**Webster University
Denver Technical Center
MBA Program
BUSN 5000
Carla Elam-Floyd, Instructor**



Agenda

- Purpose
- Vision Statement
- Planning Considerations
- Recommendations
- Summary
- Questions



Purpose

Provide Castle Rock Senior Center (CRSC) a recommended 5 year strategic plan to meet organizational objectives.



Vision Statement

Sustain current CRSC services in a period of increasing demand.



CRSC Mission

The mission of the Castle Rock Senior Center is to ***provide social, healthful, and recreational programs***, and to ***assist in the transportation needs of Douglas County Seniors*** and others as approved by the board of directors.



Planning Factors

Financial considerations:

- Current profit/loss trends =
 - total income averaged over \$340,000 annually
 - total expenses averaged over \$324,640 annually
 - total net income averaged \$24,280 annually
- Grants (689k), CR service contract (420k), and fundraising (257k) are the largest sources of income, in order.
- Payroll (765k), vehicle fuel/maintenance (130k), insurance (115k), and depreciation (115k) represent the largest expenses, in order.



Planning Factors

Manpower considerations:

Current manpower = 4 x full-time, 2 x part-time
170 active volunteers = 26,000 man-hours

Facilities considerations:

Current facilities = 6000 sf facility leased (\$10/month)



Planning Factors

- Projected demand growth = 46.9% (highest in DRCOG area)
- 77% of transportation services are inside Town of Castle Rock
- 75% of transportation services used by CRSC members



Courses of Action Not Considered

- Privatization/for profit
- Political effort to transition services to public administration/funding
- Abandonment of services



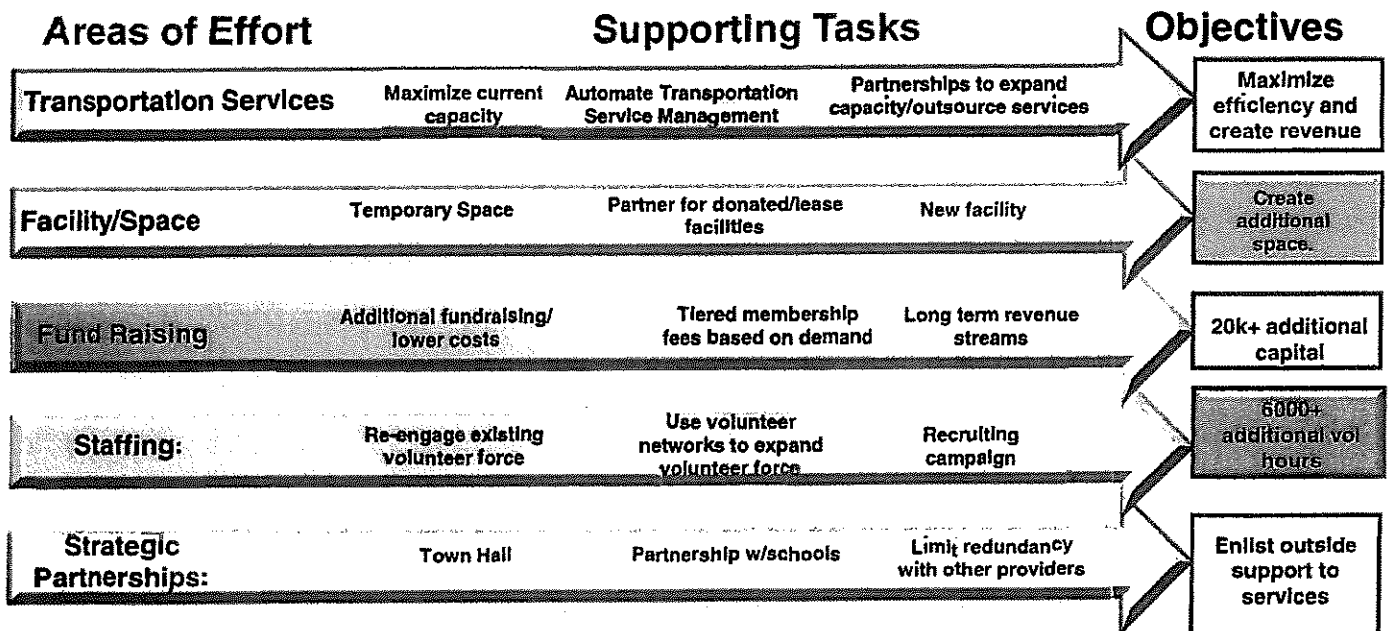
Castle Rock Senior Center

MISSION

CSRC provides educational, social, healthful, and recreational programs. CSRC also assists in providing transportation needs of Douglas County Seniors and others as approved by the Board of Directors.

5 YEAR VISION

"Sustaining current services in a period of increased demand and diminishing resources."



Area of Effort 1: Transportation Services

Create additional capacity to meet demand, create revenues to match costs.

Trans budget: ~26k/year (average)

Vehicle fleet: 7 cars/van, 2 buses

Driver pool: 15 volunteers x 8 hours/day

Service area: 77% Inside Town of Castle Rock

Service clients: 25% are nonpaying members

Service growth: 47% through 2015

Short Term

Maximize current seating capacity

Automated transportation service management

Implement Improved routing system

Mid - Term

Solicit local business support to transportation services

Long Term

County-wide synchronization of transportation services

Maximize efficiency and create revenue



Create a prioritized decrement list to limit transportation services by need

Area of Effort 2: Facilities/Space

Create additional space for activities and events without moving the center to a separate facility as that would greatly increase costs of operations.

Current capacity: 6000 sq

Current balance CRSC Foundation Fund
(restricted): \$370k

Current lease: 10\$/month

Opportunity cost of potential moves

Short Term

Generate 600' of
Seasonal Space:
purchase of fest-
tent

Mid - Term

Generate space for
special occasions
and large events as
needed:
partner with
churches & non-
profits

Long Term

Create a plan which
establishes parameters
for a time when a full
move to a stand alone
facility is necessary:
keep in mind the
possibility of renting
unused space out to
offset costs.

Create
additional
and
temporary
space.

2

Long-term plan for the application of existing
Senior Center Foundation Construction Fund

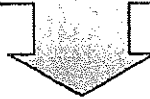
Area of Effort 3: Fund Raising

Increase fundraising to create additional 30% revenue.

Current space capacity

Volunteer workforce availability

Sustain current fundraising activities



Crab Feed & Silent Auction

- Cooked Crab to table ~\$16.50 (450lbs)
- Ticket Price ~\$40
- Potential profit ~\$6000

Rummage Sale

- Sell spots for \$50
- Option to donate sales
- Breakfast Tent
- Potential Profit ~\$8000

Tiered Membership

- X% Pay new higher fee for full Membership
- Y% Pay lower amount for partial membership
- Z% Pay minimum for transportation only
- Potential Profit ~\$4000

Leads to \$12k - \$20k increase in Fundraising Profit

Area of Effort 4: Staffing

Growth of volunteers parallels the increasing growth and demand for CRSC services.

170 of 300 volunteers currently active

2012 volunteer hours: 26,000

Short Term

Contact the 300 volunteers listed to confirm volunteer status; use as networking tool to reach out to other potential volunteers.

Mid - Term

Research and sign up for Volunteering match services: VolunteerSolution, VolunteerMatch, Network for Goods

Long Term

Align staff with strategic plan

Ongoing recruiting campaign

Provide an additional 6,000-7,800 hours by 2018.

3

Align staff functions to match strategic objectives/areas of effort.

Area of Effort 5: Strategic Partnerships

Use Strategic Partnerships to load share transportation, funding, manning and facilities issues.

Existing Partnerships

Staffing demands

Other potential partnerships

Short Term

Mid - Term

Long Term

Survey current clients in greater depth to seek potential connections with external providers

Execute a county-wide "town hall" to help define the problem and identify the CRSC as greater than an activities-based provider. Seek out redundant providers.

Engage county-wide secondary and higher schools to provide a credit-based participation in business planning, grant-writing, fundraising, and volunteer recruitment programs.

Consider a re-branding effort to package the services provided as a county-wide effort.

Sustainable partnerships supporting increased demands

4

Branding/re-naming to a Douglas-County level service provider.

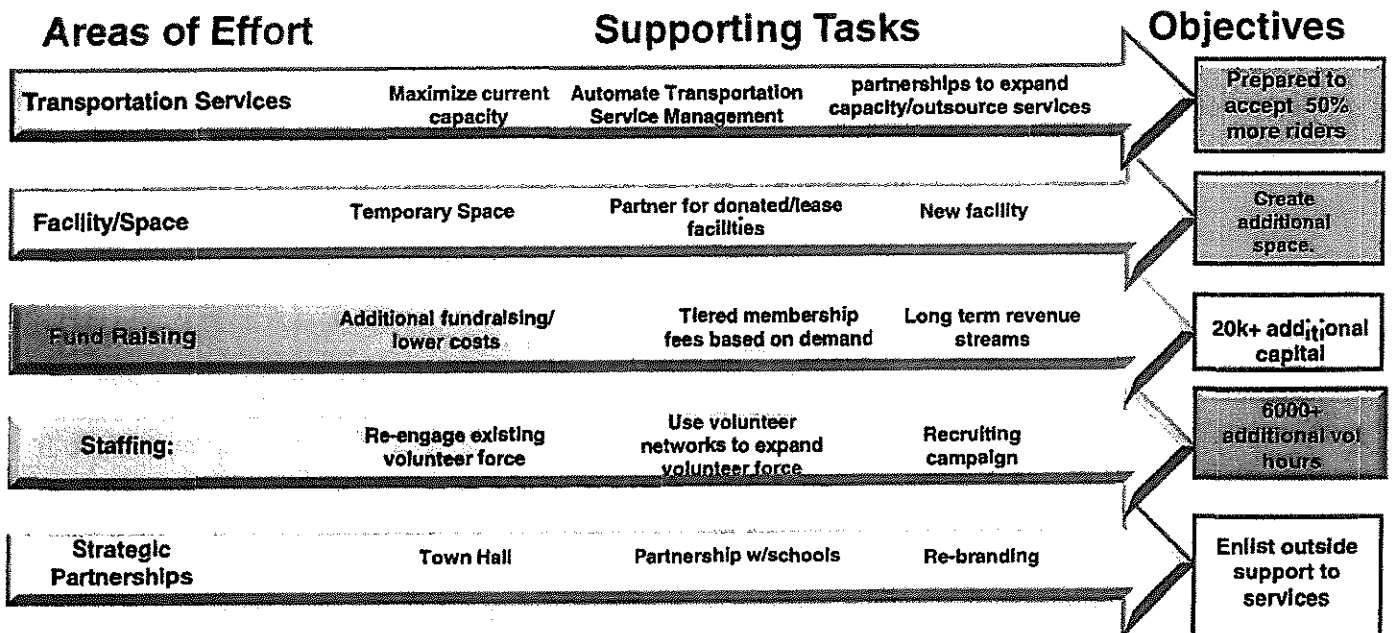
Summary

MISSION

CSRC provides educational, social, healthful, and recreational programs. CSRC also assists in providing transportation needs of Douglas County Seniors and others as approved by the Board of Directors.

5 YEAR VISION

"Sustaining current services in a period of increased demand and diminishing resources."



Decision Points

Strategic decisions which may require fundamental changes to CRSC for the board's and members' consideration.



Create a prioritized decrement list to limit transportation services by need



Long-term plan for the application of existing Senior Center Foundation Construction Fund



Align staff to match strategic objectives/areas of effort



Branding/re-naming to a Douglas-County level service provider



Adopt a 5-year plan for sustainability

Summary

- Purpose
- Vision Statement
- Planning Considerations
- Recommendations
- Summary



Questions?



