



REVIEW & DEVELOPMENT THREE YEAR PLAN

DEVELOPED BY: STRATEGIC PLANNING TEAM

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MISSION

SIR'S MISSION IS TO ENHANCE THE LIVES OF SENIORS BY PROVIDING A COMPREHENSIVE AND COLLABORATIVE POINT OF CONTACT, FOCUSING ON EDUCATION, RESOURCES, AND PROGRAMS FOR SENIORS, THEIR FAMILIES, AND THEIR CAREGIVERS.

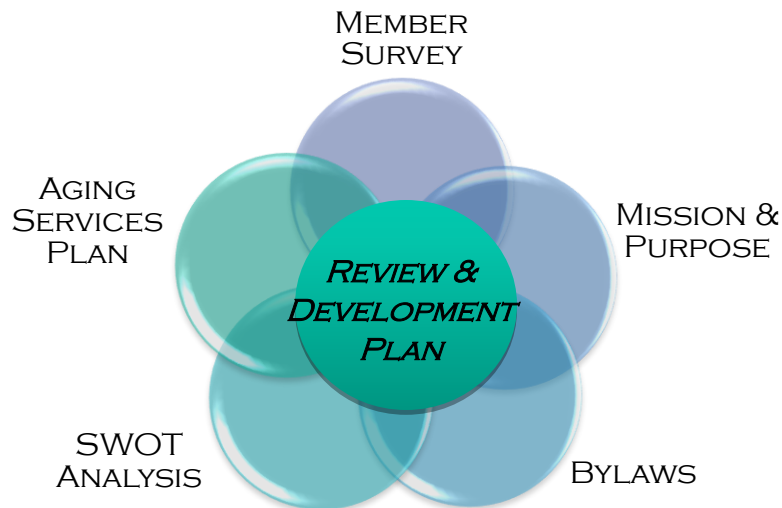
PURPOSE

SIR WAS FOUNDED WITH 3 MAIN PURPOSES:

- 1. TO PROVIDE EDUCATIONAL AND RESOURCE INFORMATION TO SENIORS, THEIR FAMILIES, AND THEIR CAREGIVERS.*
- 2. TO OFFER A VENUE FOR NETWORKING AND EDUCATIONAL OPPORTUNITIES FOR PROVIDERS OF SERVICES FOR SENIORS, AND*
- 3. TO FACILITATE COLLABORATION, AND AVOID DUPLICATION, OF PLANNING AND OUTREACH EFFORTS FOR SENIORS IN THE UNIFOUR AREA.*

DEVELOPING THE PLAN

MEMBERS OF THE BOARD OF DIRECTORS FOR SIR UNDERWENT AN INTENSE PROCESS OF EXAMINATION FOR DEVELOPMENT OF THE SIR REVIEW AND DEVELOPMENT PLAN. A SURVEY WAS ESTABLISHED AND CONDUCTED AMONGST SIR MEMBERS. THE BOARD OF DIRECTORS UTILIZED THIS INFORMATION TO CONDUCT A SWOT (STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS) ANALYSIS TO IDENTIFY PROSPECTS FOR GROWTH. USING THE SIR BYLAWS, MISSION, AND PURPOSE STATEMENTS; TAKING INTO CONSIDERATION THE CATAWBA AGING SERVICES PLAN, ALONG WITH THE SIR SWOT ANALYSIS, THE STRATEGIC PLANNING TEAM FORMULATED THE SIR REVIEW AND DEVELOPMENT PLAN.



TARGET AUDIENCE

THE REVIEW AND DEVELOPMENT PLAN IS DESIGNED TO HELP THE FOLLOWING PARTIES;

- ❖ SIR EXECUTIVE BOARD – PROVIDE DIRECTION IN PLANNING
- ❖ SIR BOARD – ASSIST WITH IMPLEMENTATION OF SERVICES, PROCEDURES, AND PROGRAMS
- ❖ MEMBERS – BRING ADDED VALUE TO MEMBERSHIP

STRATEGIC GOALS

GOAL 1: PROMOTE RETENTION, NETWORK MEETING ATTENDANCE, AND INVOLVEMENT, RESULTING IN MEMBERSHIP GROWTH.

OBJECTIVE 1.1 MAINTAIN STEADY GROWTH AND PROMOTE ACTIVE RECRUITMENT OF NEW MEMBERS.

STRATEGY: HAVE BOARD SET ANNUAL RECRUITMENT GOALS FOR PAID LIAISON AND/OR MEMBERSHIP COMMITTEE.



MEASURE: LIAISON AND/OR MEMBERSHIP COMMITTEE WILL MEET SET RECRUITMENT GOALS.

OBJECTIVE 1.2 ENCOURAGE REACTIVATION / RETENTION OF CURRENT MEMBERS.

STRATEGY: CONDUCT AN ANNUAL SURVEY EACH FALL OF ALL MEMBERS TO IDENTIFY UNMET NEEDS/EXPECTATIONS.



MEASURE: SURVEY WILL BE OFFERED AND THE EXECUTIVE/MEMBERSHIP COMMITTEE WILL ANALYZE THE RESULTS WITH A MINIMUM OF 80% SATISFIED.

STRATEGY: OFFER TIER MEMBERSHIP TO INCREASE VALUE IN MEMBERSHIP.



MEASURE: TIER MEMBERSHIP WILL BE MONITOR ANNUALLY TO EVALUATE MEMBER USAGE.

OBJECTIVE 1.3 INCREASE ATTENDANCE AND PROMOTE ACTIVE INVOLVEMENT BY MEMBERS.

STRATEGY: TRACK PARTICIPATION QUARTERLY FOR MONTHLY MEETING ATTENDANCE.



MEASURE: MEMBERSHIP COMMITTEE WILL CREATE A QUARTERLY REPORT FOR THE BOARD REGARDING ATTENDANCE AND THROUGH MEMBER FOLLOW-UP.

STRATEGY: TRACK PARTICIPATION QUARTERLY FOR PROGRAMS AND SPECIAL EVENTS.



MEASURE: QUARTERLY REPORTS WILL BE SUBMITTED TO THE BOARD BY APPROPRIATE COMMITTEE CHAIRS REGARDING ATTENDANCE AND REFLECTING MEMBER FOLLOW-UP.

STRATEGY: ENCOURAGE ALL MEMBERS TO BE AN ACTIVE PARTICIPANT IN THE ORGANIZATIONAL STRUCTURE.



MEASURE: BOARD WILL REVIEW ORGANIZATIONAL BYLAWS TO ENSURE THAT AN EXECUTIVE BOARD MEMBER HAS THE RESPONSIBILITY OF FILLING POSITIONS ON ALL COMMITTEES FROM THE CURRENT MEMBERSHIP.

MEASURE: EACH COMMITTEE CHAIR WILL SUBMIT A QUARTERLY REPORT TO THE BOARD REGARDING MEMBERSHIP PARTICIPATION IN SAID COMMITTEE.

STRATEGY: CREATE AN AMBASSADOR PROGRAM IN WHICH AN INDIVIDUAL IS ASSIGNED TO GUIDE EACH NEW MEMBER FOR 6 MONTHS.



MEASURE: MEMBERSHIP COMMITTEE WILL CREATE AMBASSADOR GUIDELINES AND COORDINATE WITH AMBASSADORS FOR OUTREACH.

MEASURE: AMBASSADORS WILL REPORT TO MEMBERSHIP CHAIR QUARTERLY.

OBJECTIVE 1.4 NETWORK OPPORTUNITIES THAT DEMONSTRATE VALUE IN MEMBERSHIP.

STRATEGY: CREATE A TOOLBOX FOR SIR PROMOTION.



MEASURE: A PACKET OF INFORMATION DESCRIBING SIR MEMBERSHIP AND ITS BENEFITS WILL BE ASSEMBLED FOR USE BY CURRENT MEMBERS IN RECRUITING NEW MEMBERS.

STRATEGY: PROMOTE MEMBER'S BUSINESS INTERNALLY AND EXTERNALLY.



MEASURE: A RESOURCE TABLE WILL BE AVAILABLE AT MONTHLY SIR MEETINGS FOR ALL MEMBERS TO SHARE PROMOTIONAL LITERATURE. MEMBERS WILL BE ENCOURAGED TO SHARE PROMOTIONAL MATERIALS AT MONTHLY MEETINGS ON THE RESOURCE TABLE.

MEASURE: MEMBERSHIP COMMITTEE WILL HAVE AVAILABLE CURRENT COPIES OF THE MEMBERSHIP LISTING AT MONTHLY SIR MEETINGS.

MEASURE: RESOURCE DIRECTORY WILL BE UPDATED AND DISTRIBUTED VIA MEMBERS, PUBLIC EVENTS, CHAMBER OF COMMERCE AND SENIOR EXPO BI-ANNUALLY.

MEASURE: WEBSITE WILL BE RESTRUCTURED WITH A MEMBER PORTAL ALLOWING MEMBERS TO PERSONALLY UPDATE CONTACT INFORMATION.

MEASURE: COMMUNICATIONS COMMITTEE WILL SHARE MEMBER EVENTS ON THE SIR INNER-MEMBER CALENDAR ON THE SIR WEBSITE FOR COLLABORATION, SUPPORT, AND COMMUNITY AWARENESS.

MEASURE: MEMBERS ARE GIVEN OPPORTUNITY AND ENCOURAGED TO SUPPORT OTHER MEMBER ACTIVITIES AND EVENTS.

GOAL 2: FACILITATE PROCESSES FOR BOARD, COMMITTEE & STAFF DEVELOPMENT

OBJECTIVE 2.1 A BASIC ORGANIZATIONAL STRUCTURE

STRATEGY: DEVELOP AN ADMINISTRATIVE MANUAL WITH JOB DESCRIPTIONS



MEASURE: EACH COMMITTEE WILL MEET AND ESTABLISH A DETAILED DESCRIPTION OF JOB RESPONSIBILITIES TO INCLUDE INTEGRATED, CROSS COMMITTEE OUTCOMES.

MEASURE: THE EXECUTIVE COMMITTEE WILL ESTABLISH AN ADMINISTRATIVE MANUAL DEFINING RESPONSIBILITIES OF BOARD MEMBERS, COMMITTEES AND THE LIAISON USING COMMITTEE INPUT AND THE BYLAWS AS A GUIDE.

STRATEGY: FORMULATE A COMPREHENSIVE ACCOUNTING PROCESSES MANUAL



MEASURE: THE TREASURER AND THE FINANCE COMMITTEE WILL CREATE A COMPREHENSIVE ACCOUNTING PROCESS MANUAL USING THE BI-LAWS AS A GUIDE.

MEASURE: THE EXECUTIVE BOARD WILL APPROVE THE MANUAL.

STRATEGY: PROVIDE JOB TRAINING / ON-BOARDING TO CREATE MEANINGFUL WORK AT ALL LEVELS.



MEASURE: A CO-CHAIR WILL BE PUT IN PLACE FOR ALL COMMITTEES.

MEASURE: A TOOL FOR FEEDBACK WILL BE ESTABLISHED TO ASSESS CO-CHAIR READINESS TO ASSUME THE ROLE OF CHAIR.

MEASURE: *THE EXECUTIVE BOARD WILL CONDUCT AN ANNUAL SURVEY TO DETERMINE IF COMMITTEE MEMBERS FEEL THAT THEIR WORK IS MEANINGFUL.*

GOAL 3: SUPPORT AND SPONSOR OUTREACH AND EDUCATION THAT ENABLES ORGANIZATION GROWTH AND COMMUNITY AWARENESS.

OBJECTIVE 3.1 PLAN AND IMPLEMENT EFFECTIVE OUTREACH AND EDUCATION OPPORTUNITIES

STRATEGY: CLARIFY THE SIR KEY STAKEHOLDERS.



MEASURE: MEMBERSHIP WILL REFLECT A DIVERSE GROUP OF ORGANIZATIONS THAT SERVE THE AGING POPULATION.

MEASURE: PARTICIPANTS IN EVENTS WILL REFLECT A VARIOUS GROUP OF INDIVIDUALS OF OLDER ADULTS.

MEASURE: OUTREACH AND EDUCATION REFLECTS SERVICE TO A DIVERSE GROUP OF OLDER ADULTS.

STRATEGY: HAVE EVENTS COMMITTEE PRESENT THREE NEW OUTREACH AND/OR EDUCATION CONCEPTS PER QUARTER TO THE BOARD.



MEASURE: EVENTS COMMITTEE PRESENTS THREE NEW CONCEPTS FOR CONSIDERATION AND DISCUSSION QUARTERLY.

STRATEGY: DISTRIBUTE A PRINTED ANNUAL CALENDAR OF EVENTS OF SIR EVENTS AND/OR ACTIVITIES.



MEASURE: ANNUAL CALENDAR IS PRINTED AND DISTRIBUTED BY END OF FIRST QUARTER EACH YEAR.

STRATEGY: CREATE AN INNER-MEMBER CALENDAR ON THE WEBSITE OF SIR AND MEMBER EVENTS AND/OR ACTIVITIES.



MEASURE: CALENDAR IS CREATED

MEASURE: MEMBER UTILIZE THE INNER-MEMBER CALENDAR ON A REGULAR BASIS.

MEASURE: MEMBERS ARE SURVEYED ANNUALLY ON EFFECTIVENESS AND VALUE IN UTILIZING THE INNER-MEMBER CALENDAR.

OBJECTIVE 3.2 IDENTIFY STAKEHOLDER NEED AND DESIRED PROGRAM CONTENT.

STRATEGY: FOLLOW GOALS AS DETERMINED BY THE CATAWBA COUNTY AGING SERVICES PLAN



MEASURE: A PRIME OF LIFE EXPO IS HELD WITH TRACKING OF THE NUMBER OF SENIORS AND CAREGIVERS REACHED AS WELL AS NUMBER OF VENDORS IN ATTENDANCE.

MEASURE: MONTHLY NETWORK MEETINGS FOR AGING SERVICE PROVIDERS TO FOSTER EDUCATION OF MEMBERS AND FACILITATE INFORMATION TO SENIORS ARE HELD.

MEASURE: PUBLISH AND DISTRIBUTE AN ANNUAL PRIME OF LIFE MAGAZINE WHICH INCLUDES AREA RESOURCES AND INFORMATION ARTICLES ON AGING RELATED TOPICS.

MEASURE: PARTNER WITH AGING COALITION TO HOST AN ANNUAL EVENT ON CULTURAL COMPETENCY TO INCREASE AWARENESS.

MEASURE: ENCOURAGE MEMBER ORGANIZATIONS TO EDUCATE THE COMMUNITY ON ELDER ABUSE, NEGLECT, AND EXPLOITATION.

MEASURE: PARTNER WITH AAA, DSS, AND EMERGENCY SERVICES TO EDUCATE THE COMMUNITY ON EMERGENCY PREPAREDNESS AND RESPONSE.

MEASURE: COLLABORATE WITH AGING COALITION AND UNITED WAY TO IDENTIFY AND PUBLICIZE VOLUNTEER OPPORTUNITIES FOR SENIORS.

STRATEGY: CREATE VALUED EDUCATIONAL CONTENT FOR SIR MEMBER NETWORK MEETINGS.



MEASURE: SCHEDULE SPEAKERS FROM VARIOUS COMMUNITY RESOURCES TO PRESENT AT MONTHLY NETWORK MEETINGS.

MEASURE: SURVEY MEMBERS ANNUAL FOR DESIRED TOPICS AND CONTENT.

MEASURE: SURVEY MEMBERS ANNUAL FOR FEEDBACK ON VALUE OF CONTENT IN PRESENTATIONS.

OBJECTIVE 3.3 IDENTIFY CURRENT AVAILABLE RESOURCES.

STRATEGY: COMMITTEES WILL IDENTIFY HOW THEY SUPPORT THE EDUCATION AND OUTREACH MISSION OF SIR.



MEASURE: ANNUALLY, EACH COMMITTEE WILL PRESENT TO THE BOARD A STRATEGY WITHIN THEIR COMMITTEE FOR HOW THEY SUPPORT THE OVERALL MISSION OF SIR.

STRATEGY: SUPPORT & PROMOTE CURRENT WORK OF PARTNER ORGANIZATIONS



MEASURE: A LIST WILL BE DEVELOPED OF CURRENT AND AVAILABLE RESOURCES FOR OUTREACH AND EDUCATION (I.E. PROVIDER LIST, PRIME OF LIFE MAGAZINE, WPCOG AREA AGENCY ON AGING RESOURCE DIRECTORY, SIR MEMBERSHIP LIST).

MEASURE: MEMBERS ARE ENCOURAGED TO SUPPORT OTHER MEMBER'S ACTIVITIES AND EVENTS THROUGH SPONSORSHIP AND ACTIVE ENGAGEMENT.

CONCLUSION

THE STRATEGIC PLANNING TEAM WAS CHARGED WITH THE TASK OF PROVIDING THE DEFINITION AND OVERALL GOAL FOR FOUR AREAS OF FOCUS; MEMBERSHIP DEVELOPMENT, BOARD DEVELOPMENT, FUND DEVELOPMENT, AND COMMUNITY OUTREACH & EDUCATION. THE PROCESS WOULD CREATE A BASELINE FOR KEY DIRECTIVES AND MEASURABLE OUTCOME GOALS, AND SET TIMELINES FOR ACCOMPLISHING THESE GOALS.

EACH AREA WAS DISCUSSED AT GREAT LENGTH TO GENERATE THE FORE MENTIONED THREE (3) YEAR REVIEW AND DEVELOPMENT PLAN. CONVERSATION LED WAY TO BRING VALUE TO MEMBERSHIP THROUGH MEMBERSHIP GROWTH, RETENTION, AND INVOLVEMENT THROUGH NETWORKING OPPORTUNITIES. AS A FOUNDATION FOR GROWTH IT WILL BE NECESSARY TO DEVELOP A WRITTEN ADMINISTRATIVE MANUAL TO GUIDE PROCESSES AND CLARIFY COMMITTEE RESPONSIBILITIES. IT IS ALSO ESSENTIAL THAT THE ORGANIZATION PROVIDES OUTREACH AND EDUCATION THAT INCREASES COMMUNITY AWARENESS OF THE SIR ORGANIZATION AND ITS MEMBER'S BUSINESSES. HOWEVER, DUE TO CURRENT FINANCIAL STABILITY OF THE ORGANIZATION, THE TEAM DEEMED IT UN-NECESSARY, AT THIS TIME, TO INCLUDE A GOAL OF MIXED STRATEGIES FOR FUNDS DEVELOPMENT.

THIS TEAM AGREED THAT FURTHER DISCUSSION SHOULD OCCUR BY THE EXECUTIVE BOARD REGARDING THE NEED OF A PAID LIAISON POSITION. IF A LIAISON POSITION IS ESTABLISHED, SOME OF THE COMMITTEE RESPONSIBILITIES LAID OUT IN THIS PLAN COULD BE REALLOCATED TO SAID POSITION. IN ADDITION, FURTHER CONSIDERATION SHOULD BE GIVEN FOR A CENTRAL PHYSICAL PRESENCE OR LOCATION FOR SIR RESOURCES.

THE OVERALL TIMELINE OF THIS PLAN ALLOWS FOR THE BOARD AND INDIVIDUAL COMMITTEES TO DEVISE, DEVELOP, AND IMPLEMENT EACH STRATEGY OVER THE COURSE OF THREE (3) YEARS. THE EXECUTIVE BOARD WILL BE TASKED WITH SETTING DEADLINES FOR COMMITTEES TO REACH THEIR DESIRED OUTCOMES USING THE TIMELINES PROVIDED WITH EACH STRATEGY.



EXHIBITS

I. SWOT ANALYSIS

A. STRENGTHS

- 1) LARGE POOL OF SENIOR SERVICE PROVIDERS WHO VOLUNTEER AND/OR COLLABORATE
- 2) EXPO PUTS OUR NAME OUT THERE WELL
- 3) PROGRAMS ARE BETTER THIS YEAR (NEW, FRESH, RELEVANT)
- 4) PARTNERSHIP WITH THE CHAMBER AND COG
 - ◆ ABILITY TO HAVE STRATEGIC RELATIONSHIP
- 5) RELATIONSHIPS WITH OTHER MEMBERS AND BUSINESSES
- 6) VARIETY OF INVOLVEMENT OPPORTUNITIES AVAILABLE
- 7) TRACKING OUR FINANCES WELL

B. WEAKNESSES

- 1) INTER-NETWORK AND INTRA-NETWORK COMMUNICATIONS
- 2) LIMITED LEADERSHIP POOL
- 3) LOSS OF MEMBERSHIP
- 4) LOSS OF NETWORK ATTENDANCE
- 5) VOLUNTEER WEAKNESS
- 6) STRATEGIC PLAN NOT DETAILED ENOUGH TO KEEP LIAISON ACCOUNTABLE
- 7) LONGEVITY AND FAMILIARITY OF PROGRAM HAS AFFECTED MEMBERSHIP
- 8) NOT DISTINCTIVE/DESCRIPTIVE ENOUGH WITH COMMITTEE CHAIR ROLES
- 9) LOSS OF BURKE COUNTY SIR
- 10) PHYSICAL LOCATION
- 11) INCOME IS NOT PREDICTABLE
- 12) MEMBERSHIP IS HEALTHCARE HEAVY
- 13) MEMBERSHIP VIEWS ROI ISN'T THERE (VALUE)
- 14) THE COG COULD GIVE THE AGING PLAN TO SIR TO DEVELOP AND COMPLETE
- 15) THE PUBLIC IS NOT AWARE OF SIR'S FOCUS, ACCOMPLISHMENTS, AND VALUE

C. OPPORTUNITIES

- 1) CAN DEVELOP MEMBERSHIP WITH NON-HEALTH RELATED BUSINESSES
- 2) CAN DEVELOP BETTER OPPORTUNITY TO GET OUR NETWORK MEMBERS IN FRONT OF SENIORS
- 3) CAN BRING SENIORS TO OUR NETWORK MEETINGS
- 4) CAN INCLUDE OUR MEMBERSHIP WITH A CLEARER UNDERSTANDING OF WHO OUR SENIORS ARE
- 5) CAN DEFINE SPECIFIC ACTIVITIES TO TARGET THESE COMMUNITY DRIVEN NEEDS
- 6) COG RELATIONSHIPS ARE BETTER
- 7) WORK WITH COG TO DEVELOP A SENIOR CENTER

D. THREATS

- 1) LOSING THE EXPO
- 2) LOSING CHAMBER CONNECTION
- 3) LOSING PAM
- 4) OTHER SERVICE CLUBS AVAILABLE TO PROVIDE OPPORTUNITIES FOR NETWORKING
- 5) DIMINISHED MEMBERSHIP

- 6) LOSS OF INCOME
- 7) IF WE DON'T ASSIST COG WITH AGING PLAN, SOMEONE ELSE WILL DO IT
- 8) THE COG COULD GIVE THE AGING PLAN TO SIR TO DEVELOP AND COMPLETE

II. MEMBERSHIP AND NETWORK ATTENDANCE INSIGHTS

- A. ATTENDANCE IS DROPPING. USED TO HAVE AS MANY AS 3 MEMBERS FROM ONE ORGANIZATION, NOW ONLY 1
- B. SENIOR COMMUNITY
- C. 50+
- D. INDEPENDENT IN HOES/IN FACILITY
- E. INCOME LEVEL/AGE/GEOGRAPHY/LANGUAGE/RACE/RELIGION
- F. SUBSETS OF RACE LIVING IN DIFFERENT COMMUNITIES
- G. DO OUR MEMBERS REFLECT THE ABOVE?
 - 1) NEED TO FIND PERSON TO REPRESENT THEM (PASTORS, SENIOR REPRESENTATIVE IN THEIR CHURCH)
 - 2) COULD BE HONORARY MEMBERS?
 - 3) GARDEN CLUBS/RED HAT CLUBS/GOLF CLUBS/ CIVIC ORGANIZATIONS/JCS
 - 4) VETERANS/VFW/AMERICAN LEGION
 - 5) MEALS ON WHEELS/EMS
 - 6) UBER/TAXI
 - 7) CULTURALLY DIVERSE
 - 8) DO WE ADEQUATELY REFLECT THE DEMOGRAPHICS OF THE COMMUNITY WE SERVE?
- H. COMMUNITY OUTREACH
 - 1) DEFINE WHAT OUR OUTREACH IS
 - ◆ MEETING OUR SENIORS WHERE THEY ARE/WHERE ARE THEY?
 - ◆ NEW MEMBERS (NEWLY DEFINED) CAN HELP DETERMINE WHAT IS NEEDED
 - ◆ GOING OUT TO THE COMMUNITY AND PROVIDING THE EDUCATION OUR COMMUNITY SENIORS NEED BASED ON WHAT WE HAVE LEARNED FROM NEW MEMBERS. COMMUNITY DRIVEN.
 - ◆ EDUCATION ON THE ROAD
 - 1. SERIES OF PROGRAMS/PRESENTATIONS/IN VARIOUS LOCATIONS THROUGHOUT OUR COMMUNITY.