



April 4, 2017

Marilyn Asay, Board Chair  
Wake County Senior Games Board of Directors

Dear board members,

Executive Service Corps of the Triangle (ESC) consultants Scott Heyman, Jonathan Whaling and George Cahill respectfully submit the following report and recommendations on the Town Hall event held March 8, 2017.

We look forward to attending a future board meeting and discussing the report with you.

It has been an enormous pleasure working with you on this path-breaking event, and we anticipate with great excitement the successes you are about to achieve.

With warm regards,

Scott Heyman  
Jonathan Whaling  
George Cahill

Cc: ESC Office

## Report and Recommendations

### Based on the Wake County Senior Games Town Hall March 8, 2017

#### Executive Summary

Based on the outcomes of the March 8, 2017, Town Hall, Executive Service Corps of the Triangle (ESC) consultants Scott Heyman, George Cahill and Jonathan Whaling recommend that the Wake County Senior Games (hereafter WCSG) Board of Directors adopt the following goals in order to grow and improve the Senior Games:

**Goal #1** Convene and lead a task force that forges a long-term partnership among the WCSG Board, Wake County government, local Wake County municipalities, Continuing Care Retirement Communities (hereafter CCRCs), YMCAs and other senior-serving community agencies to lead, support, manage and grow the Senior Games.

**Goal #2** Working as the lead entity of the new partnership developed in Goal #1, by the beginning of 2018, develop a multi-year plan to secure the resources – people, money and facilities – needed to increase participation and to develop a wide variety of year-round Games-related activities for seniors.

**Goal #3** Build on the partnership forged in Goal #1 and the resources secured in Goal #2 to create a marketing plan. Carry out that plan in tandem with efforts to expand participation, especially among younger seniors and especially among un- or under-represented towns. Begin to pilot year-round Games-related activities and non-sanctioned events.

#### A) Background of the Town Hall Planning Session

In its December 2015 report to WCSG’s board, ESC recommended that the roles and responsibilities of the nonprofit organization and the municipal partners involved in the Senior Games must be better defined and clearly understood by all parties in order for the Senior Games to grow and improve.

ESC’s report said, “We believe that WCSG needs a goal within the next year or two of creating written agreements with all the participating municipalities.”

ESC further recommended that WCSG adopt a clear strategic plan, defining realistic goals and resource requirements: “The size of the senior population of Wake County suggests that WCSG could expand considerably through additional marketing and promotion and through outreach to

additional municipalities and communities. Growth beyond the 2016 level, however, would require substantial human and financial resources not currently available. If WCSG wishes to grow in this way, a rigorous strategic planning process would be required.” At its September 18, 2016, meeting, the board decided to conduct a “Town Hall” as the first step in that planning process. The event was proposed by board member Joel Zimmerman with the purpose of securing suggestions and insights from all community organizations that promote the health and wellness of seniors into how best to address WCSG’s critical issues.

ESC was engaged to support the organization and conduct of the event, and a planning team was appointed. Its members and their responsibilities were as follows:

- Joel Zimmerman, WCSG board member, proposed the Town Hall to the board and secured the board’s support.
- Scott Heyman, ESC consultant, tracked the project timeline, issued reminders and led all team meetings.
- George Cahill, ESC consultant, created and monitored a common communication platform for all planning activities. During the Town Hall, he attempted to capture any themes missed by note takers.
- Jonathan Whaling, ESC consultant, and Joel developed the plan for the day of the Town Hall.
- Jonathan developed the participant information packets with assistance from Joel, Marilyn Asay, WCSG board chair, and Mindy Hamlin, WCSG board member. Jonathan led a facilitated discussion at a WCSG board meeting of the critical issues that the Town Hall should address, and he and Joel created the critical issues statements that all participants received and discussed at the Town Hall. They also determined the table seating assignments, trained the table note takers, facilitated the Town Hall itself and recorded the key themes from each table.
- Jeff Swain, WCSG board member, coordinated the process of identifying and securing a keynote speaker, identifying invitees, composing communication to both, inviting participants and tracking attendance before and during the Town Hall.
- Mindy wrote or approved all communications connected with the event and notified the media that it was happening.
- Joel with help from Jody Jameson, WCSG board member, made all the arrangements for the event’s location, food, drink, tables, microphones, etc.
- Marilyn assisted with nearly all of the tasks above, provided final approval for many of them and was the main source of information about people who should be invited.
- Eight note takers from ESC are listed in Appendix A. They wrote down all of the suggestions at each of eight discussion tables.
- Scott, Jonathan and George gathered all the output of the meeting and created this report and recommendations to the board.

## **B) The Town Hall Process**

During the Town Hall event at the Cary Senior Center on March 8, 2017, WCSG Board Chair Marilyn Asay welcomed everyone, County Board of Commissioners Chair Sig Hutchinson provided the inspiring and enlightening keynote address and 42 participants divided among eight tables provided feedback on the four critical issues identified in Appendix B. The feedback they provided is the basis for this report, along with ESC's recommendation for action.

## **C) Critical Issue Areas and ESC Recommended Goals to Address These Issues**

**Critical issue area #1: ROLES OF MOST SENIOR-SERVING COMMUNITY ORGANIZATIONS IN THE SENIOR GAMES ARE UNCLEAR OR DO NOT EXIST. IN PARTICULAR, THE LOCAL MUNICIPALITIES HAVE PROVIDED GREAT SUPPORT, BUT NO ONGOING COMMITMENT. THE GAMES CANNOT GROW AND IMPROVE, AND MAY NOT CONTINUE TO OCCUR, UNLESS THIS LACK OF CLARITY AND INVOLVEMENT IS ADDRESSED.**

WCSG has no staff and receives no county or municipal funding. In every other North Carolina county that has Senior Games, the event is sponsored and financially by county government. All of the work in Wake County is done by its volunteer board of directors, with the assistance of a few municipal staff and community volunteers.

It would not be possible for WCSG to exist if the municipal employees did not manage the events each year – yet none of them has a job description or a departmental work plan that includes these duties.

The community organizations that support health and wellness of seniors are involved very little except for a small number of much-appreciated sponsorships. The Games have been around for decades – but their continuation is tenuous, and the ability to grow and improve them does not exist

To address this issue area, ESC recommends the adoption of **Goal #1:**

**Convene and lead a task force that forges a long-term partnership among the WCSG Board, Wake County government, local Wake County municipalities, Continuing Care Retirement Communities (hereafter CCRCs), YMCAs and other senior-serving community agencies to lead, support, manage and grow the Wake County Senior Games.**

Suggested strategies and considerations:

- a) Determine who are the best people/entities to serve on the task force. The roster of attendees at the Town Hall is the place to start.

- b) Forge an agreement about the roles and responsibilities that each entity is willing to accept and the authority that each will have. Replace unspoken agreements and unconfirmed commitments with open acceptance of responsibilities and authority so that the Games rest on a secure footing.
- c) In particular, clarify the role that Wake County government is prepared to accept in the conduct of the *Wake County Senior Games*. A prominent leadership role on the County's part is highly desirable.
- d) Reach agreement that municipal staff who manage the conduct of the games will see these duties reflected in their job descriptions and in the work plans of their departments.
- e) Make every effort to put this agreement into effect within one year of the adoption of this goal.

Pros and opportunities:

- a) This is an ideal way to use the Town Hall "buzz" as a springboard to increased community involvement in, and awareness of, the Senior Games in Wake County.
- b) A dynamic consortium of organizations that support seniors' health and wellness may be the most promising means by which the WCSG Board, with its limited resources, can leverage community support. Such a consortium can only help to improve other aspects of the health and wellness of seniors in Wake County as well.
- c) Approaching all interested and appropriate organizations at the same time will enable each of them to have the confidence that their commitment will be reasonable and predictable.
- d) The roles of the municipal staff who have managed the Games for decades have been critical to the longevity and success of the games; but the lack of acknowledgement and definition of those roles has put the Game in a tenuous position – this is an opportunity to put the Games on a sound footing.

Cons and risks:

- a) If the WCSG Board wishes to govern the Games in partnership with other community entities, it will of necessity have to share control to some extent.
- b) It is possible one or more of the partners will seek to make the Games their own and ask the WCSG Board to restrict its role to fundraising. This may or may not be a negative, but it is something the board needs to consider in starting this process.
- c) The Games are the sole focus of WCSG as a board and nonprofit agency; all of the other entities in the partnership are focused on a wide variety of seniors' activities, and all of them have governing boards and annual budget processes – WCSG should seek multi-year commitments, but it may not get them.
- d) Municipal organizations may decline to accept more responsibility for the Games. The board should be prepared to build the best possible partnership if this occurs.
- e) ESC does not recommend that a formal partnership with a name, bylaws and guidelines is the *only* way to proceed. But – the more formal, the better.

**Critical issue area #2: FUNDING FOR THE GAMES ALMOST ENTIRELY COMES FROM THE PARTICIPANTS THEMSELVES AND A SMALL NUMBER OF SPONSORS. THIS IS INSUFFICIENT TO GROW AND IMPROVE THE GAMES.**

Currently, 50% of the money needed to stage the Games comes from participant fees (\$15 per participant, more for selected events), 40% from seven corporate sponsors and 10% from individual donations.

To address this issue area, ESC recommends the adoption of **Goal #2:**

**Working as the lead entity of the new partnership developed in Goal #1, by the beginning of 2018, develop a multi-year plan to secure the resources – people, money and facilities - needed to increase participation and to develop a wide variety of year-round Games-related activities for seniors.**

Suggested strategies and considerations:

- a) Reach agreement with all entities in the partnership on revenue goals sufficient to grow the Games. These goals should represent a substantial increase in the donations of local government, sponsors, foundations and individuals relative to the payments of participants.
- b) Determine what other resources, including staff time and facilities, each entity will pledge to contribute.
- c) Support all the partners as they seek to secure and advocate for funding and other support from their governing bodies. Encourage all the other partners to similarly support each other's efforts.
- d) Expand the WCSG Board to make room for representatives of the other entities in the partnership.
- e) Designate board members who will spearhead the efforts to secure local taxpayer funding. Make sure these are members who have solid experience in approaching municipal elected officials.
- f) Shift the principal focus of the work of the board to raising money. Secure whatever additional training is needed to make this happen – fundraising from individuals, government bodies, businesses and foundations presents very different kinds of challenges that training can address.
- g) Make the focus of requests for individual and foundation funding 1) the need to overcome financial, geographical/transportation and other barriers to participation by all seniors, 2) the benefits to the health and wellness of seniors, and 3) the interests of the donor(s).
- h) Naming rights for the Games themselves could be considered.
- i) Target appropriate commercial business to sponsor appropriate events – e.g., Dick's Sporting Goods could sponsor golf. Crabtree Valley Mall sponsoring the follies is an excellent current example.
- j) Make greater use of student workers, AmeriCorps volunteers, community volunteers and local college teachers and students for appropriate target research and marketing projects.

- k) Continue the impressive efforts to move the WCSG Board to a high level of efficiency and effectiveness.

Pros and opportunities:

- a) Seeking support from the many people and groups described in this goal, particularly when done in the framework of the partnership, greatly increases the chances of success. Funders and donors nearly always appreciate shared commitment.
- b) Every funding source listed in the strategies suggested above has the capacity to provide significant support to the Games. Fundraising is always challenging, but this particular challenge is very doable.
- c) If the WCSG Board can show some impressive results in fundraising from private individuals and businesses, the other potential funders will be inspired to get on board.
- d) Expanding the WCSG Board roster from the ranks of the partners will provide more person-power to carry out the agency's work, and it will solidify the broad partnership described in Goal #1.

Cons and risks:

- a) There are few cons to increasing revenues; but with success in fundraising comes the responsibility of stewardship. WCSG has raised relatively little money in the past, so its experience with stewardship is limited.
- b) Board members will need to learn more about 1) keeping contributors well informed about how their money is being used, 2) becoming as transparent as donors and the community want, 3) fending off any attempts by donors to have excessive influence over the agency, 4) politely refusing gifts that come with too many or inappropriate "strings," and 5) managing cash and investments.
- c) Financial reviews, audits and internal controls will likely become necessary.
- d) A well-thought-through gift policy will be a must.
- e) As revenues increase, the need for paid professional staff to manage the agency's finances may emerge. For the first time in its history, WCSG will have to supervise staff, and it will have to thoughtfully manage the costs of "overhead."

**Critical issue area #3: PARTICIPATION HAS DECLINED EACH OF THE LAST TWO YEARS – IT IS LESS THAN IT SHOULD BE IN A COUNTY THE SIZE OF WAKE – AND IT IS LESS THAN IT SHOULD BE AMONG SOME AGE AND GEOGRAPHIC GROUPS.**

Last year, WCSG drew 514 participants, fewer than in 2014 or 2015. The bulk of the participants last year were from five of the 13 municipalities in Wake County. A majority of participants fall in the 60-79 age range.

According to US Census estimates, the population of Wake County in 2016 was 1.05 million, of whom 27% (285,000) are 50 or older.

**Critical issue area #4: EVENTS OCCUR DURING APRIL, BUT THERE ARE NO ORGANIZED GAMES-RELATED ACTIVITIES DURING THE OTHER 11 MONTHS.**

The Games tend to be invisible for 11 months of the year, and there are very few opportunities to practice or to attend demonstrations, mostly the ones the participants themselves organize.

To address critical issue areas #3 and #4, ESC recommends the adoption of **Goal #3:**

**Build on the partnership forged in Goal #1 and the resources secured in Goal #2 to create a marketing plan. Carry out that plan in tandem with efforts to expand participation, especially among younger seniors and especially among un- or under-represented towns. Begin to pilot year-round Games-related activities and non-sanctioned events.**

Suggested strategies and considerations:

- a) Initiate research to determine where seniors of all ages and ethnicities live, work, exercise and find camaraderie in Wake County; compare this with their participation in the Games, and set appropriate targets for increased participation. This research might be an ideal project for a student worker.
- b) Establish a fee structure that enables people for whom the full fee is a barrier to attend for a reduced amount or for no fee. Consider scholarships, reduced fees on request and/or “pay it forward.” Implement targeted fundraising to make up the lost revenue.
- c) Consider re-branding within the rules of the national and state Games.
- d) Consider adding non-competitive, non-sanctioned events apart from the formal Games.
- e) Determine whether the word “senior” is a barrier to participation, particularly for younger seniors, and find an alternative or additional word if it is.
- f) Use the unique aspect of inclusion of the arts to improve the Games’ visibility and reach.
- g) Develop and carry out a professional marketing plan that reaches all the “publics” of the Games.
- h) Based on the information gained through the strategy above, a) undertake to remove barriers to participation; to remove transportation, financial and other barriers; to appropriately target marketing communications; and to create targeted non-sanctioned events.
- i) Begin to pilot year-round activities such as informal competitions, demonstrations and practices/training as soon as resources are sufficient. Seek facilities in which to conduct these activities from the partners.
- j) Investigate other communities that have succeeded in some or all of these re-branding and marketing initiatives, and learn from them.
- k) When funding is sufficient for the purpose, establish WCSG’s first-ever paid position with responsibility for the accomplishment of the objectives of this goal.

Pros and opportunities:

- a) As so many attendees of the Town Hall pointed out, the opportunities for marketing the Games are vast.

- b) The population explosion that began decades ago and is now swelling the ranks of seniors makes all of these initiatives timely. The strong health and wellness initiatives described with such passion by Chairman Hutchinson at the Town Hall, along with the similar initiatives of the Wake County Health Department, also make expansion of the Games timely.
- c) Success in the initiatives listed in this goal will be fueled by the success of the partnership described in Goal #1 and by the fundraising described in Goal #2 – and success in these Goal #3 initiatives will conversely enhance the partnership and support fundraising. Success breeds success.

Cons and risks:

- a) Timing is important. The initiatives in this goal may falter if WCSG focuses on them too early, before the partnership and the fundraising show progress, or too late, in which case the partners and the fundraisers will feel their efforts are not producing results.
- b) If a paid position is created before funding is sufficient, it could sap the resources of this entire set of initiatives.

**Appendix A**  
**Attendees at the March 8, 2017, Town Hall**

Marilyn Asay, WCSG Board Chair  
Joel Zimmerman, WCSG Board Member, Facilitator  
Jonathan Whaling, ESC Consultant, Facilitator

Sig Hutchinson, Chairman, Wake County Commissioners, Keynote Speaker

**Games Participants**

Judy Barton  
Sandy Brasseale  
Rick Cornell  
Mitzi Kelley  
Ken Long  
Jeannie Pegram  
Steve White

**Sponsors**

Annette Carona, Emerge Ortho  
Jennifer Crane, Overture Crabtree  
Kathleen Brennen, Comfort Keepers  
Buddy Sanderson, Humana  
Lara Smith, Humana

**Government Officials**

Sig Hutchinson, Chairman, Wake County Board of Commissioners  
Chris Frelke, Assistant Recreation Superintendent, Raleigh  
Dwayne Jones, Community Recreation Manager, Cary  
Ken Marshburn, Town Councilman and Parks & Recreation Liaison, Garner  
Doug McRaney, Director, Parks, Recreation, Cultural Resources, Cary  
Steve Rao, Mayor Pro Tem, Morrisville  
Rob Smith, Assistant Director, Parks, Recreation, Cultural Resources, Garner  
Ruben Wall, Director, Parks, Recreation, Cultural Resources, Wake Forest  
Ed Yerha, Mayor Pro Tem, Cary

**Medical/Wellness**

Neil Byrd, Director, Wellness Services, UNC Rex Healthcare  
Anneke Hill, UNC Rex Healthcare  
Judy Jackson, Operations Manager, Rex Wellness, Cary  
Susan Kettren, Member Services, HealthTrax

**Community Organizations**

Kristen Brannock, Resource for Seniors  
Beth Porter, Director of Volunteers, Kraft Family YMCA  
Brooke Proctor, Sports Director, A.E. Finley YMCA  
Doug McRaney, NC Senior Games & Town of Cary

**CCRC Representatives**

Cameron Gaitlin, Activity Director, Cambridge Village Apex  
JoAnn Harrington, Searstone Cary Resident  
Christina Henderson, Life Enrichment Coordinator, Waltonwood Cary  
Mark Johnson, Wellness/Activities, Director Searstone, Cary  
Victoria Sosa, Marketing Director, Cambridge Village, Apex  
Sam Kelly, Community Relations Coordinator, Cambridge Village, Apex

**Media**

Lauren Rosella, Social Media, Rex Wellness  
Lori Wiggins, News & Observer Raleigh Mid-Town

**WCSG Board of Directors**

Torrey Blackmar  
Richard Claxon  
Jody Jameson  
Ken Long  
Carrie McDowell  
Alison Prelaske  
Todd Riddick

**Note Takers/Registration**

Trudy Smith, ESC Executive Director – Note Taker  
George Cahill, ESC Consultant, Registration  
Jeff Swain, Board member, Registration  
Mindy Hamlin, Board Member, Note Taker

**ESC Consultant/Volunteer Note Takers:**

Scott Heyman, ESC Project Leader  
Tom Hardy  
Tena Crook  
Rick Matson  
Verona Middleton-Jeter  
Helen Zimmerman

## **Appendix B**

### **Questions/Critical Issues Discussed at the Town Hall**

#### Question 1: Participation

Last year, Wake County Senior Games drew 514 participants. The Wake County Senior Games are one of the largest games in the state, however participation has declined each of the last two years. The bulk of the participants last year were from five of the 13 municipalities in Wake County. A majority of participants fall in the 60-79 age range.

What goals should Wake County Senior Games set for itself to increase participation throughout Wake County, regarding:

- Involving more participants?
- Involving more municipalities?
- Overcoming barriers to participation?

#### Question 2: Roles

Right now, Wake County Senior Games has no staff. All of the work is done by its volunteer board of directors, with the assistance of a few municipal staff and community volunteers. The board has 18 members, of whom 14 are community volunteers and four are municipal government employees. It would be impossible to put on the Wake County Senior Games without the assistance of staff from our municipal government facilities.

What should be the role of each of these three groups:

- The Wake County Senior Games nonprofit organization (i.e., the board of directors)
- Local municipal governments
- Wake County government

In each of these areas:

- Nonprofit administration, strategy and oversight
- Senior games program and event organization, promotion and implementation

#### Question 3: Funding

Right now, there are three primary sources of funds for the Wake County Senior Games budget, as follows:

- 50 % - Participant fees (\$15.00 + per participant)
- 40 % - Corporate sponsors (7)
- 10 % - Individual donations

Where should Wake County Senior Games expect its funding to come from, and why? Consider these possible sources:

- Participant fees
- Corporate donations (sponsorships)
- Individual donations
- Advertising
- Government funding support
  - County
  - Municipal
- Foundations

#### Question 4: Events

Right now, the Wake County Senior Games events all take place in April. There are 17 sports events categories and 34 Silver Arts categories.

Should Wake County Senior Games promote seniors' involvement in these activities throughout the year? If so, what types of activities should Wake County Senior Games be offering?

- Instruction, training, clinics?
- Intra-county competitions?
- Shows and demonstrations?
- Other activities?

**Appendix C**  
**Outcomes – Themes and Comments Heard at the Town Hall, Sorted by Topic**

**Vision**

WCSG is designed to be an integral part of Wake County's lifestyle providing health, wellness, competition, contacts and relationships to an engaged adult ("senior") community over age 50 years.

WCSG must continue as an enduring part of the community locally and as a partner to the NC State and National Games.

**Participation**

**Strategic**

Rebranding to get "younger" (new name needed). Not enough is known about the games in the community. Marketing needs to be a primary point of emphasis with new tactics and goals designed for the coming years.

"Seniors"? et an up-beat label if there are no constraints on WCSG by State SG or national governing bodies. Maybe use "Adult" label.

More than "Games" - emphasize arts. Is the label of "games" or "competition" a roadblock?

Get out to other municipalities not currently involved.

Rules for participation from outside Wake County – adopt different rules for different sports. Rules have changed three years in a row. If problem is related to one sport, then limit the rules to that one sport.

Perform "big data" analysis of events, age of participants and trends in #'s competing over last several games. Should a minimum # of participants register in order to hold event?

Determine where to set goals and the level of goal to achieve.

**Tactical**

New blood is available in Wake County's growing senior population. Define those centers of growth and engage the population.

Identify other groups w/relationships to seniors, i.e., children of seniors who would help mom and dad get involved. Leverage with AARP communications (stuff envelopes).

Do we need to revise our target market and add focus on those who are *not* able to take advantage of the increasing number of facilities and programs that are being established (the Y, private gyms, CCRCs, etc.)?

Partnerships w/other organizations such as CCRCs. They are already competing between themselves and have \$\$\$ for programs and marketing.

Better marketing (bulletin boards). There should be formal marketing programs, but also initiate year-round awareness efforts.

New activities including demonstrations by successful SG participants at other times of year.

Survey the other municipalities to understand why they don't participate otherwise we are just guessing.

Determine needs and wants of underserved communities - by race, ethnicity, rural. Outreach to immigrant and international groups.

Younger age sports. But, revamp timing of events and location of facilities to accommodate working participants.

Continue Crabtree Mall Expo.

On registration form, ask participants how they found out about games.

National competition only every two years. Therefore, have a fall-off in participation in some sports.

Competition among the municipalities should be encouraged.

Buses to events. Organize Uber?

Find wider practice venues.

Competitions at different and more locations.

Connect to corporate teams.

Fees can be a barrier...offer scholarships.

"Bring a Friend Free."

Participate this year, get a discount for next year sign-up.

Create an app for registration, communication, etc. Email database for continuous communication.

Collect email addresses from participants, and survey after the event.

Advertise and publicize after games to honor participants and stimulate ongoing interest. Should be ongoing part of participant recognition programs. Combine with volunteer recognition efforts.

## **Roles**

### **Strategic**

Board must reassess its role, member structure and hands-on involvement. Is a new mission statement needed?

Is the organization structure for the Games still appropriate?

Is there an opportunity for WCSG to play a coordinating function among all the other facilities and programs established (the Y, private gyms, CCRCs, etc). One reason we may be ideal for this is that we are the only program that includes the arts.

Is the "branding" of the event still correct? (Seniors/Adult; Games/Arts?)

ED - paid position in Health Dept. (year-round) with focus on sponsorships, outreach and promotion. A Wake County driver (full-time position). Health and Human Services is a huge department separate from Parks and Rec, and they are a wellness group and a natural partnership located in the county seat. That's a group with a lot of money.

Board role - strategy, marketing w/ED as "general" implementing tactics. Board obtains sponsorships and serves as ambassadors.

Structure a plan for Muni involvement, a long-term and well defined commitment.

Barrier to greater participation in games includes present staff work load (their paid full-time jobs do not include the Senior Games.)

Munis must add to staff's job descriptions line items for implementation of WCSG. Munis need to "own" the games to a greater degree.

Games would not exist without Muni staff efforts. More Munis involved = better split of workload.

There is no local Muni or State funding at present.

Increase board diversity - Munis, others. There was surprise that there are only four Parks and Rec people on the board.

Are the level and organization of volunteers appropriate? The volunteers should be appreciated in some fashion and receive recognition.

Determine where to set goals and the level of goal to achieve.

### **Tactical**

What are all the agencies and other organizations serving seniors? Include living groups, recreation and arts agencies.

Add CCRCs to the board.

Involve military. Retired pool needs to become aware. Sponsorship possible.

Re-engage Resources for Seniors.

What can we learn from Durham and Orange Counties' experiences? Could we forge partnerships?

Involve Parks and Rec event management.

Use interns from universities + high schools (website, registration process). Partner with NC State and Wake County Schools.

AmeriCorps interns for programs.

Board sub-committees created from constituency groups.

Share our planning results with State SG to influence their current actions or long-term strategy.

## **Funding**

### **Strategic**

There is no local municipal or state funding at present.

Plan to tie Munis into games with support - formalized commitment for multi-year participation.

"Naming Rights" - Wake County. But, will "naming" scare away other sponsors?

Seek Board member or a volunteer with sponsorship experience as a solicitor or grantor to serve as a trainer/manager for the Board.

Recruit fundraising expertise on Board.

Is the participation fee appropriate? Are there ways to tier the rate?

\* Increase participation = increased \$\$\$\$. Consensus that individual fee should remain low.

More corporate groups in health area need to get involved.

Get more independent donations and grants.

Determine where to set goals and the level of goal to achieve.

### **Tactical**

Munis give \$\$\$ for other senior issues and resources. They also support these other efforts with part or full-time staff. Become part of these allocations.

Local municipalities contract with Resources for Seniors to deliver services to seniors - we could seek a contract with them.

Gov't grant opportunity (interns Wake Co.)

Identify benefits for funders - true head-count of involvement = participants + volunteers + spectators.

What does the sponsor get? Improve the sponsorship package. Some businesses will give to be associated with the games while others will give for advertising purposes.

Promote 501(c)(3) status. Cities and Munis have human services grants to such nonprofits.

Golf community sponsorship.

Silent Auction, auction off WCSG arts.

Collaborate w/ local sports teams.

Advertising 4 Follies.

Hold a 5k Run/Walk as a fundraiser.

NC Center for NP collaboration.

Sponsors for individual events.

Website donations "button."

Link to WCSG from Wake County website.

Investigate other funding models in State.

## **Events**

### **Strategic**

Are # and purpose/content of events sufficient? Or, 60 events are a lot for 500 people – that's less than 10 people per event.

What are present barriers to participate in events? Locations, transportation, timing, etc.

Year-round programming, is it feasible? (Probably not "games," but training, demonstrations, classes, shows, etc. are feasible).

Do demo sports/arts as lead into State Games.

Determine where to set goals and the level of goal to achieve.

### **Tactical**

Donated space for training from Rex Wellness, YMCA, for-profit fitness venues and others.

YouTube videos of games, shows, etc. Get donated TV time and "features" in the media.

Each Muni should do a yearly event to tie into annual games and raise awareness in the community.

Auction off WCSG arts.

Is the schedule of the games conducive to people who are still working and in the 50 age range?