

FUNDING CSL IN THE 21st CENTURY



Prepared on July 5, 2014

PREFACE

October 28, 2013, a group of CSL members met over dinner and discussed CSL's financial position. The \$250,000 required to remain on the tax check-off list was a concern and the prediction of the elimination of CSL from the list was beginning to be a reality. Many ideas were given as alternative funding methods. From that discussion, the decision to continue to brainstorm funding methods was made. I was asked to convene the discussions and John Pointer agreed to be the group's scribe. From the discussions, many ideas were proposed; some eliminated, others expanded to the make up the report and these recommendations.

We called the activity, "Funding CSL in the 21st Century". Many members researched and contributed ideas, some provided a sounding board for specific points, others edited and still others were cheerleaders.

The idea that we embraced and that we are recommending here, CSL membership program, we must thank Senior Assembly Member Sam Park. He introduced it as a proposal. We met with him and with his approval, massaged the idea until we came up with a viable funding source.

A special thanks goes to Senior Assembly Member John Pointer whose daunting task was to record and transcribe everything into understandable English then form it into a report. He has spent the last 8 months living with this report.

Thanks to the committee and contributors, S.A. Eleanor Block, S.A. Henry Borenstein, S.S. Allan Bortel, S.A. Roger Ginsburg, S.A. Shirley Krohn, S.S. Jim Levy, S.A. Charles Molnor, S.A. Don MacAllister, S.A. Sam Park, S.A. Lauren Rolfe, and S.A. Herb Schwartz.

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EXECUTIVE SUMMARY

Historically since 1983, the California Senior Legislature (CSL) has relied on funding through contributions from taxpayers using a “check the box” approach commonly referred to as Code 402 on the Form 540, California State Income Tax Form and to a lesser degree through direct donations. However, the last year few years have seen a steady decline in contributions to the tax check-off program. In 2014 the tax check-off program (Code 402) may be removed from the Form 540, thus eliminating the major funding source for CSL.

The potential elimination of the major revenue source of CSL has caused it to look to additional sources of revenue. It has also resulted in an examination of the drawbacks of the tax check-off program. They include:

- An inability to identify donors to the tax check-off program thus eliminating the ability of CSL to reach out to its donor population for additional contributions or send a thank you letter.
- This donor anonymity also prevented any communication on legislative matters that might be of interest to the donor or to rally members around the CSL legislative agenda.
- Decisions in regards to this program were not data driven.

A wide variety of revenue options, marketing tactics and organizational changes have been reviewed in the past six months. In reviewing the above the following goals were used:

- The revenue source(s) must fully fund the operating expenses of CSL
- A contact list must be created that will identify donors and provide a vehicle to contact them
 - to market the various revenue programs utilized by CSL
 - to promote the legislative agenda of CSL
 - to act as “ambassadors”
- Provide increased visibility to CSL and its mission.
- Expand CSL’s connection to business and organizational partnerships that can further the mission of CSL.
- Provide capacity for data driven decision-making, planning and implementation.
- Identify an external and internal CSL spokesperson.

The result is a revenue bundle that includes both the tax check-off (if it remains on the Form 540) and membership programs as well as a diverse fund raising program. Each of these programs contribute to the funding of CSL’s operating budget of \$350,000 and offers CSL the potential for a cash reserve in the future.

In 2014 the tax check-off program will raise approximately \$200,000 toward 2015 CSL operating expenses. Fund raising efforts could provide additional revenue as well. In 2015 it is projected that the membership program could raise \$230,000 while fund raising could again add additional revenue. In 2016 the membership program is

projected to raise \$460,000 with the fund raising programs again potentially providing additional revenue.

Outreach is a critical component of these revenue efforts. Every member of CSL is an ambassador of the organization. No opportunity should be overlooked to promote the accomplishments of the organization.

- The goal of CSL should be to raise name recognition 100% in the next two years (2015 - 2016).
- The selection of internal and external spokespersons for CSL is another component of this outreach effort.
- So are actions taken to date to create a statewide Outreach Program that is called "Ambassadors of CSL" and is designed to promote the awareness and accomplishments of CSL.
- By telling the story of CSL the opportunity to market these three revenue programs arises and mutually benefit from the donor database that will be developed to identify donors and provide information to them.

Several organizational changes are also recommended. They include:

- the creation of the position of Fund Manager and the addition of a part time assistant to the Fund Manager.
- by creating a geographic approach to fund raising accomplishments could be reported on monthly basis.
- future consideration should be given to capturing data that enables a more sophisticated approach to data analysis which in turn would promote a more informed decision making process.

Finally, urgency is the current environment CSL finds itself operating in. Time is of the essence and the Joint Rules Committee(JRC) is urged to continue to manage its revenue sources internally until it can reach a decision in regards to the future organizational structure it will utilize to manage revenue.

One alternative is the use of a foundation which would allow CSL to focus solely on its mission of developing legislation for seniors and work on strengthening its leadership capabilities. This path may be a viable alternative to internal management of fund raising in the future for some within CSL. The JRC should move quickly on this matter and make a decision by December 31, 2014 to form a special task force to explore the process of creating a 501(c)3 entitled "California Senior Legislature Foundation". This special task force should address the time required to create a foundation and the funding necessary to cover operating expenses until the foundation can raise sufficient revenue to cover these expenses as well as fund CSL operating expenses.

This special task force would also conduct a strategic planning session with CSL leadership to recommend a policy that provides the criteria for fund development as well as a streamlined process for elections that would include identifying qualifications for becoming a member of the JRC.

FUNDING CSL IN THE 21st CENTURY

OVERVIEW

The potential elimination of the major revenue source of the California Senior Legislature (CSL) has triggered a self examination of not only its current revenue source but also potential additional revenue sources that will fund CSL in the future. It has also raised questions about current marketing efforts and what should be done to raise the profile of CSL. Finally, the current organizational structure of CSL has come into question as well. The focus has ranged from organizational oversight of fund raising, the use of a foundation to conduct fund raising, to geographic accountability.

The following report summarizes the recommendations in regards to revenue, outreach and organizational change necessary to replace revenue lost with the elimination of the tax check-off program.

RECOMMENDATIONS

A wide variety of revenue options have been reviewed in the past six months to provide additional funding for CSL or if the tax check-off program is not continued in the future to replace this funding stream.

The following are recommendations for funding CSL in the future.

1. REVENUE SOURCES

The revenue program is the lifeblood of CSL. Without it there is no CSL. Therefore, it is the responsibility of every member of CSL to raise money in support of CSL regardless of the source of such funding.

The tax check-off program will deliver approximately \$200,000 in donations in 2014. The annual CSL budget is \$350,000.00. In 2015 that leaves a budget shortfall of \$150,000. So CSL must still find revenue sources that will not only cover the 2015 budget shortfall but also potentially replace the tax check-off revenues should legislation not be signed to continue the program beyond 2014.

The future funding of CSL, depending on the outcome of legislation on retention of the tax check-off program on the Form 540, could involve a combination of contributions from both the tax check-off program as well as membership program as well as contributions from individual, nonprofit and corporate fund raising activities. Which of these revenue sources will provide the major funding of CSL in the future will be dictated by approval of the proposed legislation noted above and the marketing efforts of CSL to promote these programs. Each can contribute to the future revenue strategy of CSL.

Finally, by promoting CSL and telling its story there is a benefit that can be directed to all the revenue programs used by CSL. These programs would not be mutually exclusive. With the introduction of a membership or donor base, CSL would know who the donor was and would have a direct means of following up with that contributor/donor

promoting the tax check-off, membership or fund raising programs. This data could also be used to rally donors around the CSL legislative agenda. These individuals could also act as “ambassadors” promoting and supporting CSL. Finally, this data would promote data driven decision making and planning.

With the above in mind the following presents the revenue options that have the potential to not only supplement the tax check-off program but if necessary replace that revenue in the future and provide the necessary financial support to execute the mission of CSL.

RECOMMENDATIONS:

- If the tax check-off program remains on the Form 540 continue to market this valuable revenue stream.
- A membership program if pursued immediately could provide the needed funding to support CSL operations in 2015 and beyond.
 - In 2015 the goal of the membership program would be to enroll 23,000 members resulting in \$230,000 in revenue. This should cover CSL operating costs for 2015 when added to the tax check-off program revenue (approximately \$200,000) donated in 2014.
 - In 2016 the goal would be to re-enroll the original 23,000 and enroll an additional 23,000 new members resulting in \$460,000 in revenue.
- Individual, nonprofit and corporate donations could also provide much needed funding to CSL in the future.
 - The goal for CSL by 2015 is to raise \$50,000 in individual and corporate fund raising.
 - In 2016 revenue from this program could reach \$75,000.

a. INDIVIDUAL GIVING PROGRAMS

• TAX CHECK-OFF PROGRAM

The tax check-off program represents a revenue stream that has been in place for years and its importance to funding CSL cannot be underestimated. Attachment # 1 provides a summary of revenues for the tax check-off program for the time period from 2010 – 2014. As the data demonstrates there has been a steady decline in contributions the past two years (2013 – 2014). This decline in revenues threatens the future of the tax check-off program as well as the future funding of CSL.

The question for the Joint Rules Committee(JRC) is whether the tax check-off program can remain on the Form 540 or through legislative action (SB 997) reduce or remove the \$250,000 contribution level required to remain on the Form 540. Even if the \$250,000 contribution level is waived, the trend suggests that annual contributions will not be the primary source of revenue necessary to support CSL operations in the future.

- **MEMBERSHIP PROGRAM**

CSL has an opportunity to design a membership program that has the potential to match the approximately 22,000 – 25,000 taxpayers (See Attachment # 1) contributing to CSL through the tax check-off program.

There are approximately 4,600,000 seniors over the age of 65 in the State of California per the California Department of Finance³. Of this population approximately ½ % (.48% (22,000) - .54% (25,000)) are participating in the tax check-off program. (See Attachment # 1 - Code 402 Results 2010-2014.) When the age group is lowered to 55+ the population grows to 6.2 million per 2000 census data⁴

The membership program gives CSL the ability to seamlessly transition from the tax check-off program to a program that can be directed at the same population of seniors or if the tax check-off program remains on the Form 540 operate side by side.

Other organizations representing seniors utilize a membership program to partially or fully fund their operations. Examples include AARP, the Congress of California Seniors, California Elder Justice Coalition, California Council on Gerontology & Geriatrics, etc.

A membership program offers the opportunity to provide funding to CSL in 2015 using many of the same resources that are devoted solely to the tax check-off program. The details are as follows:

- A membership program using the name “Friends of CSL” should be created to operate side-by-side with the tax check-off program.
- One would become a member for a nominal annual donation of \$10. However, the membership form would allow for donations of \$15, \$25, \$50, \$100 or more. Attachment # 6 provides an example of the membership form.
- The goal of the membership program would be to exceed 2013 participation (21,666) in the tax check-off program by enrolling 23,000 members in 2015. Attachment # 5 provides a detailed projection of the membership and revenue. It also provides a breakdown of this population using PSA and senior center data. Finally, population figures for each PSA are also identified in the attachment.
- This membership goal would grow to 46,000 (twice the 2013 participation in the tax check-off program) in 2016.
- The revenue from the member program for 2015 and 2016 are projected to be \$230,000 and \$460,000 respectively.

³ This is the most recent data available on the senior population in the state of California

⁴ 2000 census figure for 65 and older population is 3,595,650

- **FUND RAISING PROGRAM**

The story is all too familiar and reflects the current situation in CSL. The nonprofit had been depending on one source of funding for some years and had not established a fundraising function. The funding is suddenly withdrawn and the organization is in crisis. What should have been established was a fundraising program. A fund raising program that values donors and constituents and puts them right in the center of the organization.

Fund raising is challenging regardless of the economic climate. To date individual efforts by highly motivated members of CSL have resulted in the bulk of donations to the organization. These donations have come primarily from the nonprofit category. The future fund raising program within CSL could utilize a variety of events to raise revenue for CSL. Each of the components of the fund raising program are summarized below.

- **Fund Raising Dinners/Galas**

During the course of each calendar year fund raising dinners could be held. These dinners could be used as an opportunity to reach out to donors interested in donating to the CSL Program. The CSL Story, legislative year and current legislative proposals would be shared with these donors. The mission is to increase CSL visibility and repeatedly link CSL legislative accomplishments of the past and what is in store for the future.

Projected goals are as follows: There would be a pilot dinner conducted in January – June 2015. The projected number of attendees would be 50. This pilot would be used to conduct 3 other dinners/galas in 2015 with the goal of increasing attendance to 100 for each event. It should be noted that sometimes the costs associated with these events outweigh the profit from them. However, if the number of attendee goals are met, the increased visibility of CSL has been achieved. In 2016 the number of venues would double to 8.

- **Annual Session Dinner**

A dinner could be held during the October Annual Session in Sacramento. The dinner would serve multiple purposes. One would be to act as the reporting mechanism for the donations campaign by summarizing donations received during the course of the year. This process would also allow CSL to recognize individual and corporate donors who had made large contributions to CSL. Senate and Assembly Legislators would be invited to participate in the event. The intent is to provide honorees, sponsors and donors visibility in the State Capital and an opportunity to meet legislators supporting senior issues.

Projected revenues would be as follows: This dinner would be conducted in October 2015. The fee for each participant would be \$75. The projected goal of attendees would be 25.

- **Planned Giving/Charitable Giving**

A planned or legacy giving program focuses on giving through trusts, wills similar to churches, schools, other worthy causes. CSL would become the beneficiary through the estate planning process. Donations could include: annual annuity distributions, life insurance, personal residences, or second homes.

This process would be publicized through a series of educational announcements to accountants, lawyers, etc who set up trusts. Well placed ads in publications that focus on seniors as well as the CSL website would be utilized to also generate these on-going funds.

Donations from an individual's annual annuity distributions can be encouraged as a tax benefit. CSL could offer the donors "guest" article space to bring the CSL story to the public via company/organization newsletters.

- **Small Venues**

Smaller venues using the personal residences of CSL members or potential contributors as locations to hold fundraisers could be conducted as well. One suggestion would be to contact local restaurants to donate a percentage (%) of a day's (week or months) revenue from meals to commemorate Senior Citizen Month. Restaurants will vary by region, kind of restaurants etc. which cater to seniors.

Projected objectives from these small dinners are as follows: There would be a pilot dinner conducted in January – June 2015. The projected number of attendees would be 25. This pilot would be used to conduct 9 other dinners 2015. The goal would be to increase the number of attendees, increase CSL outreach in smaller venues and raise funds.

- **3K, 5K, 10K Walk/Race**

In many communities, walking is promoted among all ages, including the physically able senior populations.

To attract Baby Boomers, newly retired individuals and younger people new to the mission of the organization, CSL could sponsor 3K, 5K, and/or 10K races or walks in various regions of the state as fundraisers.

Avon's "Walk for the Cure", operates this way. Individuals wanting to participate register as individuals or with a team, and seek contributing sponsors to support their race efforts. (Avon's registration fee is \$1,800.) The contributions raised all go to the organization. Many organizations use this fund raising mechanism: March of Dimes, Leukemia, Alzheimer's, high school athletic programs, etc.

This fund raising approach can produce large revenue returns. Participants can raise a large number of dollars for the organization by participating in the event. Recently 5 retired school administrators walked as a one team and raised over \$16,000.00 for the Leukemia Society.

However, a much more conservative approach can be taken due to the lack of experience by CSL organizers in conducting this type of event. The amount of money raised is dependent on the recruiting ability of the participant to find sponsors willing to contribute for their participation in the event. CSL has many friends working at the Capitol who might be willing to participate and raise funds for us. Several of them already participate in such an activity, i.e. Robert MacLaughlin, consultant to the Assembly Committee on Aging and Long Term Care.

Projected revenues would be as follows: In 2015, there could be a pilot walk/run conducted in January – June 2015. The goal of the projected number of attendees would be set prior to the start of the event. Ideally, the pilot would attract 50 - 100 participants. This pilot could be used as a model to conduct other walks/runs in the other areas in 2015.

In 2016 the number of venues would total 3 and the number of participants would increase to between 100 and 150.

b. BUSINESS CONNECT PROGRAM

Corporate donations could continue to play a role in future CSL revenues. Members of CSL and staff could continue to pursue donations from public entities and business. Attachment # 2 attempts to identify potential donors for consideration. The focus of CSL would be on businesses marketing to seniors, and businesses that promote their interest in being “good citizens”. A brochure highlighting the “Story of CSL” could be developed to promote its accomplishments.

However, it should be noted that many large corporations utilize **a separate foundation to manage their donation programs**. In Los Angeles the foundation is the California Community Foundation and in San Francisco the organization is the San Francisco Foundation. In San Diego the organization is the San Diego Foundation. Attachment # 3 provides more information on these foundations. When working with Fortune 500 companies one should start first with these foundations.

Projected revenues would be as follows: In 2014 \$15,000 has been raised to date from a nonprofit organization. Additional fund raising efforts are underway to reach out to a variety of potential donors. This information will provide additional insight into the fund raising potential that exists for CSL in 2015 and 2016.

2. ORGANIZTIONAL STRUCTURE

With the advent of either additional or alternative funding sources needed to provide the necessary financial support to execute the mission of CSL, a variety of organizational changes are proposed below. Some of these changes focus on the internal structure of CSL. Others represent a major shift from the current organizational structure of CSL. They are: oversight of fund raising activities using a foundation, the introduction of cultural change, and the creation of a strategic plan.

Recommendations:

- Create the position of Fund Manager to provide leadership to the management of revenue. The **volunteer** position would be filled by a current member of CSL. Introduce a part time support position to assist the Fund Manager.
- The “Friends of CSL” membership program should be managed within CSL using the same support structure and resources devoted to the tax check-off program.
- A 501(c)3 foundation is another organizational approach that is being proposed as well. The JRC is urged to form a special task force to explore the process of creating a 501(c)3. The foundation would be titled “California Senior Legislature Foundation”.
- The special task force noted above would also conduct a strategic planning session with CSL leadership to recommend a policy that provides the criteria for fund development as well as a streamlined process for elections that would include identifying qualifications for becoming a member of the JRC.
- Work with professionals in the field of Aging to develop a strategic plan to guide CSL through the next 5 years. Use these same professionals to assist with the cultural change necessary to effect the changes presented in this report.
- By creating a geographic approach to fund raising accomplishments could be reported on a monthly basis.
- Future consideration should be given to capturing data that enables a more sophisticated approach to data analysis which in turn would promote a more informed decision making process.

The following is a detailed presentation of the recommendations for the future organization of CSL.

a. OVERSIGHT OF MEMBERSHIP AND FUND RAISING PROGRAMS

- **Organizational Oversight**

As was stated earlier in this report time is of the essence in the pursuit of additional or alternative revenue sources. Energy within CSL must remain focused on raising revenues. In this environment the JRC is urged to continue to manage its revenue sources internally until it can reach a decision in regards to the future organizational structure it will utilize to manage revenue.

The use of a foundation could allow CSL to focus solely on its mission of developing legislation for seniors and work on strengthening its leadership capabilities. This path may be a viable alternative to internal management of fund raising in the future for some within CSL. The JRC should move quickly on this matter and make a decision by December 31, 2014 to form a special task force to explore the process of creating a 501(c)3 entitled "California Senior Legislature Foundation". This special task force should address the time required to create a foundation and the funding necessary to cover operating expenses until the foundations can raise sufficient revenue to cover these expenses as well as fund CSL operating expenses.

This special task force would also conduct a strategic planning session with CSL leadership to recommend a policy that provides the criteria for fund development as well as a streamlined process for elections that would include identifying qualifications for becoming a member of the organization.

- **New Positions**

Revenue generation demands an organizational structure that enables revenue to be generated throughout the year. In an environment where funding is becoming an increasing concern for the CSL, the need for a part time position to support day to day activities and a fund manager to provide leadership is essential to the future management of revenue. The position of fund manager would report to the JRC. The following is an overview of the duties of both positions

- **Fund Manager**

The fund manager would be a **volunteer** position selected by the JRC from the CSL members. The fund manager would:

- report directly to the Chair of the JRC.
- be responsible for oversight of the tax check-off and membership programs as well as fund raising.
- provide financial reports to the JRC.
- interact with the Franchise Tax Board (FTB) and Department of Finance(DOF) on specific financial matters affecting the CSL.

- **Part Time Support Position**

Future oversight of revenue generation efforts of CSL demands a part time position within the CSL Office. The Assistant to the Fund Manager would:

- provide support to the fund manager.
- track and report on fund raising activities.
- report to the JRC and provide support to the Finance and Insurance Committee as well as Budget and Finance Sub-Committee.
- provide marketing and data management support

- **Budget and Finance Sub-Committee and Fund Development and Public Relations Sub-Committee**

The CSL By-Laws call for the Budget and Finance Sub-committee to keep track of CSL finances, attempt to improve processes, and see that reports are ready as outlined by the CSL By-Laws. The Fund Manager would provide periodic financial reports during the course of the year to the sub-committee.

The sub-committee also is responsible for managing and promoting contributions to the CSL through the California Foundation on Aging (CFOA).

The Fund Development and Public Relations Sub-Committee should continue to both increase CSL's visibility and continue informing both the senior population and the general public about the on-going activities and accomplishments of the CSL with the assistance of the Fund Manager.

- **Selecting JRC Leadership**

The JRC is urged to examine the current process for electing its leadership. Emphasis should be placed on professional qualifications that are the necessary components for leading the JRC.

b. DECISION MAKING AND ACCOUNTABILITY

- **Data Driven Decisions**

The days of making decision that are not data driven should be cast aside. There must be a clear accounting for the sources of our revenues. Currently, CSL has no idea what return they are getting for all their tax check-off program promotional efforts.

Data provided by the Franchise Tax Board on the tax check-off program provided some primitive insights into where contributions were originating from based on the zip code the donor lived in. However, the data analysis was so labor intensive that little effort was made to review this data.

Ideally, future consideration will be given to capturing data that enables a more sophisticated approach to data analysis which in turn would promote a more informed decision making process.

- **Geographic Accountability**

The current tax check-off program is directed from Sacramento by the Chair of the JRC who also attempts to motivate individual participation. Tax check-off program contributions are rolled up on a monthly basis for the entire state with no geographic differentiation.

In the future a geographic approach to reporting accomplishments in both the membership program and fund raising activities could be introduced. By creating a geographic approach to fund raising, accomplishments could be reported on monthly basis. The territories would represent the 33 PSAs' within the state.

Monthly reports could be published by the Office of CSL. At the Annual Dinner CSL could recognize individual PSA's and their members for their achievements in raising funds for CSL.

c. CULTURE CHANGE

CSL is at a crossroads. It needs to examine its current organizational culture. Professionals in the field of aging feel that CSL has lost its compass. The organization is not what it was.

CSL have been offered the services of professionals in the field of Aging to focus on changing the current culture. The General Manager, Los Angeles Office on Aging⁵ and several strategic partners are offering to assist in this cultural change. One element of that change could be to develop a **strategic plan** to guide CSL through the next 5 years. The next element of this change could be to use these same professionals to assist with the **cultural changes** necessary to effect the recommendations presented in this report.

The CSL should also pursue the use of partnerships with businesses. Future action could be taken to create a cadre of subject matter experts. This process would be driven by the success of the corporate partnerships referenced above. Actions would include:

- Identify a cadre of subject matter experts that would include individuals from both corporate and nonprofit areas as well as educators, legislators and researchers with expertise in age related matters.
- Utilize an advisory council that would provide expertise on age related matters. An example would be the relationship being pursued with the help of the General Manager of the Los Angeles Office on Aging.

⁵ Assistance with the strategic plan and organizational assessment will be provided by Laura Trejo, General Manager, Los Angeles Dept on Aging and several partners that she has identified.

3. MARKETING PROGRAM

No opportunity should be overlooked to promote the accomplishments of the organization. The following summarizes a variety of efforts to do just that.

Recommendations:

- Select an internal and external CSL spokesperson by December 31, 2014
- Identify a strong tag line that supports the CSL branding image.
- Every member of CSL should be an ambassador of the organization. The goal of CSL should be to raise name recognition 100% in the next two years (2015 - 2016).
- Continue to promote the expanded use of publications oriented towards seniors to promote CSL.

a. CURRENT ENVIRONMENT

New ideas and approaches keep an organization viable and prevents stagnation. Such an environment demands a willingness to look at opportunities from a mindset of “why not” rather than “why”. Opportunities to promote CSL at little or no cost to the organization have in the past been too quickly dismissed. These are missed opportunities. The “pro bono” nature of the proposals suggests this may have been the overriding reason for dismissal.

This atmosphere seems so contradictory to the legislative environment CSL fosters to develop legislative proposals. Creativeness promotes an atmosphere of innovation and achievement. CSL should foster such an atmosphere not dismiss it. During this critical juncture CSL cannot afford to miss any opportunity to professionally promote its accomplishments.

b. CSL SPOKESPERSON

- External Spokesperson
 - A spokesperson is a critical component of a membership program and fund raising activities. **The individual needs to be selected by the JRC by December 31, 2014.**
 - The spokesperson should be an “image maker” from the entertainment industry. This “image maker” would promote a positive image of aging and the continued independence of seniors.
 - The spokesperson would talk about the 10 legislative proposals, walk the halls meeting with legislators, do voiceovers for PSAs, host the Annual Dinner each year, etc.
 - Perhaps one of the most important steps in this process would be to create a video that would utilize the spokesperson to speak to the story of CSL and point out the importance of donations to the operation of CSL.

- Internal Spokesperson

This would be an articulate and professional representative of the CSL that could work closely with the external spokesperson to provide technical assistance to this “image maker”. This individual would also be available to make presentations to groups to inform them of CSL.

c. CSL TAG LINE/BRANDING

Branding is important to getting our organization readily recognized. Major corporations go through this change and it is crucial that the public recognizes them. For example General Motors is now GM, J. C. Penny’s is now JCP, etc. When this change takes place, the public must recognize the new brand as an old trusted friend.

A strong tag line that supports the CSL branding image is an important element. A strong tagline tells what we do. The tagline should also be translated into Spanish and Chinese to expand the public’s awareness of our work in all communities.

The CSL members would be asked to help to come up with the tag line.

d. AMBASSADORS OF CSL

Every member of CSL is an ambassador of the organization. No opportunity should be overlooked to promote the accomplishments of the organization. A document entitled “The CSL Story” needs to be developed to promote the efforts of CSL. It is envisioned that this document would be printed as a brochure similar to the current brochure entitled “The California Senior Legislature”.

The goal of CSL should be to raise name recognition 100% in the next two years (2015 - 2016). An awareness campaign should be initiated that would dramatically improve the recognition of the letters “CSL”. An informal assessment at the 2016 Annual Session would be used to determine the progress made in making CSL a universally recognized leader in the senior community.

Action has been taken to create a statewide Outreach Program that would be called “**Ambassadors of CSL**” that would promote the awareness and accomplishments of CSL.

- Identify speakers within the CSL to participate in a Speaker’s Bureau. Develop talking points involving CSL success stories.
- Continue to develop partnerships with nonprofit and corporate organizations that support the CSL mission.
- Identify retired legislators and former CSL members to speak about CSL accomplishments.

- Continue to utilize the cadre of California State University (CSU) interns to speak to the accomplishments of CSL.
- Proceed with pro bono proposal to use a social blog on the CSL website.

e. COLLABORATIVE EFFORTS

Members of CSL need to be assertive in reaching out to other organizations/ corporations for the purpose of communicating and sharing information. Their efforts could include using a website link, contributing to newsletters as a way to inform the public about who we are and what we do.

e. MEDIA PUBLICATIONS

Continue to expand the use of such publications as LIFEAFTE50 to promote CSL. Currently the publication has stated that CSL can use their website during the course of the year to publish articles on topics of interest to CSL. Future expansion would involve providing articles in their magazine. A link to the magazine via the CSL website should be initiated as well.

A suggestion for future consideration is the use of CSL members' blog information for the LIFEAFTE50 website.

4. IMPLEMENTATION PROGRAM

The implementation of the recommendations is the crucial final phase of the plan for “Funding CSL in the 21st Century”. Here is a time table for implementation. Individual assignments.

Program	Action Item	Date	Assignment
Membership Program	Publish the “Story of CSL”	October – December 2014	Office of CSL
	Publish “Friends of CSL” Membership Form		Office of CSL
	Place membership form on the 4CSL website		Office of CSL
	Create a membership packet that would include the “Story of CSL”, membership form, current legislative proposals and California Senior Legislature Brochure		Office of CSL
	Identify database to capture and maintain membership information		Office of CSL
	Oversee marketing of membership program within each PSA	January – December 2015	Fund Development and Public Relations Sub-Committee
	Market the “Friends of CSL” Membership Program to every senior center in California		PSAs
	Identify Church/Synagogue Senior Programs, senior villages, etc and market “Friends of CSL” Membership Program.		PSAs
	Identify membership program accomplishments each month by PSA		Fund Manager

	Utilize Annual Dinner at the October Annual Session to recognize the accomplishments of the PSAs and individual members		Fund Manager/ Finance and Budget Sub- Committee
	Maintain membership information using previously identified database		Office of CSL/ Asst to Fund Manager
Individual and Corporate Fund Raising	Use the "Story of CSL" to market CSL to potential donors.	October – December 2014	CSL Members
	Continue the efforts of CSL to market the CSL Program started in June 2014 and seek donations from both individual and corporate donors.		CSL Members
	Continue the efforts of CSL to market the CSL Program started in June 2014 and seek donations from both individual and corporate donors.	January – December 2015	CSL Members
• Walk/Run Event	Identify location of pilot walk/run event		Walk/Run Coordinator
	Market the walk/run event within state of California		CSL Members
	Prepare location for pilot walk/run event.		Walk/Run Coordinator
	Identify support resources to conduct walk/run event		Walk/Run Coordinator
	Conduct walk/run event		Walk/Run Coordinator & Selected CSL Members
	Assess results of walk/run event to determine next actions. Identify next location		Walk/Run Coordinator

<ul style="list-style-type: none"> Annual Dinner 	Utilize Annual Dinner at the 2015 October Annual Session to recognize the accomplishments of the PSAs and individual members.		Session Planning Committee
<ul style="list-style-type: none"> Fund Raising Dinners 	Identify location of pilot fund raising dinner event		Fund Raising Dinner Coordinator
	Market the fund raising dinner event within geographic area of the dinner		CSL Members
	Prepare location for pilot fund raising dinner event.		Fund Raising Dinner Coordinator
	Assess results of dinner to determine next actions. Identify next location.		Fund Raising Dinner Coordinator
<ul style="list-style-type: none"> Small Venues 	CSL members that will be holding dinner parties in their homes to report on results to Office of CSL		CSL Members
Organizational Structure		October – December 2014	
<ul style="list-style-type: none"> Fund Manager 	At the October 2014 Annual Session select a CSL member for the volunteer position of Fund Manager.		JRC
	Select a part time support person to assist the Fund Manager		JRC
	Oversight and program responsibility for the membership program would be assigned to the Fund Manager.		JRC

<ul style="list-style-type: none"> Friends of CSL Membership Program 	<p>The “Friends of CSL” Membership Program would be managed within CSL using the same support structure and resources devoted to the tax check-off program.</p>		<p>Office of CSL/ Members of CSL/ JRC/ Finance and Budget Sub-Committee/ Fund Manager</p>
	<p>Identify sub-committee member to oversee marketing of membership program within each PSA. This individual would make contact with each PSA and begin process of identifying marketing techniques.</p>		<p>Fund Development and Public Relations Sub-Committee</p>
	<p>Make contact with each PSA and begin process of marketing the membership program and membership goals for 2015.</p>		<p>Fund Manager</p>
<ul style="list-style-type: none"> Special Task Force to Explore 501(c)3 	<p>The JRC should make a decision by December 31, 2014 to form a special task force to explore the process of creating a 501(c)3 entitled “California Senior Legislature Foundation”.</p>		<p>JRC</p>
<ul style="list-style-type: none"> Strategic Planning 	<p>This special task force could conduct a strategic planning session with CSL leadership to recommend a policy that provides the criteria for fund development, the qualifications and procedures needed for elections to the JRC, developing a strategic plan to guide CSL through the next 5 years and assessing the CSL culture, determining a need for a cultural change within CSL.</p>		<p>JRC/Leg Com/ Professionals/ Special Task Force</p>

<ul style="list-style-type: none"> Membership Program 	The “Friends of CSL” Membership Program would continue to be managed within CSL using the position of Fund Manager.	January – December 2015	Fund Manager with support from Office of CSL
	Continue to oversee marketing of membership program within each PSA.		Fund Development and Public Relations Sub-Committee
	Continue to contact each PSA on an as needed basis to recognize accomplishments.		Fund Manager
<ul style="list-style-type: none"> Special Task Force to Explore 501(c)3 	The special task force formed to explore the process of creating a 501(c)3 entitled “California Senior Legislature Foundation” would report on their recommendations		Special Task Force
<ul style="list-style-type: none"> Strategic Planning 	Continue working to develop a strategic plan to guide CSL through the next 5 years.		JRC/Leg Com/ Professionals
Marketing Program	Select both an internal and external CSL spokesperson by December 31, 2014.	October – December 2014	JRC
	Identify a strong tag line that supports the CSL branding image.		Fund Development and Public Relations Sub-Committee
	Every member of CSL should be an ambassador of the organization. The goal of CSL should be to raise name recognition 100% in the next two years (2015 - 2016).		CSL Members
	Continue to promote the expanded use of publications oriented towards seniors to promote CSL.		Fund Development and Public Relations Sub-Committee

	Continue with efforts to raise name recognition 100% in the next two years (2015 - 2016).	January – December 2015	CSL Members
	Continue to promote the expanded use of publications oriented towards seniors to promote CSL.		Fund Development and Public Relations Sub-Committee
	Using a geographical approach (PSAs) to reporting membership and fund raising accomplishments on a monthly basis		Fund Manager/ Office of CSL

CONCLUSION

The potential elimination of the major revenue source of CSL has caused the JRC to look to additional sources of revenue. The result is a revenue bundle that includes both the tax check-off (if it remains on the Form 540) and membership programs as well as a diverse fund raising program. **Each of these programs contribute to the funding of CSL's operating budget of \$350,000 and offers CSL the potential for a cash reserve in the future.**

In 2014 the tax check-off program will raise approximately \$200,000 toward 2015 CSL operating expenses. In 2015 it is projected that the membership program could raise \$230,000 while fund raising could raise additional revenue. In 2016 the membership program is projected to raise \$460,000 while the fund raising programs could again raise additional revenue.

Energy within CSL should remain focused on raising revenues. In this environment **the JRC is urged to continue to manage its revenue sources internally until it can reach a decision in regards to the future organizational structure it will utilize to manage revenue.** The JRC should move quickly on this matter and make a decision by December 31, 2014 to form a special task force to explore the process of creating a 501(c)3 entitled "California Senior Legislature Foundation". This special task force should address the time required to create a foundation and the funding necessary to cover operating expenses until the foundations can raise sufficient revenue to cover these expenses as well as fund CSL operating expenses.

This special task force should also conduct a strategic planning session with CSL leadership to recommend a policy that provides the criteria for fund development as well as a streamlined process for elections that should include identifying qualifications for becoming a member of the JRC.

The JRC is also urged to introduce the following organizational changes outlined in the report. They include:

- the selection of a Fund Manager as well as Assistant to the Fund Manager,
- a geographic approach to reporting accomplishments using the 33 PSAs.
- capturing data that enables a more sophisticated approach to data analysis and informed decision making process.

Outreach efforts are a critical component of these revenue efforts. Every member of CSL is an ambassador of the organization. No opportunity should be overlooked to promote the accomplishments of the organization. The goal of CSL should be to raise name recognition 100% in the next two years (2015 - 2016).

LIST OF ATTACHMENTS

Attachment # 1	Code 402 Results 2010 – 2013
Attachment # 2	List of Potential Corporate Donors
Attachment # 3	California Community Foundation (CCF)
Attachment # 4	PSA Territories
Attachment # 5	“Friends of CSL” Membership and Revenue Projections
Attachment # 6	Friends of CSL Membership Form
Attachment # 7	Friends of CSL

Attachment # 1

Code 402 Results 2010 – 2013

(This is a placeholder for the document CSL provides on a monthly basis)

Attachment # 2

List of Potential Corporate Donors

Blue Cross/Blue Shield

Aetna

Kaiser

Oracle

Microsofl

HP

CISCO

Samsung

Qualcom

Broadcom

PG&E

Southern California Gas

Southern California Edison

AT&T

Verizon

Scripps

Walmart

CostCo

99 Cent Store

Hoag Hospital

Mission Hospital

St Joseph Hospital

Eli Broad

Rick Caruso

First Street for Boomers and Beyond Inc

Retired workers from everywhere

Other senior organizations

etc

Attachment # 3

California Community Foundation (CCF)

The California Community Foundation (CCF) unites the power of philanthropy with innovative strategies to create greater equity, opportunity and prosperity in Los Angeles County. We have served as a public, charitable organization since 1915, empowering donors to pursue their own personal passions and to collaborate with us in transforming Los Angeles. CCF stewards nearly \$1.4 billion in total assets and manages more than 1,700 charitable foundations, funds and legacies. Like other foundations, we make grants; but as a community foundation, we fulfill many roles:

- [Champion of charitable giving](#) by individuals, families, organizations and companies
- Trusted [steward of donor funds and legacies](#)
- Major provider of [financial, technical and management support](#) to nonprofit organizations
- [Thought-leader and collaborator](#) with diverse decision-makers and opinion shapers.
- Leading [convener](#) and [grantmaker](#) on the most pressing and critical issues facing Los Angeles, particularly in the arts, education, healthcare, housing, and economic development.

Each year, we allocate nearly as many charitable dollars as we receive. From 2003 to 2013, we have raised more than \$1.86 billion in philanthropic contributions and made almost 62,000 grants totaling \$1.6 billion. CCF is a vibrant and dynamic philanthropic engine granting out, on average, 10-20 percent of its assets annually.

CCF has the insights, relationships and experience to make your charitable giving meaningful and effective. With an impressive track record of achievement and a relentless focus on strengthening outcomes for current and future generations, it's no wonder families, donors, non-profits and companies have trusted us as their philanthropic partner for nearly a century.

Read more about why [donors, advisors and nonprofits](#) choose to partner with CCF.

California

Serving the people of Los Angeles County since 1915, CCF has earned the reputation for helping nonprofits, donors, advisors, and others achieve their philanthropic goals like no other organization in the nonprofit, public or private sectors.

Our expertise managing more than 1,600 charitable funds and foundations for individuals, families and corporate donors has allowed us to achieve more than \$1 billion in assets, helping us to make a collective impact in the region and beyond through grants, loans, scholarships and fellowships.

Community

As a public charity, CCF is unique in focusing its philanthropic and civic engagement efforts locally, on the dynamic needs of Los Angeles County, while enabling its donors and fundholders to be engaged globally.

For nearly a century, we have partnered with donors and their families, financial and business advisors, and nonprofits and corporations to effect lasting positive change in the greater community of Los Angeles and beyond.

Foundation

By working with CCF, you can take advantage of personalized education and grantmaking assistance as well as customized services that evolve with your philanthropy.

We also offer flexible solutions, tax benefits and the freedom to support the cause of your choice. We are more than just a grantmaker; we convene and collaborate with other organizations, large and small, to create a better, stronger Los Angeles.

Our network of supporters and partners also gives CCF the competitive edge over family, corporate or independent foundations when it comes to finding the best recommendations for turning a charitable dream into a strategic plan, and personal assets into social action.

PSA Territories

PSA	COUNTIES		
1	DEL NORTE	HUMBOLDT	HUMBOLDT
2	LASSEN SHASTA	MODOC SISKIYOU	TRINITY
3	BUTTE PLUMAS	COLUSA TEHAMA	GLENN
4	NEVADA SIERRA YUBA	PLACER SUTTER	SACRAMENTO YOLO
5	MARIN		
6	SAN FRANCISCO		
7	CONTRA COSTA		
8	SAN MATEO		
9	ALAMEDA		
10	SANTA CLARA		
11	SAN JOAQUIN		
12	ALPINE MARIPOSA	AMADOR TUOLUMNE	CALAVERAS
13	SAN BENITO	SANTA CRUZ	
14	FRESNO	MADERA	
15	KINGS	TULARE	
16	INYO	MONO	
17	SAN LUIS OBISPO	SANTA BARBARA	
18	VENTURA		
19	LOS ANGELES CO.		
20	SAN BERNARDINO		
21	RIVERSIDE		
22	ORANGE		
23	SAN DIEGO		
24	IMPERIAL		
25 ⁶	LOS ANGELES CITY		
26	LAKE	MENDICINO	
27	SONOMA		
28	NAPA	SOLANO	
29	EL DORADO		
30	STANISLAUS		
31	MERCED		
32	MONTEREY		
33	KERN		

⁶ PSA 25 (City of Los Angeles) figures can be found in PSA 19 (Los Angeles County)

“Friends of CSL” Membership and Revenue Projections

BACKGROUND

The population of seniors in the State of California is the major source of membership for the “Friends of CSL” Membership Program. The 2010 Census identified the senior population by age group as follows:

Senior Population in the State of California Per 2010 Census

Age	55+	60+	65+
Population	8.3million	6.1million	4.2million

The following membership and revenue projections focused on the population of seniors over the age of 65. This represented the most conservative outcome. Using 60+ or 55+ senior population figures increases the membership and revenue results for the membership program.

The following summaries membership and revenue outcomes for the membership program.

MEMBERSHIP ENROLLMENT AND REVENUE

The goals of the membership program should be twofold:

- Exceed 2013 participation (21,666 contributors) in the tax check-off program.
 - There are currently approximately 4.6 million seniors over the age of 65 in the State of California per the California Department of Finance. Of this population less than 1% (.47% - .56% or 21,666 – 25,895) are participating in the tax check-off program. (See Attachment # 1 – Code 402 Results 2010 - 2014)
 - If ½% (23,000) of the population of seniors over the age of 65 participated in the membership program that would exceed contributors (21,666) to the tax check-off program in 2013.
 - If 1% (46,000) of the population of seniors over the age of 65 participated in the membership program that would represent a 50% increase over existing Code 402 participants.
- At least approximate 2013 revenue (\$234,247) from the tax check-off program.
 - It is estimated that revenue from the membership program should total \$230,000 in 2015 with ½% (23,000) of the senior population over the age of 65 (4.6million) participating.

Using the population of seniors over the age of 55 (8.3million) the revenue could total \$415,000.

Attachment # 5 (Continued)

- In 2016 it is estimated that the revenue could total \$460,000 with just 1% (46,000) of the senior population over the age of 65 participating.

The table below provides a projection of membership and revenue in the “Friends of CSL” Membership Program.

**5 Year Revenue Projections
(65+ Population)**

Membership	2015	2016	2017	2018	2019
Membership Statewide	23,000	46,000	60,000	70,000	80,000
Average Membership per PSA	697	1,394	1,818	2,121	2,424
Membership Revenue	\$230,000	\$460,000	\$600,000	\$700,000	\$800,000

MEMBERSHIP ENROLLMENT BY PSA

If the 2015 membership enrollment goal of 23,000 was broken down by PSAs within the state, it would equate to an average of 697 members enrolled from each of the 33 PSAs using the population of seniors over the age of 65.

Using the 2016 membership enrollment goal of 46,000 equates to an average of 1,394 members enrolled from each PSA.

The table titled “Distribution of 65+ Seniors and Projected Members of Friends of CSL By PSA” on the next page identifies the senior population over the age of 65 using 2000 census data⁷ by PSA and the potential membership base.

MEMBERSHIP ENROLLMENT BY SENIOR CENTER

While a specific count of senior centers is not available, if you use the table on the next page one can get a sense of the enrollment numbers using a hypothetical number of senior centers. This approach demonstrates how attainable the membership numbers are using the senior center approach.

When you factor in church/synagogue senior centers and organizations, senior villages, and other senior oriented organizations the potential enrollment figures seem even more exciting.

Seeking additional donations for specific legislation or programs during the course of the year is another way to acquire additional funding.

⁷ 2010 senior population data by PSA was not available from the Office on Aging.

Attachment # 5 (Continued)

Membership Totals by PSA and Senior Center

Membership Program	Statewide Membership	By PSA	Number of Senior Centers in a PSA			
			10	20	30	40
2015 Members Enrolled	23,000	697	70	35	23	17
2016 Members Enrolled	46,000	1,394	139	70	46	35
2017 Members Enrolled	60,000	1,818	182	91	61	45
2018 Members Enrolled	70,000	2,121	212	106	71	53
2019 Members Enrolled	80,000	2,424	242	121	81	61

Attachment 5 (Continued)

Distribution of 65+ Seniors and Projected Members of Friends of CSL By PSA

PSA	65+ Senior Population	x ½%	Projected Distribution of Members of Friends of CSL Using 2000 Census Data
1	19,224		96
2	39,859		199
3	50,270		251
4	217,060		1,085
5	33,432		167
6	106,111		531
7	107,272		536
8	88,085		440
9	147,591		738
10	160,527		803
11	59,789		299
12	26,829		134
13	29,802		149
14	92,805		464
15	45,474		227
16	4,405		22
17	86,450		432
18	76,804		384
19	926,673		4,633
20	146,459		732
21	195,964		979
22	280,763		1,404
23	313,750		1,569
24	14,305		72
25 ⁸	See PSA 19		
26	23,068		115
27	57,977		290
28	56,512		283
29	19,334		97
30	46,697		233
31	20,004		100
32	40,299		202
33	62,054		310
Total	3,595,658		

⁸ PSA 25 (City of Los Angeles) figures can be found in PSA 19 (Los Angeles County)

Friends of CSL Membership Form



FRIENDS OF CSL

As a FRIEND you can help the California Senior Legislature(CSL) in its www.4csl.org efforts to:

- Provide input on issues affecting seniors in California that need to be addressed through legislation
- Promote legislative proposals drafted by CSL
- As ambassadors of CSL act to promote its accomplishments and serve as a resource on senior issues when interacting with other citizens groups, organizations and agencies.
- Encourage senior citizens to participate more actively in public affairs that affect seniors in the State of California.

To become a member, JOIN NOW, by completing this form:

Name		
Address		
City	State	Zip Code
E-Mail		

To support the Friends of CSL in its efforts and goals, I am enclosing

() \$5 () \$10 () \$15 () \$25 () \$50 () \$100 () Other

If you wish you may contribute :

In Memory of _____ or to Honor _____

Mail completed form to: Friends of CSL
CSL
PO Box
Sacramento, CA

Please make you check payable to the FRIENDS OF CSL

Or you may use your credit card to contribute. Just complete the following:

Credit card type _____ Credit card number _____

Expiration date _____ Name on the card _____

Signature _____

Your Contributions Are Tax Deductible

FRIENDS OF CSL

This program would be the equivalent to a club that is affiliated with CSL. In addition, the CSL now has the ability to reference a membership base it can rally around the CSL legislative agenda.

An example might be



Please consider making a tax-deductible contribution to help the California Senior Legislature (CSL) continue its work in improving the lives of seniors through legislation. Your dollars will support our continued efforts to identify senior issues, draft proposed legislation and subsequently find support in the California Senate or Assembly to sponsor this bill!

www.4csl.org Take a minute to read more about our unique work...

- **Donor List**

Each CSL member would be called upon to participate in this membership effort. Without this commitment the ability to build a membership program is undermined.

The success of the membership program will be highly dependent on the development of a central mailing list. To jump start the program, members of the CSL would be called upon to support this initial membership drive by assisting in the enrollment process.

The office of CSL would in turn begin the process of building a donors list that future email traffic could be directed to.

Ideally the goal of CSL should be to build a donors list that would contain 100,000 names by December 2019. Through the use of social media techniques CSL could reach this target.

- **Membership Benefits**

- Membership in CSL would not be bestowed to members of this club. Nor would members of this club have voting rights on matters pertaining to CSL
- Members of the "Friends of CSL" would be chosen from a lottery and invited to attend the Annual Session as well as other fund raising events during the course of the year.
- Members would gain access to the "legislative process" and have the ability to provide feedback to members of CSL that have been the authors of proposed legislation.

Attachment # 7 (Continued)

- They would also receive a semi-annual newsletter via email. Publication of the newsletter would rely on the same resources that currently publish the CSL newsletter. The newsletter would highlight the legislative efforts of CSL. The importance of this feature cannot be over emphasized. Because CSL would know who their audience is they can keep them abreast of legislative efforts and accomplishments during the course of the year.
 - o Another by product of this membership approach is that it enables CSL to utilize an alert feature that could ask friends to send letters of support for a CSL bill.
 - o It could also be used to communicate CSL election outcomes from the PSAs
 - o "CSL in Action" could be a feature in the newsletter. It shows what can be done by way of pictures. When a photo is forwarded, it should include a description of the event, organization
- Invitation to participate in CSL "Lobby Day" in Sacramento
- A bumper sticker with the letters CSL could be given to members of the Friends of CSL.
- A lapel pin could be given to members of the Friends of CSL.
- A membership invitation flyer could be created that could be sent electronically to all of the contacts that would list the benefits of membership.