

CHAPTER 6
SENIOR CENTERS

6-1 DEFINITIONS

For purposes of this chapter:

- (1) Accreditation: The official recognition that a senior center is meeting its mission in a nationally accepted, professional fashion. It is based on compliance with nine standards of senior center operations developed by National Institute of Senior Centers (NCOA).
- (2) Acquisition: Obtaining an existing facility in fee simple or by lease for ten (10) years or more for use as a multipurpose senior center
- (3) Advisory Entity: A collection of individuals who bring unique knowledge and skills which complement the knowledge and skills of the governing entity members in order to more effectively govern the organization.
- (4) Alteration or renovation: Making modifications to an existing facility which are necessary for its effective use as a multipurpose senior center. This includes restoration, repair, expansion which is not in excess of double the square footage of the original facility, and all related physical improvements.
- (5) Annual Report: A report submitted yearly to stakeholders, including the public, to provide the following information: financial (income, expenses, administrative expense ratio, how contributions were used, etc.); program (who was served and how served); potential contributors (those with whom the center wants to develop a relationship); contributor recognition; marketing (center presentation), and view to the future (director's message).

- (6) Continuity of Operations Plan (COOP): The center's contingency plan for providing services offered by the center in case of catastrophic events.
- (7) Construction: Building a new facility, including the costs of land acquisition and architectural and engineering fees or making modifications to an existing facility which are in excess of double the square footage of the original facility.
- (8) Emergency Disaster Drill: Exercise for teaching a skill or a procedure to be used during threat of disaster, whether natural, technological, manmade, in war or peace, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property.
- (9) Evacuation Drill: A method of practicing the evacuation of a building for an emergency.
- (10) Full-time senior center staff: Any paid or volunteer staff person working 30 hours or more a week.
- (11) Governing Entity: A group of individuals responsible for the administration of the center's program and policies.
- (12) Multipurpose agency: One whose programs and activities also serve client groups other than older persons. A multipurpose agency may include units of local government and social service agencies. The governing entity of the multipurpose agency serves as the board of the multipurpose center. If a city or county government is the multipurpose agency, the city or county government is the governing entity.
- (13) Multipurpose senior center: A community facility for the organization and provision of a broad spectrum of services, which shall include, but not be limited to, provision of health, social, nutritional, and educational services and the provision of facilities for recreational

activities for older persons. A multipurpose senior center may have branches and/or satellites.

- (a) Branch of a senior center: A separate or remote location of a main senior center which does not have independent staff or programs.
 - (b) Satellite of a senior center: A separate facility from the main center, with independent staff and programs, but which is administered through the same parent agency.
- (14) Older person: Any person who is 60 years of age or older.
 - (15) Operation: The funding of personnel, travel, overhead, and equipment expenses necessary for the daily operation of a center and its programs.
 - (16) Participant: Any eligible person who takes advantage of services and activities in a senior center.
 - (17) Part-time center staff: Any paid or volunteer staff who work less than 30 hours a week.
 - (18) Single purpose agency: One whose programs and activities are designed and operated only for the benefit of older persons.

6-2 REQUIREMENTS FOR OLDER AMERICANS ACT AND STATE FUNDING

6-2-.01 General Requirements

In order for an organization to receive state appropriations or Older Americans Act (OAA) funds, the organization must demonstrate to the Area Agency on Aging and Disability (AAAD) the ability to meet the administrative, fiscal, and programmatic requirements set forth in this section and comply with the applicable state and federal laws, regulations or orders which prohibit discrimination on the grounds of race, sex, color, religion, disability, or national origin.

6-2-.02 Eligible Organizations

- (1) Groups or organizations eligible for state and OAA funds for the operation of a senior center must be chartered public or private agencies, organizations, or institutions. Non-governmental entities must be chartered under the laws of the State of Tennessee. Governmental agencies must be created by statute, resolution, or ordinance. (See Attachment A, Charter and Tax Exemption Information, at end of Chapter 6.)
- (2) The following organizations may qualify as eligible applicant agencies provided that conditions in (1) above are met:
 - (a) County governments;
 - (b) City governments;
 - (c) Local housing authorities;
 - (d) Community councils on aging, county commissions on aging;
 - (e) Senior citizens clubs;
 - (f) Senior citizens not-for-profit corporations;
 - (g) Educational institutions;
 - (h) Churches, synagogues, or religious organizations; and/or,
 - (i) Civic organizations.
- (3) The following may not qualify as eligible applicants:
 - (a) Federal operating agencies or departments;
 - (b) State operating departments or agencies; and/or,
 - (c) Individuals.

6-3 MATCHING REQUIREMENTS

6-3.01 Federal Funds

Federal funds may be used to pay part of the cost of operation of a multipurpose senior center with the following provision: The AAAD will designate match requirements with at least a minimum of 10% local cash or in-kind.

6-3.02 State Funds

State appropriations must be equally matched by local resources—50% state and 50% local.

- (1) In the initial year, at least 10% of the local match must be in cash.
- (2) In each succeeding year of funding thereafter, the grantee must increase the level of local cash funds used to support the program by 1% or \$100, whichever is greater.

6-4 OTHER FINANCIAL RESOURCES

A senior center shall secure the financial resources necessary to meet its obligations by seeking funding from local sources in ways that are compatible with the requirements of the sponsoring organization and major funding sources, and that assure accountability for the funds received. Sources of funds may include corporate gifts, individual donations, bequests and endowments and a minimum of two major fundraising activities annually.

6-4.01 Grants and Contracts

A center shall pursue grants and contracts, provided that the intent is consistent with the center's philosophy, is financially feasible, and strengthens the center's role in the community.

6-4.02 Fundraising

- (1) Fundraising activities conducted by center-sponsored groups (e.g., participant or membership organization, Retired Senior Volunteer Program [RSVP], senior aides, and other appropriate groups) shall be approved by the center director or governing entity.

- (2) Fundraising activities shall be in keeping with the mission of the center and shall be a decision of the advisory entity and grantee agency. Funds generated shall be handled according to the guidelines in the Financial Chapter of this Policy Manual. Fundraising activities must be conducted in accordance with the Tennessee Charitable Solicitation Act and the Charitable Gaming Implementation Law administered by the Secretary of State, Division of Charitable Solicitations and Gaming.

6-4-.03 Contributions

- (1) Center participants may contribute toward the cost of services and activities as appropriate and according to their ability to pay. Centers shall ensure that seniors age 60 and older are not required to contribute. Contributions shall be handled according to the guidelines in the Financial Chapter of this Policy Manual.
- (2) Written procedures that make provisions for the suggested contributions shall be developed by the governing entity and approved by the AAAD. These suggested contributions shall be:
 - (a) Based on costs, including overhead; and,
 - (b) Equitable, with provision made for those unable to pay.

6-4-.04 Membership Dues, Charges and Fees

- (1) Membership dues, if permitted by the sponsor and funding source, shall be determined by the governing entity in consultation with staff and participants. Provision shall be made for those unable to pay dues. No older person may be denied a service provided by the Older Americans Act or state funds because of non-payment of dues.
- (2) Written procedures shall be developed by the center's governing entity and approved by the AAAD which makes provisions for charges or fees. These charges or fees shall be:

- (a) Based on costs, including overhead; and,
 - (b) Equitable, with provision made for those unable to pay.
- (3) Persons under age 60 may participate in activities on a space-available basis upon payment of a fee that covers the full cost of the service.
- (4) Charges and fees will not be applied to ongoing regular services, however, charges and fees may be applied accordingly to special activities, such as trips, crafts, specialized exercise classes, computer classes, etc.

6-5 MISSION, GOALS AND OBJECTIVES

It is recommended that senior centers strive for accreditation by the National Institute of Senior Centers (NISC). Accreditation provides a center with national recognition, a written strategic plan, assistance in determining outcome measurements, highlights best practices, heightens awareness of the center activities to funding sources, communities and families and is endorsed by the National Council on Aging (NCOA). “Minimum Standards for Senior Centers,” Attachment B, lists program features that centers shall adopt in order to move toward accreditation.

6-5-.01 Mission Statement

A senior center shall have written statements that express its basic purpose and mission. The mission statement shall be developed by the governing and advisory entities, staff and participants and shall be written in a form suitable for distribution and made available to the public. The mission statement shall be reviewed by the governing and advisory entities annually.

6-5-.02 Goals and Objectives

- (1) Planning for services for the center’s geographic area shall include:

- (a) Identifying the population and geographic area to be served (i.e., service area);
 - (b) Targeting resources to meet the needs of older persons with greatest economic or social need, with particular attention to lower income minority persons;
 - (c) Assessing the needs and interests of older persons in its service area;
 - (d) Identifying community resources available to strengthen center activities and services or provide additional activities and services, and
 - (e) Setting priorities for activities and services that improve the quality of daily living for older persons and enable participation in community life.
- (2) Written, measurable goals and objectives shall be:
- (a) Developed by governing and advisory entities, staff, and participants;
 - (b) Written in a form suitable for distribution and made available to the public;
 - (c) Reviewed annually, and modified as needed by the governing and advisory entities, staff and participants to reflect changes in the service area and in the program itself, and
 - (d) Submitted to the AAAD at the beginning of each fiscal year.

6-6 ORGANIZATION

6-6.01 Governing Documents

A senior center shall be governed by written documents (e.g., constitution or charter, bylaws) that establish its organizational structure, and the roles and responsibilities of component groups (governing entity, advisory entity, staff, participants, etc.). The documents shall comply with all applicable state and local laws. All governing documents and organizational charts shall be available for viewing upon request by the public.

6-6.02 Organizational Structure

A senior center shall have organizational charts and written statements that explain the organizational structure and channels for communication.

- (1) The center's organizational structure shall express the relationships of all components (governing entity, advisory entity, staff, participants, volunteers, etc.).
- (2) If a senior center is a program or unit of a larger organization, or a part of a network of centers, or a department or program of a local public agency, the center's relationship to these entities shall be clearly defined.
- (3) If a senior center is part of a network of centers, its relationship to the other centers in the network and to the network administration shall be indicated on the organizational chart.

6-6.03 Governing and Advisory Entities

Both multi-purpose senior centers and single purpose senior centers shall have a governing entity and an advisory entity and must meet the minimum requirements listed below. Center staff and other staff of other agencies receiving OAA funds shall be prohibited from serving as voting members of either entity.

- (1) The governing entity shall be responsible for:
 - (a) Serving as the grantee agency for receiving federal and state funds;
 - (b) Financial management and accountability (including the adoption and implementation of an annual budget and review of all applications for funding prior to submission to the funding sources; contracting; maintaining financial records; providing for regular, independent audits);
 - (c) Selecting, overseeing, and evaluating the center director;
 - (d) Obtaining adequate buildings and equipment;

- (e) Approving annual plans, goals and objectives of the center;
 - (f) Approving center policies and procedures;
 - (g) Ensuring that the center meets quality standards;
 - (h) Ensuring compliance with all mandated state and federal regulations that govern senior centers;
 - (i) Assisting in resource development, fundraising, and public relations;
 - (j) Holding regularly scheduled meetings at least quarterly and making minutes available upon request to the public, and
 - (k) Other duties as deemed necessary.
- (2) The governing entity shall be comprised of:
- (a) Government officials;
 - (b) Social service agency representatives;
 - (c) Community business representatives, and
 - (d) Advisory entity representatives, including at least one senior center participant.
- (3) The advisory entity shall be responsible for providing guidance to the governing entity on the following:
- (a) Overseeing the planning function and the development of the center's goals and objectives;
 - (b) The development of written by-laws pertaining to the advisory entity;
 - (c) Conducting fundraising activities;
 - (d) Coordinating with other community agencies and services;
 - (e) Overseeing the development of program activities, and
 - (f) Other duties as deemed necessary.

- (4) The advisory entity shall be comprised of individuals such as:
- (a) Senior center participants;
 - (b) Community services representation;
 - (c) Community leaders;
 - (d) Local attorney and/or city council representation;
 - (e) Representation from Adult Protective Services;
 - (f) Representation from other agencies serving clientele;
 - (g) Minority representation in the same proportion as to the general population;
 - (h) Low-income representation in the same proportion as to the general population,
and
 - (i) Representation from the disability community.

6-7 COORDINATION OF COMMUNITY SERVICES AND RESOURCES

6-7-.01 Agency Coordination

A senior center shall function as a focal point to make community services more available to older persons by forming cooperative service and referral linkages with community agencies and organizations. To develop such linkages, a center shall:

- (1) Partner with organizations that offer services to older persons (e.g., Social Security Administration, hospitals, community colleges, libraries, and others) and make appropriate agreements for mutual referrals and cooperative services.
- (2) Where feasible, encourage providers to collocate their services within the senior center to make their services more accessible; or arrange for the center to use the facilities of other organizations.
- (3) Encourage cross-training, joint planning, and mentoring efforts.

- (4) Coordinate services to ensure that services currently provided by other agencies are not duplicated.

6-7-.02 Access to Services

A senior center shall assist older persons to access other community services. To accomplish this, a center shall:

- (1) Provide information about and make referral to available services and resources.
- (2) Assist older persons in obtaining the services of other agencies and organizations, if necessary.
- (3) Make appropriate follow-ups.

6-8 PUBLIC INFORMATION/MARKETING

- (1) A senior center shall make its purpose, program statements, and reports on its operation and programs available to the public for viewing upon request for information, comment, and suggestions.
- (2) A senior center shall develop and implement a marketing plan to provide information on the center's program and community resources through the use of available media (e.g., television, radio, newspaper, newsletters, and Web sites).

6-9 CENTER PROGRAMS

6-9-.01 Range of Services

- (1) A senior center shall offer a broad range of services and activities within the center, other appropriate locations (off site), and through linkages with other agencies.
- (2) A senior center program shall respond to older persons' interrelated needs and interests (social, intellectual, cultural, economic, emotional and physical).

- (3) Activities and services shall promote personal growth and improve the self-image of older persons by providing opportunities to:
- (a) Promote a healthy lifestyle;
 - (b) Learn new skills;
 - (c) Develop satisfying interpersonal relationships;
 - (d) Develop leadership capabilities;
 - (e) Develop creative capacities;
 - (f) Develop cultural enrichment;
 - (g) Assume responsibilities and increase independence;
 - (h) Participate in activities of interest;
 - (I) Promote volunteer opportunities;
 - (j) Promote intergenerational activities;
 - (k) Develop employment skills, and
 - (l) Plan for long-term care and/or financial security.

6-9-.02 Participant Diversity

- (1) A center's program shall respond to individual differences, such as culture, ethnicity, economic level, values, experiences, needs, interests, abilities, skills, age and health status by providing flexible programming and operating hours.
- (2) A center shall provide opportunities for a variety of types and levels of involvement, including:
- (a) Small and large group activities;
 - (b) Active and spectator participation;
 - (c) Intergenerational programs;

- (d) Involvement in the general community; and,
- (e) Services to individuals.

6-9-.03 Program Standards

To receive support under the state and federal appropriation for aging programs, the multipurpose senior center shall provide services based on the “Minimum Standards for Senior Centers” chart (Attachment B to this Chapter).

6-10 ADMINISTRATION AND PERSONNEL

6-10-.01 Staffing Requirements

- (1) There shall be a sufficient number of qualified personnel, paid and unpaid, to implement the activities and services planned to meet the center's goals and objectives, and to ensure adequate staffing for the number of persons served and the frequency of service provided.
- (2) Preference should be given to older persons for staff positions, whenever possible, when other job qualifications are equal.
- (3) All project staff shall have written, clearly delineated duties and responsibilities and adequate supervision.
- (4) A senior center shall make use of community manpower resources to supplement its personnel by:
 - (a) Recruiting older persons to participate in the work of the center;
 - (b) Recruiting volunteers from service, civic and religious organizations, and
 - (c) Making agreements with other agencies for mutual references, shared staff and collocation of services to better reach the community's older residents.

6-10-.02 Responsibilities of the Senior Center Director

- (1) Administrative responsibilities for the senior center director shall include:

- (a) Development of center's overall work plan and supervision of day-to-day operation, including contingency plans for keeping the center open in the event staff is not available;
 - (b) Involvement of older persons in the center's operation and program;
 - (c) All aspects of human resource management and the recruitment, training and retention of volunteers;
 - (d) Review and preparation of reports on the center's programming, operations, facility and equipment for the AAAD and advisory entity;
 - (e) Development and annual review of the emergency plan that includes the center's Continuity of Operations Plan (COOP). The director, or person appointed by the director, shall represent the center as a member of the local Emergency Management Team to provide information on the needs of older persons, and
 - (f) Staff support for the governing and advisory entities.
- (2) Responsibilities of the center director, in cooperation with the governing and advisory entities, shall include:
- (a) Planning and program development;
 - (b) Resource development and fundraising;
 - (c) Community relations, and
 - (d) Fiscal management and budgeting.

6-10-.03 Volunteers

- (1) Policies governing volunteers shall include:
- (a) Written duties and responsibilities and line of authority;
 - (b) A system for recruitment;

- (c) Orientation, training and supervision;
 - (d) A channel for volunteer input into center planning and operation;
 - (e) Ongoing formal and informal recognition, and
 - (f) A formal method for termination for unsatisfactory performance.
- (2) The relationship between paid and volunteer workers shall be clearly defined in writing and distributed to all staff.

6-10-.05 Personnel Policies and Procedures

- (1) Personnel policies shall be written in a handbook or other suitable form and provided to staff and governing entity. Personnel policies shall address the following:
- (a) Recruitment, hiring, probation, dismissal;
 - (b) Retirement;
 - (c) Insurance;
 - (d) Leave, vacation, holidays and other benefits;
 - (e) Grievances and disciplinary actions;
 - (f) Performance appraisal and promotion;
 - (g) Salary ranges and increases;
 - (h) Staff development and training;
 - (I) Channels for staff input to management;
 - (j) Position classification (if applicable);
 - (k) Special policies regarding volunteer staff;
 - (l) Conflict of Interest;
 - (m) Code of Conduct for staff, volunteers and participants
 - (n) Nepotism/hiring of relatives;

- (o) Confidentiality/HIPAA;
 - (p) Drug-Free Workplace, and
 - (q) Harassment.
- (2) Wages, salary and hiring practices shall be consistent with requirements of funding sources and all applicable government laws and regulations.
- (3) Each staff person's performance shall be evaluated at least annually according to an established procedure. Performance appraisal shall include:
- (a) A written performance appraisal based on objective and job-related criteria;
 - (b) Review of the appraisal in a face-to-face interview; and
 - (c) Opportunity for written dissent to be part of the personnel record.
- (4) Staff records are confidential and shall be handled accordingly. Each staff person has the right to see his/her own file. Staff records must contain at least the following:
- (a) Application for employment, including resume, and proof of education,
 - (b) Background check (see Background Check, Section 6-16, at end of chapter);
 - (c) Signed Notice of Background Check;
 - (d) Documentation that references have been checked;
 - (e) Job description, signed by employee;
 - (f) Letter of employment showing date of hire;
 - (g) Record of compensation, promotion and salary adjustments;
 - (h) Evaluation and commendations;
 - (i) Disciplinary actions;
 - (j) Correspondence on personnel matters;
 - (k) Record of training received, and

- (1) Completed I-9 Form.
- (5) Job Descriptions
- (a) There shall be a written job description for all full-time, part-time and temporary staff positions that defines responsibilities. Each job description shall state, at a minimum, the following:
 - (i) Position title;
 - (ii) Position classification (if applicable);
 - (iii) Qualifications;
 - (iv) Duties and responsibilities;
 - (v) Scope of authority;
 - (vi) Lines of communication for supervision and reporting.
 - (b) Each staff member shall be given a copy of job description that was discussed upon employment.
 - (c) The governing entity and center director shall review job descriptions as needed for revision and approval.

6-10-.06 Conflict of Interest

Each center shall have a written conflict of interest policy that prohibits paid staff or members of paid staff's family from serving as members of the governing entity. Nepotism guidelines, as below in Section 6-10-.08, apply to those family members who may not serve as members of the governing entity. A center director, by virtue of his/her position in the center, will serve as staff support to the governing board in order to provide technical assistance.

6-10-.07 Code of Conduct

No senior center employee or agent shall solicit or accept gratuities, favors, or anything of monetary value from service providers, contractors, or potential contractors. To the extent possible under local, state and federal law, rules, and regulations, penalties or other disciplinary actions will be applied for violations of this code by employees of senior centers.

6-10-.08 Nepotism-Hiring of Relatives

A senior center must adhere to all policies regarding nepotism as set forth in the AAAD Chapter of this manual.

6-10-.09 Training

- (1) The senior center director shall participate in a minimum of twenty-four (24) hours of training annually that emphasizes program management, fund-raising and volunteer recruitment;
- (2) The senior center shall design a program of training and development which will enhance skills and performance by utilizing available community or other resources and require fifteen (15) hours of training and staff development for paid staff and regular administrative or program volunteers.
- (3) Documentation of training and staff development must be on file in personnel records.
Acceptable activities include:
 - (a) Orientation;
 - (b) Ongoing in-service education;
 - (c) Periodicals, books and other resource materials;
 - (d) Staff seminars and study groups;

- (e) Conferences, seminars and training sessions related to the field of aging and/or senior center program and operation;
- (f) Attendance at any training required by the state and/or the AAAD;
- (g) Visits to other senior centers for the purpose of training;
- (h) Individual membership in professional organizations (e.g., the Tennessee Federation for the Aging; the National Council on the Aging; the National Institute of Senior Centers; regional and state senior center directors' associations, and other relevant groups);
- (i) Webinars, TCAD and AAAD sponsored training teleconferences, free resource material from AoA, and
- (j) Any formal education courses pertaining to senior center programs and functions offered by accredited educational entities.

6-10-.10 Emergency Procedures

- (1) Emergency arrangements shall be made by the center director, in consultation with the fire department and other relevant agencies, for dealing with emergencies in the center and on trips, such as heart attack, stroke or other medical emergencies; fire; power failure and natural disaster. A written record of all incidents shall be filed by the center director and reported to the governing entity whether or not there is apparent injury or property damage.
- (2) Personnel shall be designated and trained as emergency preparedness officers in the center and on trips.

- (3) Written emergency procedures shall include appropriate individuals to contact in case of an emergency. The following shall be posted in conspicuous places throughout the center:
 - (a) Telephone numbers for fire department, police, physicians, ambulance, hospital emergency room, and local emergency management office;
 - (b) Steps to be taken in each type of emergency;
 - (c) Location of first aid kits, fire extinguishers and other supplies, and
 - (d) Evacuation routes.
- (4) Written procedures for fire safety shall be adopted, including instructions for conducting fire drills and inspection and maintenance of fire extinguishers and smoke detectors. The Center shall arrange for fire department to perform required inspections and trainings annually.
- (5) Periodic drills and training shall be scheduled and carried out, as follows:
 - (a) Evacuation drills shall be held at least quarterly.
 - (b) First aid training, including such techniques as cardiopulmonary resuscitation and the Heimlich maneuver, shall be held annually.
 - (c) Emergency disaster drills shall be held annually. The senior center shall request the assistance of the local emergency management office, if feasible.
 - (d) Centers shall have a written Emergency Preparedness Plan for coordination with the AAAD on aging disaster preparedness plan.
 - (e) The center shall be equipped with adequate supplies and equipment for emergency first aid. Personnel trained in first aid shall be on hand whenever the center is open.

6-11 FISCAL MANAGEMENT PROCEDURES

For additional information on Fiscal Management, see the Fiscal Management and Procedures for Area Agencies on Aging and Subcontractors chapter of this manual.

6-11-.01 Bookkeeping

- (1) Accurate and complete bookkeeping records shall be maintained.
- (2) A senior center shall have written procedures for centralized cash control, including:
 - (a) Recording cash receipts and expenditures;
 - (b) Depositing cash;
 - (c) Separation of cash handling from record-keeping; and,
 - (d) Periodic checks of petty cash and other cash funds.

6-11-.02 Purchasing

- (1) A senior center shall have written purchasing procedures, including:
 - (a) An approval system for all purchases;
 - (b) Names of persons authorized to contract or purchase for the center;
 - (c) Obtaining competitive price quotes or bids (see requirements for different costs in Fiscal Chapter under “Methods of Procurement”); and,
 - (d) Separation of staff responsibilities for ordering and receiving functions.
- (2) A senior center shall have a documented system of storage and inventory control.

6-11-.03 Risk Protection

A senior center shall have a risk protection program (participant/site liability insurance coverage) that adheres to all policies set forth in AAAD Chapter of this manual.

6-11-.04 Accountability and Reporting

- (1) A senior center shall prepare fiscal reports disclosing its full financial condition.

- (2) The center shall prepare and submit to its governing entity and funding sources an annual report of its activities. Centers that receive \$500,000 or more in aggregate federal and state funding for all its programs shall include audited financial statements.
- (3) At least quarterly, those responsible for center administration shall prepare financial reports, including balance sheets, statements of income and expenses, cumulative and comparative budgets, and such reports shall be submitted to the governing entity or its designated authority and made available to center participants and the public on request.
- (4) Reports related to income provided for special purposes (grants, contracts, special projects, etc.) shall be prepared and submitted to funding sources as required.
- (5) In-kind contributions shall be recorded and documented in compliance with income source regulations as set forth in the Fiscal Chapter of this manual.
- (6) The fiscal reporting practices employed for center operational funds shall be applied to separate funds maintained by a center's participant or membership organizations, such as travel, exercise, craft, card and other types of clubs.
 - (a) Accurate and complete records shall be maintained.
 - (b) Records shall be reviewed by administrative staff or governing entity.
 - (c) Records shall be reviewed annually by the governing entity's financial committee and subject to audit by a qualified accountant.

6-12 RECORDS AND REPORTS

6-12-.01 Program Records and Reports

- (1) Senior centers shall maintain program data and complete client information, as required by the State.

- (2) The senior center shall submit program data, program reports and financial reports on a schedule determined by the AAAD to both the AAAD and the Center's governing entity.
- (3) These records shall be used to prepare reports; to meet planning, evaluation, and legal requirements; and to maintain accountability to the community. A senior center shall submit program reports at least quarterly to the AAAD and its governing entity.
- (4) The center shall file an Emergency Preparedness Plan with the AAAD.
- (5) A senior center shall establish and maintain complete, appropriate standardized participant records, using the TCAD standardized Participant Registration Form to record basic information about the participant.

6-12-.03 Retention of Records

- (1) All records shall be retained by recipient agencies for a period of three years plus the current year with the following qualifications:
 - (a) The records shall be retained beyond the three year period if an audit is in progress or exceptions have not been resolved.
 - (b) Records for equipment which was acquired with federal funds shall be retained for three years after final disposition of the property.
 - (c) For project awards continued or renewed on an annual or essentially annual basis, the retention period for each year's records starts from the date of submission of the annual expenditure report for that year.
- (2) Original documents, such as invoices, checks, time records, and payrolls in support of direct costs, may be retained in general recipient of award files or in the responsible aging program unit files provided the accounting records contain adequate references for

identifying and locating the original documents. Electronic copies of documents may be substituted for original records.

6-12-.04 Annual Report

A senior center shall prepare an annual report providing an overview of the center's program and operation and outlining highlights and accomplishments. The report shall be distributed to the AAAD, governing entity, funders and donors and shall be made available to staff, participants, and the general public. A center's annual report shall include the number of participants served by service, as reflected by the contract.

6-12-.05 Confidentiality

Each center shall meet the requirements for confidentiality and HIPAA compliance as specified in its contract with the AAAD.

6 – 13 EVALUATION

- (1) The governing entity shall conduct an annual evaluation of the center's progress. The following items shall be used in compiling the Evaluation Summary Report:
 - (a) The extent to which the program is meeting the center's stated goals.
 - (b) The extent to which the center is meeting the needs and interests of the community's older persons.
 - (c) The relationship between the center and community service organizations.
 - (d) The effectiveness of linkages with other agencies in making services more accessible to older persons.
 - (e) The adequacy of the facility, equipment and furnishings.
 - (f) The costs and resources required for each activity and service.
 - (g) The effectiveness of communication within the center, with other organizations, and within the community.
 - (h) The extent to which the participants are involved in the center's operation.

- (2) The center shall cooperate fully with the monitoring activities of the AAAD.

6-14 FACILITY GENERAL REQUIREMENTS

6-14-.01 Responsibilities

- (1) A senior center's governing entity shall have full responsibility for center facilities, grounds and equipment. This responsibility may be delegated to a board member or to a designated staff member. Participants, potential participants and staff shall be involved in the design of facilities and selection of equipment and furniture for their use.
- (3) The governing entity or its designee shall seek the advice of individuals with expertise in designing facilities and selecting equipment for use by older persons.
 - (a) For construction, remodeling, building or site selection, the center shall consult a qualified architect.
 - (b) For interior design, including furniture and equipment selection, the center shall consult people experienced in methods of compensating for visual, auditory and motor limitations.
- (4) When a facility is rented or shared, or when space in several facilities is used, the governing entity shall have written agreements with all relevant parties concerning time of use; maintenance and repairs; equipment use; security and safety; and liability and insurance. Such facilities shall conform to all requirements of these standards.

6-14-.02 Location

- (1) The selection of a site for a center shall be based on information on older persons in its service area and on the advice of public and voluntary agencies serving older persons. The following factors shall be given consideration in choosing a site:
 - (a) Demographic information and projections;

- (b) Accessibility to the maximum number of people;
 - (c) Proximity to other services and facilities;
 - (d) Convenience to public or private transportation, or location within comfortable walking distance for participants;
 - (e) Avoidance of structural barriers or difficult terrain; and,
 - (f) Safety and security of participants and staff.
- (2) When appropriate, a senior center shall make arrangements to offer activities and services at other locations in its service area.
 - (3) No senior center facility may be closed or relocated without prior written approval of the AAAD.

6-14-.03 Visibility

- (1) A senior center facility shall be visible and easily recognized as a community focal point for the concerns and interests of older persons.
- (2) The facility's external appearance shall be attractive and appropriate to its use.
- (3) Identification signs shall be attractive with large lettering, and shall make clear the purpose of the facility.
- (4) The senior center should be listed in the local telephone directory under "Senior Centers."

6-14-.04 Design

- (1) The facility should be adequate in size and designed to carry out senior center activities and services. Where feasible, senior centers should adhere to the facility size as recommended in "Minimum Standards for Senior Centers" and the National Council on Aging's Senior Centers Standards.

- (2) A center shall take necessary actions to create barrier-free access and movement within the facility for older persons with functional needs in conformance with the requirements of Section 504 of the Rehabilitation Act of 1973, the Architectural Barriers Act of 1973 and the Americans with Disabilities Act of 1990. State requirements for compliance with Section 120-201-120-204 Chapter 68 of the Tennessee Public Accessibility Act of July 1, 2006 places responsibility for enforcement of this Act with the State Fire Marshal's Office, Tennessee Department of Commerce and Insurance.

6-14.05 Furnishings and Equipment

Furniture and equipment to be used by participants at a senior center shall, where possible, adhere to National Council on Aging's Senior Center Standards. Upon termination of a program, equipment that was purchased with State and/or federal funding shall become the property of the AAAD, to be reassigned or sold for the benefit of programs for older persons. A current inventory of furnishings and equipment shall be maintained by the center director.

6-14.06 Safety

- (1) The facility shall be designed, constructed and maintained in compliance with all applicable federal, state and local building safety and fire codes, including the Occupational Safety and Health Act of 1970 and The Tennessee Occupational Safety and Health Act of 1972.
- (2) The facility must comply with the more stringent requirements of either the 1976 101 Life Safety Code or the Tennessee Standard Building Code.
 - (a) The 1971 Life Safety Code is available from the National Fire Protection Association, 1 Battery March Park, Quincy, MA 02169-7471, tel. 617-770-3000.

- (b) A copy of the Tennessee State Building Code is available from Southern Building Code Congress, 1116 Brown-Marx Building, Birmingham, AL 35203.
- (3) If in the judgment of the AAAD or the State Agency existing fire and safety laws, ordinances or codes are inadequate to protect the health and safety of participants, the State Agency may require a recipient of any multipurpose senior center award to:
Comply with provisions of the applicable building occupancy classification of the National Fire Protection Association "Life Safety Code" (NFPA, No. 101, 1976 edition).
- (4) Where necessary, arrangements should be made with local authorities to provide safety zones for those arriving by motor vehicle and adequate traffic signals for pedestrian crossings.
- (5) The exterior and interior of the facility shall be safe and secure, with well-lighted areas, paved exterior walkways, all stairs and ramps equipped with handrails.
- (6) Bathrooms and kitchens shall include safety features appropriate to their special uses (such as non-skid floors, kitchen fire extinguishers, bathroom grab-bars).

6-14-.07 Federal and State Posting Requirements for Senior Centers

Centers shall post the following:

- (1) Participant Grievance Procedures;
- (2) Emergency Procedures;
- (3) Evacuation Routes;
- (4) Proof of Quarterly Fire Drill;
- (5) Proof of Annual Fire/Building Inspection;
- (6) Proof of Annual Fire Extinguisher Inspection;
- (7) Title VI Civil Rights Notice;

- (8) Equal Employment Opportunity Poster;
- (9) TOSHA Safety & Health Poster;
- (10) TN Unemployment Insurance Poster;
- (11) Fair Labor Standards Act Poster, and
- (12) Public Accountability Poster (800# TN Comptroller's Office).
- (13) Telephone numbers for fire department, police, physicians, ambulance, hospital emergency room, and local emergency management office;
- (14) Steps to be taken in each type of emergency;
- (15) Location of first aid kits, fire extinguishers and other supplies, and
- (16) Monthly calendar of events.

6-15 ACQUISITION, ALTERATION, RENOVATION, OR CONSTRUCTION REQUIREMENTS FOR OLDER AMERICANS ACT FUNDS

6-15-.01 General Requirements

The use of Older Americans Act funds for acquisition, alteration, renovation or construction of a facility for use as a multipurpose senior citizens center is subject to the following requirements:

- (1) The AAAD must obtain the approval of the state agency before making an award for constructing a facility.
- (2) The state agency may approve the construction of a facility after considering the views of the AAAD if it finds that there is no other suitable facility available to be a multipurpose senior center.
- (3) The AAAD may make an award for purchasing or constructing a facility only if there are no suitable facilities for leasing.
- (4) The sponsor must not select a facility for acquisition or for lease that results in the displacement of any existing site occupants (residents) without presenting site plan and

pertinent conditions to the AAAD for evaluation and allocation of funds for reimbursement of relocation expenses.

6-15-.02 Length of Use

The facility must be acquired, leased or constructed under long-term agreements. An acquisition purchase option and conditions of long-term lease arrangements must be addressed in contractual terms, and as a minimum:

- (1) A facility renovated or altered to be used as a senior center must be used for that purpose for at least five years after completion of renovation of alteration, if the amount of Older Americans Act funds expended is \$10,000 or more. This includes any restoration, repair or expansion to facility.
- (2) A facility acquired with Older Americans Act funds to be used as a multipurpose senior center must be used for that purpose for at least ten years from the date of acquisition.
- (3) A facility constructed to be used as a multipurpose senior center must be used for that purpose for at least 20 years after completion of construction.
- (4) Any AAAD wishing to obtain a waiver of the requirements in the above paragraphs in this section must submit a written request to the Tennessee Commission on Aging describing the unusual circumstances as justification. The Commission will forward the request to the Administration on Aging.

6-15-.03 Plans and Specification Requirements

- (1) Any center requesting Older Americans Act funds for acquisition, alteration, renovation or construction, where the total contract exceeds \$10,000, must submit plans and specifications of existing and applicable proposed construction prepared by a licensed architect or engineer to the AAAD along with funding application. Included also with

funding application should be applicable certifications of local code and ordinance compliance.

- (2) The plans and specifications for an award for acquiring, altering, renovating or constructing a multipurpose senior center facility must comply with all state and local regulations relating to minimum standards of construction.
- (3) The AAAD must assure the technical adequacy of any proposed alteration or renovation of a multipurpose senior center assisted under the Older Americans Act. The AAAD assures technical adequacy by requiring that any alteration or renovation of a multipurpose senior center that affects the load bearing members of the facility is structurally sound and complies with all applicable local or state ordinances, laws or building codes. In the absence of appropriate codes, the AAAD will require compliance with Chapter 23 of the Uniform Building Code or Chapter 12 of the Standard Building Code.
- (4) A senior center should not be located in a flood-prone area as determined by the Department of Housing and Urban Development. However, in accordance with the Flood Protection Act of 1973, if it is determined that the project will be within an identified flood plain, evidence must be provided of having flood insurance coverage before the project can be approved.

6.15-.04 Federal Labor Standards

- (1) A recipient of an Older Americans Act award for altering, renovating or constructing a facility to be used as a multipurpose senior center, where the contract exceeds \$2,500, must comply with the requirements of the Davis-Bacon Act and other mandatory federal

labor standards. Requirements for wage/rate determinations may be obtained from the State Agency.

- (2) The sponsor must not contract with any general contractor, subcontractor or builder that discriminates against any employee or applicant for employment because of race, color, religion, sex, or national origin; that pays employees less than federally determined prevailing wage rates; that does not adhere to provisions of the Contract Work Hours and Safety Standards (Davis-Bacon) Act; or that is not bondable for the contract amount of construction in question. The AAAD must require that contractors' qualification forms be submitted along with application to the AAAD.
- (3) The contractor must abide by all provisions of the applicable laws, regulations or orders, state or federal, listed in the AAAD Chapter of this manual which prohibits discrimination.

6-15-.05 Requirements for Historic Structures

A recipient of an Older Americans Act award for altering, renovating or adding on to a facility to be used as a multipurpose senior center must comply with the requirements of the National Historic Preservation Act of 1966 as amended. Inquiries should be made to the Review and Compliance Coordinator, Tennessee Historical Commission, 2941 Lebanon Road, Nashville, Tennessee 37214, (615) 532-1550.

6-15-.06 Restrictions of Use

Any facility which is to be used as a multipurpose senior center operated, altered, acquired, renovated or constructed using Older Americans Act funds or operated using state funds:

- (1) May not be used and may not be intended to be used for sectarian instruction or as a place for religious worship, in whole or in part;

- (2) May be shared with other age groups; however, funds received may support only:
 - (a) That part of the facility used by older persons; or,
 - (b) A proportionate share of the costs based on the extent of use of the facility by older persons.

6-16 BACKGROUND CHECKS

Due to the sensitive nature of the information that Senior Center staff (paid and volunteer) must collect from consumers in order to serve them, the AAAD shall be required to perform background verification checks on all newly hired and new volunteer staff members, as per the guidelines that follow.

6-16.01 SCOPE

Contractors, grantees, and subcontractors shall maintain personnel files on all employees for hire or volunteer service which contain an application, date of hire, and two personal references.

For newly hired employees or volunteers for in-home workers, the file shall also contain verification, by the employer, of a search of the following registries:

- (1) National Sex Offender Registry (<http://www.nsopr.gov/>);
- (2) Tennessee Felony Offender Registry
(https://www.tennesseeanytime.org/foil/foil_index.jsp);
- (3) Tennessee Abuse Registries (<http://health.state.tn.us/Boards/disciplinary.htm> and http://tennessee.gov/dmrs/protection/abuse_reg.html), as well as a local or state law enforcement background check. For the newly hired employees or volunteers for in-home workers, who have less than 24 months residency in the State of Tennessee, verification of the state abuse and felony registries and local law enforcement background check,

from which the city and state where the potential worker or volunteer relocated, if those registries are available.

6-16-.02 CRIMINAL HISTORY

Past criminal history shall be considered in the hiring process of an employee or volunteer. Applicants with adverse criminal histories shall be evaluated on the basis of consultation with appropriate professionals and the following factors:

- (1) The relationship between the incident and the type of employment or service that the applicant will provide;
- (2) The applicant's employment or volunteer history before and after the incident;
- (3) The applicant's efforts and success at rehabilitation;
- (4) The likelihood that the incident would prevent the applicant from performing his or her responsibilities in a manner consistent with the safety and welfare of the consumers served by the agency;
- (5) The circumstances and/or factors indicating the incident is likely to be repeated;
- (6) The nature, severity, number, and consequences of the incidents disclosed;
- (7) The circumstances surrounding each incident, including contributing societal or environmental conditions;
- (8) The age of the individual at the time of the incident;
- (9) The amount of time elapsed since the incident occurred;
- (10) A written justification, signed by service provider director, including these considerations, shall be included in any newly hired employee or volunteer's personnel file.

6-16-.03 TBI AND FBI BACKGROUND CHECKS

The provider may require TBI and FBI background checks. A TBI or FBI criminal background check may not be requested without the potential worker submitting a sample of fingerprints. The provider may require the prospective employee or volunteer to bear the cost of the background check.

6-16-.04 WAIVER OF STATE OR LOCAL CRIMINAL BACKGROUND CHECK

A local or state criminal background check may be waived by the provider for volunteers who work in the Nutrition Program; however, checks of the National Sex Offender Registry, Tennessee Felony Offender Registry and the Tennessee Abuse Registries must be performed and documented. These registry checks may be performed utilizing the Internet.

6-16-.05 APPEALS

The applicant denied employment or volunteer status on the basis of a negative report may appeal to the provider. The provider shall provide the applicant a copy of the negative report and allow him to appeal within 10 days of the mailing date. The only appealable issues are:

- (1) He/she is not the person identified in the record.
- (2) The record is not correct. The applicant may not litigate the facts of the record, except to show that such charge has since been dismissed, nolleed or resulted in acquittal.

ATTACHMENT A

CHARTER OF INCORPORATION

A charter of incorporation application may be obtained by contacting the Tennessee Department of State, Corporation Division. When the charter application is returned by the Secretary of

State, the applicant must return it to the Registrar's office in the county of location of the center. There is a filing fee; however, the charter does not need a notary or representation by legal counsel.

TAX EXEMPTIONS

State Sales Tax

To obtain a tax exemption from state sales and use tax on tangible personal property as provided in T.C.A. 67-3014, a center must contact the Tennessee Department of Revenue, Sales and Use Tax Division. A copy of the senior center charter or governing document must accompany the application. A letter must be requested both from the cognizant Area Agency on Aging and Disability and the Tennessee Commission on Aging and Disability.

Federal Income Tax

To be eligible for a federal income tax exemption under Section 501(c) (3) of the Internal Revenue Code of 1954, a center must be a nonprofit corporation whose purpose falls within certain guidelines.

- (a) Advantages of federal tax exemption status include:
 1. Exemption from paying corporate income tax;
 2. Eligibility for federal grants;
 3. Exemption from federal unemployment insurance contribution and state and local property tax;
 4. Eligibility for grants from foundations and donations from the general public which may be deducted from the donor's income tax;
 5. Exemption from paying Social Security taxes (F.I.C.A.) on employee's earnings;and,

6. Exemption from paying certain sales taxes.
 - (b) Information concerning the application process on this exemption is contained in IRS publication 557, “How to Apply for Recognition of Exemption for an Organization.” This publication may be obtained from any IRS Service Center.
 - (c) Advice on this procedure should be obtained from a tax professional familiar with this aspect of tax law.

(Modified from TCAD, Chapter 6, Attach. B, Minimum Standards)	SATELLITE	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
ADA	<input type="checkbox"/> 10 – 20	<input type="checkbox"/> 20 – 50	<input type="checkbox"/> 40 – 100	<input type="checkbox"/> 80 – 210	<input type="checkbox"/> 200 +
Minimum Hours	<input type="checkbox"/> Less than 20, at least 2 days wk	<input type="checkbox"/> 20	<input type="checkbox"/> 30	<input type="checkbox"/> 40	<input type="checkbox"/> 40 +
Programs	<input type="checkbox"/> I & A <input type="checkbox"/> Recreation (unstruc.) <input type="checkbox"/> Education (1 x Mo.) <input type="checkbox"/> Health Activities (1 x Mo.) <input type="checkbox"/> Fitness (1 x week) <input type="checkbox"/> Vol. Opportunities 60+ <input type="checkbox"/> Intergenerational Activities	<input type="checkbox"/> I & A <input type="checkbox"/> Structured Rec. 2x Mo. <input type="checkbox"/> Education 1x Mo. <input type="checkbox"/> Health Activities 2x Mo. <input type="checkbox"/> Fitness 2 x week <input type="checkbox"/> In-home Service (1) <input type="checkbox"/> Outreach 10 – 25 units <input type="checkbox"/> Intergen. Activities 2x Yr <input type="checkbox"/> Vol. Opportunities 60 +	<input type="checkbox"/> I & A <input type="checkbox"/> Structured Rec 2x Mo. <input type="checkbox"/> Education 1x Mo. <input type="checkbox"/> Health Activities 2x mo. <input type="checkbox"/> Fitness 3 x week <input type="checkbox"/> In-home Service (2) <input type="checkbox"/> Outreach 25 – 50 units <input type="checkbox"/> Intergen. Activities 3x Yr <input type="checkbox"/> Vol. Opportunities 60 +	<input type="checkbox"/> I & A <input type="checkbox"/> Structured Rec 2x week <input type="checkbox"/> Education 1x week <input type="checkbox"/> Health Activities 1x week <input type="checkbox"/> Fitness 5 x week <input type="checkbox"/> In-home Service (2) <input type="checkbox"/> Outreach 50 – 75 units <input type="checkbox"/> Intergen. Activities 4x Yr <input type="checkbox"/> Vol. Opportunities 60 + <input type="checkbox"/> Economic Security	<input type="checkbox"/> I & A <input type="checkbox"/> Structured Rec daily <input type="checkbox"/> Evening, weekend programming <input type="checkbox"/> Education daily <input type="checkbox"/> Health Activities 1x week <input type="checkbox"/> Fitness daily <input type="checkbox"/> In-home Service (2) <input type="checkbox"/> Outreach 75 – 100 units <input type="checkbox"/> Intergen. Activities 6x Yr <input type="checkbox"/> Vol. Opportunities 60 + <input type="checkbox"/> Economic Security
Staff	<input type="checkbox"/> .5 (Paid or Vol.) <input type="checkbox"/> 20 hours per week <input type="checkbox"/> 5 hours Admin Vol. Staff	<input type="checkbox"/> .7 – 1.5 (paid & vol) <input type="checkbox"/> 25 hours per week <input type="checkbox"/> 5 hr admin Vol. staff	<input type="checkbox"/> 1 – 3 (paid & Vol.) <input type="checkbox"/> 30 hours per week <input type="checkbox"/> 10 hr admin Vol. staff	<input type="checkbox"/> 3 – 6 (paid & Vol.) <input type="checkbox"/> 40 hrs per week <input type="checkbox"/> 30 hrs admin Vol. staff	<input type="checkbox"/> 5 or more, (paid & Vol.) <input type="checkbox"/> 40 + hours per week <input type="checkbox"/> 50 hrs. admin Vol. staff
Quals of Center Director	<input type="checkbox"/> Experience in a Community Service Program <input type="checkbox"/> Fiscal / Management Experience <input type="checkbox"/> Clerical Skills	<input type="checkbox"/> High School Diploma <input type="checkbox"/> Community Service Exp. <input type="checkbox"/> Management Exp. <input type="checkbox"/> Fiscal Exp. <input type="checkbox"/> Clerical Skills <input type="checkbox"/> Computer Skills	<input type="checkbox"/> High School w/ 3 yrs exp <input type="checkbox"/> Associates degree / some college <input type="checkbox"/> Management Exp. <input type="checkbox"/> Fiscal Exp. <input type="checkbox"/> Clerical Skills <input type="checkbox"/> Computer Skills	<input type="checkbox"/> Associates degree, <i>or</i> 3yrs social service exp. <i>or</i> B.S. soc. svc. or related field <input type="checkbox"/> Management Exp. & Skills <input type="checkbox"/> Fiscal Exp. & Skills <input type="checkbox"/> Grant Writing experience <input type="checkbox"/> Clerical & Computer skills	<input type="checkbox"/> B.S or Masters preferred; <i>or</i> Five yrs social service exp <input type="checkbox"/> Fiscal / Management skills <input type="checkbox"/> Grant writing & research <input type="checkbox"/> Knowledge of public relations, public, private resources <input type="checkbox"/> Supervisory Exp. <input type="checkbox"/> Program Evaluation Skills <input type="checkbox"/> Computer skills
Facility Size	<input type="checkbox"/> Less than 2000 sq. ft.	<input type="checkbox"/> 1500 – 3000 sq. ft.	<input type="checkbox"/> 2,500 – 6,500 sq. ft.	<input type="checkbox"/> 5,000 – 12,000 sq. ft.	<input type="checkbox"/> 12,000 + sq. ft.
Agency Coord.	<input type="checkbox"/> 3 Agencies	<input type="checkbox"/> 3 Agencies	<input type="checkbox"/> 5 Agencies	<input type="checkbox"/> 10 Agencies	<input type="checkbox"/> 30 Agencies
Community Support	<input type="checkbox"/> Evidence of community support in-kind, cash match, Fundraisers, Vols.	<input type="checkbox"/> Evidence of community support in-kind, cash match, Fundraisers, Vols.	<input type="checkbox"/> Evidence of community Support in-kind, cash match, Fundraisers, Vols.	<input type="checkbox"/> Evidence of community support in-kind, cash match, Fundraisers, Vols.	<input type="checkbox"/> Must show evidence of community support, cash match, Fundraisers, Vols.
Marketing Plan	<input type="checkbox"/> Coordinate with main center	<input type="checkbox"/> 1 publicity release per Mo. events calendar, etc.	<input type="checkbox"/> Quarterly speaking engagements + Level 1	<input type="checkbox"/> Newsletter, Brochure, + Levels 1 and 2	<input type="checkbox"/> Marketing Plan, Video, Speakers + Levels 1, 2 & 3
Records & Reports	<input type="checkbox"/> Coord. w/ main center	<input type="checkbox"/> Accomplishments Highlights	<input type="checkbox"/> Annual Report	<input type="checkbox"/> Annual Report	<input type="checkbox"/> Annual Report
Evaluation	<input type="checkbox"/> Coord. w/ main center	<input type="checkbox"/> Annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Annually

MONITORING – SENIOR CENTER LEVELS CHART SPRING 2004