

A Developmental Proposal for the Edmonds Senior Center Thrift Store

This report provides an evaluation
of the existing structural and
operational condition and a
developmental proposal for the
Edmonds Senior Center Thrift Store

*Proposal prepared as
Final Class Project for:*

Introduction to Project Management

MGMT 270

Edmonds Community College

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Proposal for the Edmonds Senior Center Thrift Store

This report provides an evaluation of the existing structural and operational condition and a developmental proposal for the Edmonds Senior Center Thrift Store.

Executive Summary

This project presents a highest and best use study for the Thrift Store with the incorporation of the Senior Craft Association, dba The Country Boutique at the Edmond's Senior Center located in Edmonds, WA.

The data and recommendations presented herein will assist the management to support the development of a long-range plan for the remaining 18 years of the lease between the Senior Center and the City of Edmonds, WA.

Five teams will report their evaluations and proposed recommendations to support the project's objective. The five teams and respective areas of reporting include:

Marketing

- Hours of Operation
- Merchandise Pricing
- Advertising
- Signage
- Display

Facility Layout/Infrastructure

- Receiving Area
- Flooring
- Space Utilization
- Lighting
- Shelving
- Access

Staffing and Management

- Staffing
- Scheduling
- Compensation
- Insurance
- Taxation

Boutique

- Location
- Physical Space
- Revenue Sharing
- Utilization

Integration

- Integrate data from each team
- Build the WBS (Work Breakdown Structure) and other Project Charter Documents
- Produce deliverable document

Integration Team Members & Responsibilities

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Alan Gossett – Team Coordinator

Proposal Template Design; Develop Executive Summary, ESC Overview & WBS (Work Breakdown Structure); Proposal Compilation & Editor

Susan Gilpin – Boutique Team Liaison

Edit Team Section Report; Develop Project Scope, Business Case & Background

Neil Hart – Infrastructure Team Liaison

Edit Team Section Report, Develop Project 'Lessons Learned' Section

Chris Hunter – Marketing Team Co-Liaison

Edit Team Section Report; Develop Project Risk, Assumptions & Constraints; Stakeholder List Sections

Brendan Jones – Marketing Team Co-Liaison

Develop Project Communication Plan & Team Operating Plan

Hannah Newell – Staffing & Management Team Co-Liaison

Edit Team Section Report, Develop Project Network Diagram & Milestone Schedule

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About the Edmonds Senior Center

Overview

Established in 1968 as a nonprofit 501(3)(c) organization, the Edmonds Senior Center, (ESC), has been serving to enrich the social, physical, and intellectual wellbeing of South Snohomish and North King Counties older adults for over four decades.

Nestled on the beautiful Edmonds waterfront, the 28,000 square foot multi-use facility hosts a broad variety of classes, activities and special events. These

programs reflect the experiences and skills of members and respond to their diverse interests and needs.

The ESC is managed by 6 full-time and 3 part-time staff. In addition, the Center depends on the on-going efforts of approximately 350 volunteers. Over 3,500 seniors take part in the many activities offered on a regular basis. In addition, a cafe style lunch is served from 11:30-12:30 Monday through Friday.

ESC History

Originally the South County Senior Center, the Edmonds Senior Center first offered programs in 1968.

In 1973 the city of Edmonds acquired ownership of a waterfront property including two buildings utilized by the Senior Center.

A major grant in 1980 allowed for construction to connect the buildings and created a more useable space. The 28,000 square foot, two-storied structure features a water-view dining room, grand ballroom, lounge, and library, outdoor patio, meeting spaces, billiards rooms, ceramic shop, wood shop and lapidary shop.

The Edmonds Senior Center was nationally recognized for its innovative Multi-Purpose concept and the Center was highlighted in a 1971 HUD

documentary film about the future of the nation's Senior Centers.

Edmond Senior Center's programs have innovatively expanded over the last four decades to meet the changing needs of the community. A computer room with 10 computer workstations and ongoing training classes has been added. The Center also created an Employment Office to match those looking for employment with those who have work to be performed.

During the recent recession, *The Creative Transitions Group* was created to give unemployed *Baby Boomers* an environment and the resources needed to discuss and look at unexplored options.

Organizational Structure

The Edmonds Senior Center is governed by the following organizational structure.

Board of Directors

The Board of Directors for the Edmonds Senior Center is made up of 21 members, each serving a three-year term. Six members are elected annually by the membership and one member is appointed by the Board annually. Although 2 of the 3 currently appointed members are also members of the Edmonds City Council, there is no formal requirement that any local government body or agency be represented on the Board.

The Board of Directors meets the 3rd Wednesday of the month at 3:30pm in the View room. The meetings are open and the public is welcome to attend. The Board encourages Members to utilize the open microphone opportunities to share suggestions and concerns.

Grass Roots Advisory Committee

The Grassroots Advisory Committee acts as a liaison between the general membership of the Center and the Board of Directors. Grassroots Members are elected for one-year terms. Utilizing tools such as comments from the suggestion box and the public remarks segment of the Board meetings, the Grassroots Advisory Committee works to improve communication and ensure Members voices are heard. In recent years they have also taken on a number of projects including a twice-monthly movie program, establishing a "wish list" for the Center, and maintaining displays.

The Grassroots Advisory Committee meets on the 3rd Tuesday of the month. Public attendance of these monthly meetings is encouraged, and an opportunity to speak regarding any concerns or suggestions for the Senior Center is offered.

About the Edmonds Senior Center

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- **Year Founded:**
1968
- **Legal Status:**
Non-profit 501(3)(c)
- **Area Served:**
North King and South Snohomish Counties
- **Total Size:**
28,000 sq./ft.
- **Number Clients Served:**
3,500 per/month
- **Number of Staff:**
6 Full-time & 3 Part-time
- **Number of Volunteers:**
Approximately 350
- **Number Meals Served**
45 per/day
- **Meal Charge:**
 - 60 & Over: \$3.00
Suggested Donation
 - Under 60: \$6.00

Marketing

Introduction & Scope

The mission is to develop a Marketing project plan for the purpose of generating an increased income for the Senior Center. The plan's strategy and goals are to increase community awareness, attract more customers with greater pricing and shopping incentives, create a more open, welcoming, and accessible floor plan for shoppers and staff volunteers, and to implement a unified company theme and branding logo that increases publicity and helps further develop the Thrift Store's image.

Branding

Section Scope:

Currently the Senior Center and Thrift Store lack cohesive signage, community awareness, and branding. A component of branding includes creating a cohesive theme for the overall feel of the Senior Center Thrift Shop so that it can be easily identifiable.

Opportunities & Process to Creating a Cohesive Brand Identity:

The Edmonds Senior Center has several attractive options available to increase community awareness. These include:

- Develop consistent graphical elements (such as a logo and font face), to enhance the brand awareness of the Thrift Store and Senior Center. (Please refer to Appendix B for examples of proposed brand elements.)
- Creating cohesive visual signage to establish brand identity.
- Increased use of 'Sandwich Boards' around the community.
- Creating a stronger web & social media presence.
- Better utilization of existing marketing avenues and tourist destinations.

Marketing Team Members & Responsibilities

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Bryony Armbruster –
Signage & Branding

Emmalea Darby –
Signage & Branding

Nyla Helgason –
Layout & Organization

Jennifer Livingston –
Pricing

Amy Phillips –
Website & Social Media

Alexander Smith –
Pricing

Paulette St-Onge –
Layout & Organization

Denise Woodard-Morien –
Website & Social Media

Recommendations for Enhancing Brand Identity

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Creating brand awareness is essential to increasing customer awareness & increasing traffic flow to optimize Thrift Store revenue. We recommend the following steps be undertaken:

- Increase both the signage and the radius of the signage.
- Keep the brand cohesive.
- Adopt a logo and font that is utilized on all marketing materials.
- Create a stronger web & social media presence.

We also highly recommend employing another excellent opportunity for very low cost advertisement through the creation of a general business flyer to be distributed and posted at local businesses.

These flyers would increase the visibility of the Thrift Store to potential customers while they are waiting to be seated at restaurants, buying groceries, or just going for a walk. They will be reminded of your business, its location, and hours of operation.

The number of sandwich boards can be increased in more locations, including down by the ferry, up on Main Street and other surrounding intersections. Incorporating arrows and the thrift shop's address on each sandwich board would assist interested customers in locating the thrift shop. Adding a large, beach side sign much like the sign that currently exists on the Senior Center currently, would increase visibility for ferry goers and beachfront foot traffic.

The addition, creating thrift shop brochures would increase awareness of the existence and mission of the senior center and the thrift shop, inform the community that they are open to the public and create good PR. These brochures or informational flyers could be placed on the ferry for regular ferry goers or tourists. Another great marketing avenue would be to incorporate these brochures into the tourist information for example with the Chamber of Commerce.

Updating material and website is recommended. The Edmonds Senior Center currently has a page on Facebook. At this time there are no posts relating to the Thrift Store. There should be a separate Facebook page dedicated to the Thrift Store. This would be a great opportunity to show case special deals and discounts going on arrivals, volunteer/internship opportunities, and thrift shop and community events. Linking the Facebook page to the website would engage new audiences.

Issues and Obstacles:

Keeping up the website and Facebook page to show case new items and upcoming events on a regular bases. This will require someone with an understanding of social media platforms. Daily distribution of sandwich board signage throughout the community may pose as a potential issue. This requires extra manpower to distribute on a daily bases.

Social Media, Events & Internships

Section Scope:

To examine the effective utilization of social media outlets, community events, and internships to increase general awareness of, and retail traffic to the ESC Thrift Store.

Current Situation & Issues:

An important method that many people use to locate businesses is by using the “Google” or similar search engines. When one types “thrift stores in Edmonds, WA” into the Google search engine, results come up as a local directory, providing a link to the website, store address, and hours of operation.

In the above search, ESC Thrift Store was placed in the very desirable first position. However, because the ESC Thrift Store listing refers only to the “Edmonds Senior Center” without mention of the Thrift Store, an uninformed person searching for thrift stores might pass over the listing to select

another, such as *Value Village* (the 2nd option) or *Goodwill* (3rd option).

The lack of information in the Google listing may lead many in the general public to believe it is only a senior center and not a thrift store. Even when the link is ‘clicked’, it takes you to the Senior Center website where you have to read through quite a bit of text to see anything that says “thrift store.” This causes too much confusion and detours potential business.

Additionally, the thrift store does not seem to be taking advantage of the marketing opportunities that local events and business offer. We will discuss our recommendations for this below.

Process/Resources:

There are many opportunities to tap into free help and services that can be mutually beneficial to you and those providing the services. We highly recommend reaching out to the local community colleges, such as EdCC, SCC & NSCC to create partnerships for potential internships and/or service-learning opportunities for the students.

The following are areas/projects in which internships and service-learning partnerships (especially for graphic design, business, and

marketing students) could be utilized and aid the thrift store greatly:

- Google search engine corrections
- Facebook page creation and administration
- Creating flyers and distributing them throughout the community
- Creating new signs and strategically placing them to maximize visual impact
- New floorplan design for the layout of the store to help increase productivity and sales
- Community event planning and execution
- Store events

Amy Johnson is the Service-Learning coordinator at Edmonds Community College. She will be incredibly helpful in getting this partnership created. Her contact information is listed below:

Amy Johnson
Phone: 425-640-1882
Email: amy.johnson@edcc.edu

Issues & Obstacles:

The main obstacle will be finding the manpower and expertise in how to make the above suggestions reality. It will take additional planning to be successful. This is why tapping into the internship / service-learning opportunities would be excellent for you.

Store Events

Currently, much of the business is done in the summer most in part to the activity the area attracts. We need to extend that into the remaining part of the year by drawing in business through customer events. Many of the following suggestion can be executed at any time.

With summer being the busiest time for sales it is a great chance to draw customers in from the waterfront and to set up a *Sidewalk Sale* on Saturday's. You could target items that may be used at the beach for example hats, towels, tote bags and books. Another example could be to using red, white and blue clothing items before the 4th of July.

During the holidays, an *Open House* is always a welcome event. Cocoa or cider and cookies could be served. The open house could be done in conjunction with a food drive for the local food banks. Donations could be offered in exchange for a special discount only given at the at the open house event.

Another event idea coordinated with the Senior Center could be a lunch and shopping event. They could be given a voucher credit (ex. \$2.00) to be used at the thrift store with their lunch purchase. It could also be targeted to other senior communities that set up day excursions.

To increase customer flow on a mid-week day such as Tuesday's offer a *2-for-1* sale. It could be done on a weekly or monthly basis. The discount could be reduced or target specific groups with an excess of stock like women's or men's clothing, household items or accessories. If there is an abundance of stock offer it storewide.

Recommended Web & Social Media Actions

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In order to remedy the *Google* issue, we recommend correcting how it is listed with Google, by adding "Thrift Store" to the title of the page. We would also recommend changing the link to go directly to the thrift store's page of the website verses the Senior Center home page. We feel these two corrections are crucial to increasing business.

We also recommend utilizing interns for some of the extra assistance that would be needed. Edmonds Community College is an excellent resource for students looking to fill their graduation requirements in the field such as marketing, small business entrepreneurship, accounting and more.

Another event that goes along with a mid-week sale is *Dollar Days*. These could be the items that are last chance sale opportunities before they are to be sent to the Goodwill. Special Dollar bins could be displayed at the entrance with big signs to attract customers or near the register as an additional item for them to purchase and the items could be specially marked to designate the event for example, a red X on the tag.

After renovations, the Thrift store could host a *Grand Re-Opening* event. This will reintroduce the Thrift store to existing customers and also attract new customers. Simple refreshments like juice and cookies are always a hit. You could advertise free *give-away's* to the first XX number of people in the store. Offer special discounts until noon to bring the traffic flow in early.

With many of the community partners such as the *Driftwood Players, Edmonds Center for the Performing*

Arts or the *Edmonds Movie Theater* special offers could be made if customers bring their ticket stub to the store within a certain period of time after the event. Furthermore, advertising could be done within the playbill.

There are also several events that take place in Edmonds on an annual basis that draw numerous people to the community. These include the *Taste of Edmonds, Arts Festival* and *Car Show*. Attendees & vendors would receive special discounts as incentives to come visit the store. Similar programs could be set up with the events in Edmonds that take place ongoing such as the *Farmers Market, Edmonds Art Walk* and *Sea Jazz*.

The benefit of marketing events for the Thrift store is it will bring more awareness to what the store has to offer and increase traffic flow. This will ultimately increase business and revenue.

Layout and Organization

Section Scope:

To assess the display and layout of the store's goods and merchandise that will attract more customers and increase sales.

Current Situation and Issues:

It is currently difficult to distinguish types of items and their location in the store. Some of the areas to address include:

- Clothing is not clearly marked for gender or age
- Housewares, clothing accessories items appear to be in two or more locations
- Magazines are hidden around the back
- Pictures are stacked behind one another and difficult to see
- Windows are used as walls instead of display opportunities
- Books and their titles are difficult to view on low shelves and take up potential window display area
- Furniture items take up a large amount of space up front
- There are, in practice, two entrances to the store – one from the parking area and one from inside the senior center.

Opportunities

Consider the space as a mini department store and group items accordingly. Think about the main type of customers that enter the store and have the items they normally buy near the entrance.

- Possibly relocate the Cash Register to the center of the store so the volunteers can serve and observe current customers and greet those that are walking in at the same time.
- Organize items into clearly defined areas (i.e. men, women, housewares, sundries, home décor).
- Arrange clothing racks and shelves for best viewing exposure.
- Increase the importance of displaying items in themes or in more eye-catching arrangements.
- Add more signage for store areas; less signage on windows blocking view.
- Strive for consistency with labels, signs, tags, etc.
- Ensure volunteers can easily set items out without overcrowding or stacking.
- Make sure safety is addressed in reaching or setting items in high locations; use upper area of store to direct customers to various “departments”.
- Advertise community benefit of purchases (empathy/charity shopping).
- Consider relocating holding area for newly donated goods; doorway to hide the pile.
- Consider alternate entranceway to the thrift shop from the senior center.

Process/Activities:

Itemize, regroup and move items into specific areas, then hang signage and eye-catching items. Barbara mentioned household décor is their big seller. Make sure that these items are at eye-level or in a position to attract attention. (Jodi at Eastside Community Aid Thrift Shop said that their biggest seller was women’s clothing, so this may also be another area we recommend receive greater attention in the Edmonds Seniors’ store, depending on who is identified as the main shoppers there.)

It may be an idea for the volunteers to temporarily keep a checklist of which type of customer they sell

to each day (in the form of a grid with sex and age on one side and type of items on the other side. Remove large items from shelves that could be better used for other items (i.e. pillows, other items that are currently laying sideways that could be stood or hung upright).

Move the furniture from the entrance area and possibly even use it for display opportunities using soft/light items that could be removed when sold (throws, blankets, pillows, books, etc.

Recommendations and Conclusion:

The store is already showing some items in an attractive display fashion by arranging items in a sort of theme on top of the clothing racks. Items are at eye level so customers can easily see something that they may like. Utilizing this type of display flair would further increase the attractiveness of merchandise in other areas of the store.

- Additional recommendations include:
- Use the windows as display opportunities to draw potential customers into the store
- Have an area dedicated to “seasonal” items near the store entrance
- Consider that the natural tendency as one enters a room is for the eyes to be directed towards the right
- Enlist clubs like “Girl Scouts” or “Campfire” or even High School Seniors (grade 12) for assistance with the relocation of items in the store. (They are always looking for community service projects.)
- Modify shelving to provide a more open feel and easier access to various areas and items in the store
- Be more selective about what is kept for sale in the store and automatically donate some items instead -depending on volume of items donated at any given time.

Different types of display racks could be utilized to increase item visibility. Open wire baskets and shelves give greater visibility to items, extension racks increase the number of items that can be seen; this would maximize visibility as well as make the space appear greater than it is.



Image 1 – Window display clothing theme



Image 2 – Window display beach theme



Image 3 - Display racks extend out



Image 4 - Display racks & book shelves

Note consistency with signage and clothing hangers. (Image 5)

Open shelves allow for greater display of items from both sides. (Image 6)

A carousel for books would increase book visibility as well as offer more shelving space for other items. Magazines are a good seller at EUC; it might be better to relocate them elsewhere in the Thrift Store so they receive more visibility. Milk crates for records make it easier for the customer to flip through.



Image 5 - Display racks with open wire racks above and signage hanging from ceiling.



Image 6 – Open shelves increase visibility; signage clearly identifies area (Value Village)



Image 7 – Magazine rack in visible area

Glass shelves also open up the space visually. Decorative touches (higher end shopping bags displayed above) make the entrance appealing and make use of higher empty spaces.



Image 8 – Table setting; glass shelves allow visibility and window shopping of higher end items



Image 9 – Books currently take up window space



Image 10 – Lighting and glass display shelves brighten area

More bins, baskets and racks with clearly marked items would help customers identify and locate specific items. It would also make the store look more organized. Bagging items in attractive sets will also help move inventory (ie. similar utensils, measuring cups, toiletries, crafts, etc.) and prevent rummaging and items being pushed to the back.



Image 11 – Bundled sets of items (Value Village)



Image 12 – Labeling and open wire bins

Image 14 – Cute bins, labeling, craft books

Image 13 – Racks for accessories (Value Village)



Remind customers of how and where their shopping dollar proceeds go to help the local community (post mission statement, list of benefactors, volunteer organization involved, upcoming events, grants awarded, etc.). Create more of a 'feel good' by shopping here experience.



Image 15 – Remind customers who benefits from thrift store sales

Post list of benefactors (is it only the senior center?) located by register too. Whiteboard(s) advertising sale items at entrances. (Image 15)

Donated Money for 2011	
Residence Lessor of the Eastside (Operation School Bell)	\$5,000
Home2Home	\$5,000
Five District #11 (Kirkland/Edmonds)	\$5,000
Friends of Youth	\$2,500
Stella Trade Park Foundation	\$1,000
Compassionate Friends	\$1,000
Children's Resource Center	\$1,000
Lake WA Technical College (2 scholarships)	\$4,000
Nipponia Yatai	\$5,000
Youth Eastern Services (YES)	\$3,000
Coal Creek YMCA	\$3,000
Kirkland Interfaith Network (KIN)	\$3,000
Juvenile Schools Foundation	\$1,000
Sibling House Network	\$5,000
Tri Friends	\$5,000
Eastside Kids Holiday Program	\$1,000
Holding Hands for the Disabled	\$5,000
Hopeline (food)	\$5,000
Domestic Violence	\$5,000
Lil Bit Therapeutic Riding (horse sponsorship)	\$4,000
HERO House	\$5,000
Laureate Gamma Phi (service organization)	\$2,171.00
Phi Beta Phi (cancer research)	\$1,981.91
Total	\$74,873.83

Image 16 – List of Community groups or activity benefactors



Image 17 – Post mission statement

Pricing:

Section Scope:

The current mission of this section it to talk about the current pricing of the Thrift Store located at the Senior Center. This specific marketing section will give suggestions on how to increase revenues and to help sell products without having to put items on sale or having to pull them off the shelves and donating them to a different source.

Current Situation & Issues:

Currently the Thrift Store has a few different situations and issues that need to be addressed. For one the current items for sale are priced extremely low and turnover rate of selling items varies. Peak season for selling is mostly during the spring and summer. The recommendations that will be made regarding pricing if followed will increase sales on a long term basic.

Opportunities:

Increase Base Prices:

The first is a base price increase on ten to twenty five percent, depending on the type of item. Local market analysis shows that currently the Senior Center is priced well below its competitors. A slight increase will not change this status. It will serve to increase revenue, while continuing to move as much inventory as possible. See the attachment 1.

Implement a New Price Tag/Discount System:

The second recommendation is a new price tag/discount system. Currently in the Senior Center a plain white price tag is placed onto an item, along with the date the item was stocked. After thirty days the item is reduced in price by 50%, and after sixty days it is removed from the shelf.

The new system would operate as follow. For one month every item that is stocked will be tagged with its own color price tag. The tag color would then be changed each month for months two and three as well.

Table 1: Proposed Monthly Tag Color Scheme

Tag Color	Month 1	Month 2	Month 3
Red	List Price	50%	25%
Blue	50%	25%	List Price
Green	25%	List Price	50%

Just as it was before, an item is reduced by half of its cost when it enters a new month, then by half as much at the beginning of month three. A sign would be placed on one of the walls to denote which tags are offering the largest discount at any given time. As a month changes the colors of the sign are simply slid to their new correlating discount.

This new system accomplishes several objectives that we feel are keys to the Senior Centers success. It incentivizes the shoppers that enter the store, moves inventory, and should reduce the amount of unsold items. Bargain hunters will see a visual representation of 'savings' and may purchase something that they would not have been compelled to using the prior system.

Aggressively Price Items of Superior Brand & Quality:

When an item arrives that is of a well-known brand, of fine quality, or more desirable for any reason, it should be priced as such. The suggested base prices should be used as the minimum starting point. Under the new pricing system if an items price is over estimated in month one, than it will surely be more appropriate after being discounted for month two. Better to price slightly higher to start, than to underestimate.

Process:

The new processes that would need to be implemented would be getting new colored tags to properly tag any new items that are donated and put out on the floor for selling. The other items that would be required to finishing implementing the current recommendations would be to have reusable signs that work with the color tag system to have out on display. Making sure all higher end items or possible collector items are properly researched and priced accordingly. The last thing would be to have a completed list of all the new prices on display behind the register; this would replace the current one that is up.

Issues & Obstacles:

If any obstacles were to occur while implementing the current recommendations listed above the most likely issues would be being constant with the new color tag system along with properly marketing the current sales with posting signs around the store along with outside to market will help get customers in the store to buy merchandise. Continually to make sure that all items are priced correctly depending on quality and brand name.

Recommendations & Conclusion:

Currently we recommend implementing a new "color tag" system on items being sold along with alternating sales and increasing prices all around the store in addition to making sure all "name brand" items are priced appropriately. As long as the Thrift Store stays constant to having weekly or monthly sales for the featured "color tag" system showing a different variety of items on sale will entice shoppers to spend more time in the store and look for that "color tag" in order to get that added discount. If executed correctly this will increase monthly sales overall and also increase traffic to the thrift store year round.

Table 2: Current and Proposed Merchandise Pricing

Category	Item	Current Price	Suggested Price
Women's	T-Tops	\$3.00	\$3.50
	Blouses	\$3.00	\$3.50
	Skirts	\$3.00	\$3.50
	Vests	\$3.50	\$4.00
	Shorts	\$2.50	\$3.00
	Sweaters	\$3.50	\$4.00
	Slacks/Pants/Jeans	\$3.50	\$5.00
	Dresses	\$4.00	\$5.00
	Blazers	\$5.00	\$5.50
	Jackets	\$6.00	\$7.00
	Coats	\$7.00	\$8.00
	Night ware	\$3.00	\$3.00
	Bathrobes	\$3.50	\$3.50
	Lingerie	\$2.00	\$2.00
	Bras	\$2.50	\$2.50
	Panties	\$1.00	\$1.00
	Socks/Nylons	\$0.50	\$0.50
	Swimsuits	\$3.00	\$3.00
	Shoes	\$3.00	\$5.00
	Men's	T-Shirts	\$3.00
Casual Shirts		\$3.00	\$3.50
Dress Shirts		\$3.50	\$4.00
Pants		\$3.00	\$4.50
Levi's and Jeans		\$4.00	\$6.00
Vests		\$4.00	\$4.50
Jackets/Dress/Casual		\$6.00	\$7.00
Coats/Long & Winter		\$7.00	\$7.50
Jackets/Sweatshirts		\$7.00	\$7.00
Shorts/Swimwear		\$3.00	\$3.50
Underwear		\$1.00	\$1.00
PJ's & Robes		\$2.00	\$2.00
Socks		\$0.50	\$0.50

Facility Layout and Infrastructure

Overview

Our group came together with a common goal, to contribute to the success of the thrift store. Our task was not to tear down the entire structure and rebuild, but rather, to look for ways to improve upon what is already a successful, non-profit business.

After having a chance to walk through the thrift store, we took inventory of the building's current state and began to understand how we could make certain areas more cost efficient. For the purpose of this proposal, we characterize immediate issues as "high priority". Those of lesser need, but that could bring could bring an overall improvement to the

facility we label as "secondary issues". Our proposal is an organized collection of our observations. In each section, we briefly describe an issue, potential ways of addressing this issue, and our final recommendations on how each issue should be resolved.

We realize the thrift store is not only a benefit for the seniors who go to the senior center often, but for the Edmonds community at large. We hope the opportunities for improvements provided in this section will provide an even more profitable future for the thrift store.

High Priority Projects

We recommend that several issues be addressed immediately for the safety of the patrons visiting the thrift store.

Flooring: Leveling & Finish

Floor Leveling

The biggest issue we have found in the thrift store is the flooring. It is unlevelled, which provides great risk of injury for patrons and volunteers. This is an issue that should be fixed immediately and we offer you a possible solution.

After conversations with several flooring companies, James Jepson Company in Monroe and Sound Floors, we determined the best solution to fix this

floor would be to use Jepson product. This Jepson flooring product is a self-leveling system made out of gypsum and expanded polystyrene. Jepson flooring can accommodate any floor application (either carpet or tile).

In order to make sure the proposed flooring is applied correctly, there are a number of actions that must be completed prior to installing the Jepson flooring, including:

- Doors will have to be adjusted to the new floor height. Due to the costs of adapting the existing doors, our recommendation is just to reframe and purchase standard doors.
- Existing plumbing will require adjustment for the new floor height.
- All moldings and doors must be removed prior to the installation of the new floor to facilitate the Jepson application.
- All existing vinyl tile floor coverings will need to be cleaned and primed before Jepson application, but will not have to be removed.
- Jepson floors require three weeks drying time to accept new floor on top, such as carpet, or tile floors, or any kind of ceramic tile.
- Exterior doors will sit at least three quarters of an inch higher off the Jepson, and some sort of blacktop or concrete will have to be floated on the exterior part of the building to match interior floor height.

For best results, the flooring experts recommend installing the new product all the way to the library walls, as well as the bathroom area. Extending the Jepson flooring into these areas will reduce the need to build steps to the bathroom. Both companies have successfully applied gypsum product on top of different, sometimes unknown, materials that make up the foundation. As long as the shoreline is stable, placing the gypsum product right on top of the current foundation will have good results. We would recommend that you bring a contractor back to location to do a composition evaluation of the materials that make up the foundation. One unfortunate requirement of this flooring is that it does take two weeks to completely settle before a new floor covering (either carpet or tile) can be put down.

Recommendations:

After reviewing many ways to level the floor, it would be best to place the Jepson product all the way to the library wall. This way you can avoid building steps down to the bathroom that might cause a trip hazard.

Out of the two contractors, James Jepson Company and Sound Floors, we have decided that Sound Floors would be the best option. In regards of cost, they charge a little over \$5 per sq. ft., compared to \$6-7 per sq. ft. from their competitor. Further, Sound Floors is willing to come on

Infrastructure Team Responsibilities & Professional Backgrounds

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Daniel Barkley – Team Coordinator

Spent his professional career in property management. Lead coordinator of multiple projects and events throughout the year.

Jeff Basham – Lighting

Worked in construction for over 15 years, most recently on commercial overhead doors. Currently, Jeff is working to earn his Energy Management Certificate at Edmonds Community.

John Cicero – Flooring & Finish

John has worked on many large-scale construction projects including the West Point Treatment Plant, the Cedar River Water Main Pipeline Relocation, the Northgate Transit Center, as well as numerous bridge & road projects.

continued, next page

Team Backgrounds continued

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David Davenport – Lighting

Is completing a degree in Energy Management, with emphasis on conservation, lighting, & the building envelope. He also worked at Kimberly-Clark Paper Mill for 23 years.

Michael Delahunty – Ceiling & Windows

Has come from a background of over 30 years as a painter.

Richard Dunbar – Floor Layout

Richard has spent the majority of his professional career in the US Army, where he oversaw various projects, one of them being hazardous material collection.

James Hendricks – Floor Leveling

Has spent over 35 years in the drywall business, working for a union and residentially. James also has experience as a home remodeling experience, brick mason, and also owned a small handyman business.

location and provide an estimate. This is something that James Jepson Company is currently not willing to do.

Flooring and Finish

After the floor leveling is complete, the next step is laying down the flooring and the finish. The current flooring material is visibly worn and stained. The floor covering is in dire need for an upgrade which will improve the entire look and feel of the thrift store.

We visited Neilsen Bros Carpet and Flooring, located at 6812 196th St. SW #B in Lynnwood, and spoke with Tom Giessen who works with Mohawk Carpet and Flooring. Made from recycled plastic bottles, Mohawk flooring is very durable. Mohawk leads innovation in sustainable flooring with *SmartStrand* carpet using renewable sourced polymer. Another option to carpet tiles can be vinyl tiles. These are clean and skid resistant as well as easy to repair or replace when needed.

One issue with carpet can be spills. This is not an issue for the *SmartStand* carpet, as most stains on this material can be removed with a little warm water or mild detergent.

Recommendation

We would recommend installing the same style and fiber of carpet tiles that are already being considered for the remainder of the Senior Center. Purchasing all of the Senior Center flooring, including the thrift store, from one source would likely save you money. We would recommend making you purchase at Nielsen Bros. Flooring, which is one of the leading flooring and carpet purveyors in the Puget Sound. They are also able to install the new caret for you.

Floor Layout

Another high priority issue that should be addressed is the thrift store's floor layout. Our concern with current layout/design of the store is its unorganized appearance and lack of "flow".

The best possible solution to the layout issues would be to reorganize the layout itself and to bring consistency to the way the goods are displayed. Doing this would create a sense of uniformity. The best option would be to use slat wall panels and gondola-style aisle units. On the next page, you will find a proposed floor plan that shows where these would be utilized.

This is also a cost effective solution. The approximate cost for the slat wall and accessories (shelves, brackets, etc.) would be approximately \$2000.00. The approximate cost of the gondola-style aisle units would be \$1200.00. There would be an additional estimated \$700.00 in shipping costs.

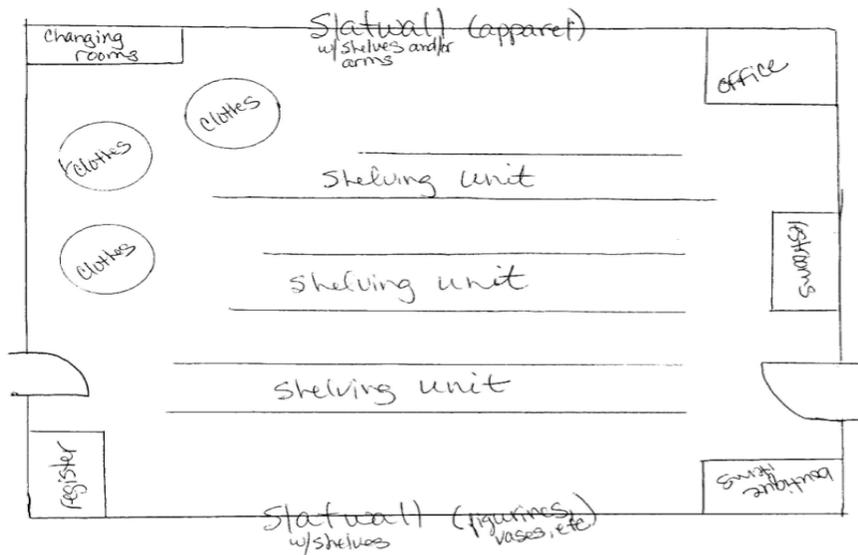
One possible solution in addressing the cost of the fixtures listed above might be to research any store remodeling or closings occurring throughout the region. Often store fixtures are available for a small fraction of the cost of new fixtures.

The cost of labor presents another possible obstacle. The labor cost would be over \$400.00. This cost might be lowered depending on what company you decide to use. Two ways that labor costs could be all but eliminated are by the recruitment of volunteers or by offering the work to students in carpentry programs. Many of these programs (Job Corps for example) seek opportunities to give their students practical, real-world experience.

Recommendations:

We believe the best options for the floor layout is to use slat wall panels and gondola-style display units. To reduce the costs associated with this upgrade, we would encourage you to find members of the community willing to install the materials as volunteers or as an organized work project. Improving how the items in the thrift store are displayed could truly set your establishment apart.

Figure 1: Recommended Floor Layout



Did you know?

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- On average, each sale of 7 yards of carpeting featuring *SmartStrand* with *Dupont Sorona* renewably sourced polymer will equate to an energy saving equivalent to one gallon of gasoline.
- Beyond Soft surface, Neilsen Brother flooring is pleased to carry several other lines of hard surface green products. From natural cork, bamboo, to solid wood reclaimed from the southern United States.

Secondary Projects

Secondary projects are those of a lower priority, but should still be considered in the future as more resources become available.

Lighting Improvement

The lighting in the thrift store has room for improvement in the areas of energy efficiency and distribution of the light sources available.

Lighting is important for a commercial space because it allows products to look their best. Good lighting also adds to the comfort of clients and makes a space more inviting. Lighting can account for as much as 40% of the total electric bill in a commercial space. Through more efficient lighting, many building operators find potential savings of

50% over existing fixtures. All totaled, lighting upgrades can often provide a 20% savings for a building's electrical costs.

Further, ceilings can be repainted with a better reflective finish to improve the quality of light in an area. Utilizing natural daylight entering a space is another way to improve its lighting. Again, better lighting can improve the experience of both shoppers and volunteers at the thrift store.

Recommendation:

We would recommend increasing the lighting and lowering the costs by retrofitting the fixtures.

Existing fixtures with four 40-watt (T-12) fluorescent lamps produce 8000 lumens and use a net 144 watts. These can be retrofitted to a two (T-8) high performance lamp system that will produce 6400 lumens with half the amount of electricity (net 73 input watts). This is a 50% savings in lighting costs for minimal up-front costs that would be offset by normal lamp and ballast replacement costs.

There is also savings in maintenance costs due to the 25 % increase in lamp life with the new lamps. Even better performance and light at working shelf level can be achieved as well, but would require new pendulum style fixtures and would not have a cost effective payback period from a financial standpoint,

but would be desirable from an increased exposure on the inventory from an aesthetic standpoint. Overall the most practical solution is to decrease the electrical load 50% by retrofitting the fixtures and utilize the daylight by raising the windows, and painting the ceiling.

The largest obstacles would be getting an adequate return on the investment, the accessibility to the fixtures, and in the case of raising the windows, unknown obstacles within the walls. However, we believe these obstacles can be overcome to provide better lighting at a lower cost. The great news is that there are rebates available from PUD to encourage energy savings. Often up to 70% of the cost of installation of upgrades can be recovered through rebates and or incentives.

Snohomish County PUD Participation Process for Lighting within Existing Buildings

Here is a list of items describing PUD's rebate and incentive process (excerpted from the utility's website at www.snopud.com).

1. APPLICATION

Prior to commencing work, fill out our one-page *Application* and submit it to the PUD at eebiz@snopud.com.

2. PROJECT ASSESSMENT

You will be contacted by a PUD Energy Engineer to discuss your project and assist you in creating a specific project proposal.

3. BID PROPOSAL CREATION

The *PUD Lighting Audit Tool* may be used to identify existing and proposed fixtures. Submit the project proposal to the PUD specifying the energy efficiency improvements you plan to make, including a description of the existing and proposed condition and identification of the estimated savings. This may be done by using the most recent *PUD Lighting Workbook*.

4. PROJECT APPROVAL & WORK AUTHORIZATION

Once you have received the notice to proceed, project work may begin. The PUD will verify existing equipment and conditions, metering may be required. When your project is approved, the PUD will prepare a work authorization form. This authorization includes the potential financial incentive and the terms and conditions. Project funding is subject to change without notice and is limited. Any changes in the project scope must be approved before installation occurs. A PUD Lighting Waste Disposal Form is also required.

5. BEFORE INSTALLATION

Once you receive the signed authorization form, please sign and return it. Once you have returned the signed authorization, with an *IRS W-9* form, project work may begin. Any changes in the project must be approved before installation occurs.

6. FINAL INSPECTION & VERIFICATION

The PUD inspects all projects after installation is completed and may adjust financial incentives based upon actual installed equipment and/or metering results. The PUD may choose to install metering equipment to verify energy savings and/or monitor billing records after installation to ensure that you realize the estimated savings.

7. SUBMITTAL OF DOCUMENTATION

Once the project is complete, the following documentation must be submitted to the PUD:

- *PUD Lighting Waste Disposal/Project Completion Certification* (2 signatures)
- Final Invoice(s)
- *IRS W-9 Form* (for contractors)
- Updated project submittals for PUD-approved scope changes (if applicable)
- Complete a *PUD Assignment of Funds* form to if you wish to designate funds to your contractor (or another party). After the project has been inspected, and the savings verified and approved, the incentive check will be issued to you or your designee.

Ceiling

When taking a look at the ceiling, there are a number of ceiling tiles that are broken or water stained. Replacing and painting the ceiling tiles will be more appealing to the eye of the customer. This process will further help preserve the existing

Recommendations:

We would first recommend that broken ceiling tiles be replaced. Next, water stained tiles should be primed. Finally, the entire ceiling should be

ceiling tiles by blocking out the stains. Also, by painting the ceiling white, it will help with the light reflection from the updated lighting that we recommended earlier to be upgraded.

repainted a highly reflective white to encourage a clean appearance and to enhance the reflection of the light into and around the thrift store.

Windows

The current windows do not effectively allow natural light into the thrift store. This is not cost effective nor does it help bring a welcoming look into the unit. Our recommendation would be to add additional windows to the west side of the thrift

store to coincide with the siding project. This would allow more natural light to enter the building. You may also wish to consider increasing the height of the windows on the east wall when their replacement is due.

Staffing & Management

Overview

The Thrift Store has been the primary source of income for the Edmonds Senior Center for the last 20 years. Revenues for 2012 totaled approximately \$137,000 and annual revenue is estimated to be approximately \$150,000 for 2013.

The following section will focus on the issues and opportunities faced by the Edmonds Senior Center Thrift Store (TS) as it relates to their staffing and management. The scope of this section will focus on the questions of increased staffing and the creation of new management procedures to help better manage an increased headcount and hourly availability.

At present, the Thrift Store is open 30 hours per week; Monday through Friday from 10:00AM to 3:00PM, Saturday from 11:00AM to 4:00PM, and closed on Sunday. The TS is currently operating with an average staff count of three volunteers per five-hour shift. We will examine the feasibility of adding more staff per shift to increase efficiency and also increasing operating hours into early evening, possibly until 6 or 7pm.

In addition to examining the feasibility of increasing staff headcount and hours of operation we will review current management procedures and make recommendations for additions or changes. These procedures include volunteer recruiting, money handling, interviewing, and volunteer orientation and training procedures.

The process of compiling our report will include the review of the following questions:

- Where can they increase efficiency?
- Can they use more staff per shift?
- How are they recruiting? What can be done differently?
- Does the manager (Barbara) need help with the overall management of the TS?
- Can the staff support an increase in hours of operation?
- Would it make a difference to have a paid staff person in the TS?

Facts about the Edmonds Senior Center Thrift Store

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- *The Thrift Store is the primary source of income for the Edmonds Senior Center.*
- *The Thrift Store is operated entirely by a volunteer staff.*
- *For 2013, the Thrift Store revenue is estimated to be approximately \$150,000.*
- *Current days and hours of operation are: Monday – Friday: 10 AM – 3 PM and Saturday: 11 AM – 4 PM.*

Revenue

The entire store's point of sale is through the on-site location, including Craigslist transactions that must be picked up at the store. Cash, checks, and credit cards are all acceptable methods of payment, and all sales are final. There is no formal layaway plan available to customers.

At the end of a work shift, the day's receipts are tallied and matched with the cash in the register then the gross income is given to the Senior Center office and deposited in the General Fund bank account.

There is currently no bookkeeper, no formal tracking or bookkeeping software being used and there is no single person responsible for tracking day-to-day transactions.

Donations

Donations are received at the store entrance during hours of operation. There has been a recent effort to put the word out through the retirement community encouraging local estates and estate sales to donate leftover items.

Once received, items are taken to the rear of the store, sorted and priced as appropriately, based on the type of item and condition. Pricing has been established using an item price list. Items that do not match the price list criteria are discussed among the store associates to determine an appropriate value.

Items that are determined to be of higher value are placed on Craigslist, at the manager's discretion. At the time of pricing, a date tag is put on the items and if the item is on the shelf longer than thirty days, the price is reduced by 50%.

Some people are discouraged from dropping off items at the TS because of the donator's physical condition. Donation pickup and drop off service for clothing or others items are a good way to increase donations and thus raise money for the Center.

Another technique to raise donations is to collect items not only at the store, but also in many locations near the Senior Center where donors can drop-off in a container. This will further motivate donors to donate repeatedly by giving them a discount (10-20%) at the time of sale when purchasing. This discount will provide an incentive to customers to engage in specific actions, such as purchasing a specific volume.

Staffing

Management

The manager is responsible for volunteer training through distribution of the TS Guidelines; the writing and use of a checklist which provides instruction on overall store operations (see enclosed guidelines); scheduling volunteer work shifts and individual assigned duties.

Individual duties include opening, closing, tending the cash register, on-floor organizer/stocker and donation processors/merchandisers. The manager currently volunteers Tuesdays, Wednesdays and Thursdays. No assistant managers are on-site when the manager is not in the store.

Volunteers

In addition to the manager, 21 non-paid volunteers staff the Thrift Store. Management would like to have twenty-seven staff on hand and available. Ideally there will be six people per shift during store operation, but the TS is currently understaffed, averaging three people per shift.

Volunteers are required to commit to a minimum of 4 hours per shift and at least one day per week. Most volunteers are elderly and are only willing to commit to limited hours of the day, not exceeding the current hours of operation. Ideally six daily positions would be filled, as follows: cashier, two

floor workers, two donation processors and a floater.

Volunteers are typically recruited through word of mouth from people who attend the Senior Center. When volunteers are needed, the TS manager contacts the Senior Center Volunteer Coordinator (VC). The VC does the initial application prescreening and then advances them to the TS manager, who is responsible for the final hiring decision. Currently there are no other methods for recruiting additional volunteers through other sources.

Collaborative Student & Other Volunteers

The TS is run entirely by volunteers and requires volunteers who are friendly, helpful, flexible, and have organizational skills. Therefore, the TS could work in a collaborative partnership with local college students in a business management, marketing, accounting, computer sciences, or other program as part of an Internship.

In addition, the Senior Center could outreach to persons and organizations in the community such as grocery store patrons, church staff and members, or high school administration to ask for donations, volunteers, or leads towards increasing both.

Volunteer high school students could be important if the TS would like to increase the overall number of volunteers. High school students could be used for sorting, folding and stocking as part of their Community Service requirement for graduation. Work parties could be organized to tackle large donations or in the event of a general donation backup.

Phase One: Optimizing Sales & Operations

The following is a list of possible positions that could be used to enhance sales and operation efficiency. Paid and volunteer positions could include:

Paid Associate Positions:

- Online Sales Manager, by commission
- Online Sales Consultant to train TS employees to run online sales
- Local Pickup and Delivery Driver
 - Pick up from Estate Sales
 - Drop-off of unsold donation items to the Salvation Army
- Security

Volunteer Associate Positions:

- Assistant Manager
- Online Sales Manager
- Active Recruiter
 - Volunteer Matching Website Coordinator
 - Corporate Volunteer Coordinator
- Security

Increasing Volunteers

Increasing volunteer staffing through direct community outreach, signage, website ad or other means would resolve most of the issues associated with understaffing. With extra staff on each shift, or on weighted shifts to provide closer supervision, the visible stockpile of donated goods could be kept to a reasonable and limited area, increasing floor space for sales, reducing the pile of mostly flammable materials, and improving the appearance of the TS. Marketing efforts could be implemented if extra staff were available to provide the routine TS duties while the more experienced and mobile staff spent one day per week implementing the plans set forth by the Marketing section of this report.

Most notably, increasing volunteers could lead to an expansion of TS hours, attracting more customers and therefore sales. Increasing the volunteer staff and the hours of operation would increase the opportunity for internal theft or embezzlement but would not substantially raise the overall risk any more than already exists. Increasing the customer volume

Identified needs regarding the Staffing & Management of the Thrift Store

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- *Thrift store is currently understaffed.*
- *Need to implement an active program to recruit additional volunteers.*
- *Need staff increase to accommodate for extended hours of operation recommendation.*
- *Operations hours need to be increased by 23% in the first phase and 57% in second phase of original hours.*

in the TS would increase the need for precautionary security measures, and should be fully investigated before implementation. More foot traffic would increase the opportunity and risk of both shoplifting and robbery, though the former may be an acceptable loss given that the items are donated and do not contribute to TS overhead.

The biggest obstacle to increasing TS recruiting is the hesitance of the TS manager to use younger staffing to bolster the workforce. The work ethic of young volunteers may be questionable without oversight and committed guidance, which could

prove to use as many resources as they were sought to add. In addition to the questionable reliability and lacking interpersonal skills of many teenagers and young adults, internal loss prevention may also be an issue that takes more time and effort than is desired or feasible.

If the age range of desired volunteers is not revised, the efforts to increase the volunteer base in the TS will be hampered but may still yield enough viable volunteers to accommodate an increase in store hours or donations. If not, hours would likely need to remain as they currently are.

Introducing Payroll

Paying an employee less than \$50,000 annually to work in the store full time would not jeopardize the 501 (c)(3) status for the Edmonds Senior Center but would be very unlikely to bring in enough revenue to recoup the cost. Since the goods being sold are

donations, the hire would need to provide a valuable skill to offset wages above a dollar to dollar rate. The skill set associated with this is unlikely to pan out, however, and a part-time independent contractor may be more applicable.

Online Presence

Increasing the web presence and promoting online sales of specialty and valuable items could be accomplished in two ways.

First, an independent contractor could be engaged to sell the items on a commission basis. This could involve a large investment of time on behalf of the contractor and the percentage of revenue generated would need to be sufficient to cover the commission percentage, as well as the packaging and website costs. A reasonable commission would be 10-20%, considering average consignment rates are 30% plus monthly fees.

The sales fee percentage for clothing items on eBay is approximately 9% and with an assumed commission of 20%, an item would have to be marked up approximately 30% to continue the current revenue percentage per item. This could price some of the items out of the current target market but the online market may be able to bear the increase.

Additionally, if the volume of sales proved to be a sizeable increase, the markup may be unnecessary in order to keep stock moving. As an independent worker, this position would be wide open for taking advantage of the pricing knowledge of the TS.

Phase Two: Improving Staffing and Management

This section's scope focuses on improving staffing and management issues by increasing volunteer hours and extending open hours for the TS. The increase of volunteer hours would mean boosting

the number of volunteers. Extending business hours would potentially broaden shopping availability. These two aspects will help the TS to earn additional income in the currently limited space.

Extending Hours

TS hours of operation are currently 10am to 3pm Monday thru Friday and 11am to 4pm on Saturday with the shop closed on Sunday. Due to the limited space of the TS it is recommended to expand TS hours of operation to give the public more opportunity to purchase goods.

Adding weekend hours provide an excellent opportunity to attract customers due to the traffic flow near the waterfront. We propose that the expansion of hours start by extending the hours on Saturday by one hour from 10-4 and opening Sunday from 10-4. Ideally, being open until 6 pm every day of the week would be ideal in an attempt to get any additional walk in traffic from commuters using the ferry, the Sounder, and from normal activity in the area.

The first implementation of expanded hours would increase hours of operation from 30 hours per week to 37 hours per week. This would equate expanding hours of operation by just over 23 percent but the additional hours of operation could be quite impactful on revenues. This could be performed for a period of time, such as a 2 to 3 month test period, then results should be evaluated to determine the effectiveness of added Sunday sales and sales

between 3-4 pm on Saturday. If done in conjunction with marketing efforts, revenues could be markedly increased.

Based on the success rate of the expansion of hours on weekends, an attempt to expand hours of operation until 6pm for the Monday thru Friday operations should be implemented. Two additional hours of operation each day, Monday thru Friday, would add ten hours of shopping availability for patrons bringing the total hours of operation for the shop from 37 to 47 hours.

This would increase the hours of operation almost 57 percent from the original hours of operation, from 30 hours to 47 hours per week. This could be done, once again, for a period of 2-3 months noting increased revenues over previous periods to determine the effectiveness of the evening hours. Also, employees could keep track specifically of monies collected during the new hours to determine if they are making income at higher or lower percentages than they do during the current standard hours of operation. All results from these suggestions can be tracked over time to determine their effectiveness.

Process to Extend the Operating Hours:

1. Plan the opening hours :

- 10:00 am – 6:00 pm Monday – Saturday
- 10:00 am – 4:00 pm Sunday

(Based on extending open hours, the TS would require additional volunteer hours to succeed.)

- 2. Assign additional volunteers:** Per Barbara's recommendation, the TS must have a minimum of two volunteers on staff at all times. Therefore, at a bare minimum, volunteers must be recruited to fill the 34 additional labor hours we recommend. Labor hours could be spread across the week or grouped to work on projects, at the manager's discretion.
- 3. Facilitate opening on Sundays:** It is recommended that staffing be kept to a minimum for sales only, expansion pending success.

Volunteers

Process to Seek Additional Volunteers:

1. Seek students from local high schools to work as volunteers.

Organize a meeting with the TS manager, the VC and the Edmonds School District's chief administrator to discuss recruiting students as volunteers of the TS. An effort could be made to formally list the TS position as a volunteering opportunity in school literature.

2. Seek students from local colleges to work as volunteers.

Organize a meeting with the TS manager, the VC and the heads of several Edmonds Community College departments to discuss recruiting students as volunteers of the TS. An effort could be made to formally list the TS position as an internship opportunity in school literature.

3. Connect with Edmonds area churches in an attempt to recruit more volunteers from their group and clergies in order to serve a local community.
4. Create some advertisements promoting the TS as a volunteering opportunity to the general public. Make tear sheets or leaflets/flyers on notice or community bulletin boards, located in public areas, such as shopping malls, grocery stores, libraries, churches and Edmonds Community College.
5. Post advertisements on public web sites and the WorkSource webpage to enhance volunteer recruitment.

Process of New Volunteer Entry:

1. According to Senior Center policy and the manager's requirement, interview and recruit the new volunteers.
2. Provide on-the-job training and assign the new volunteers to a suitable position for their skill set.
3. Consistently, regularly, and fairly assess and review the performance of new volunteers, provide constructive feedback to help them improve their performance
4. Discipline any deviation from expected behavior or actions.
5. Adjust the work shifts or position based on the performances and interpersonal interaction of the volunteers.

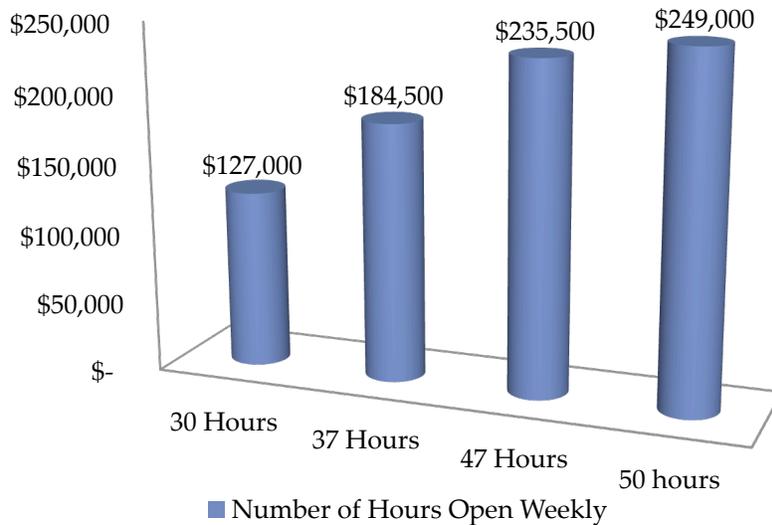
Necessary Resources

The resources necessary to implement this project include:

1. Workable hours
2. More volunteers
3. Public media
 - a) Public website
 - b) Community bulletin
 - c) Public notice board
 - d) WorkSource
 - e) Libraries
 - f) Edmonds Community College
 - g) Edmonds School District
 - h) The news media for events
 - i) Snohomish County's government website
 - j) Extending work schedule: create a variable work schedule, with TS seniority as the determining factor in shift preference.

This following chart is based on the assumption that revenue generated is directly tied into the hours the Thrift Shop is open per week, and projects increased revenue based on an assumed stable hourly revenue income.

Figure 2: Annual Revenue Projections



Conclusion & Recommendations

Barbara knows how many people are needed in the store at any given time but assuming that a minimum of 2 people are in the store at all times they would need to acquire a minimum of 14 additional labor hours per week for the first phase of recommendations and up to a minimum of 34 additional hours of volunteer labor for the second phase, just to staff the TS with sales people.

It is unclear if these additional sales people will be able to keep up with all of the other TS responsibilities. Additional staffing needs at a minimum may be needed to keep up with increased sales volume. However, selling larger quantities out of the TS might actually make the introduction of newly donated product easier and more efficient as shelf space might become more readily available and time spent doing markdowns might be substantially decreased.

Staffing & Management Team Members & Responsibilities

...

Erin Bates –	Writing: Section 1, Data Collection, Edits
Jude Searles –	Writing: Section 2, Interviews, Data Collection
Titty Muyumba –	Writing: Section 3, Data Collection
Zhihong Lin –	Writing: Section 4, Data Collection
Joe Laprade –	Writing: Section 5, Team paper integration, Edits, Data Collection
Chuck Noyes –	Writing: Section 6, Data Collection

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Boutique

Overview

The Boutique Team recognizes the existence of the Edmonds Senior Center as a gathering place for older adults living in and around the community of Edmonds. The natural beauty of our Puget Sound region adds tremendous attraction to this center.

We also appreciate that the existence of The Country Boutique holds meaning and passion to the crafters, volunteers and patrons of this unique section of the Center. Their existence provides an opportunity for older adults to showcase and sell their works.

Proposal

In order to better meet the needs of the community of Seniors served by the Boutique while maximizing the useable space and profitability of Thrift Store, we propose that the Country Boutique be relocated from the Thrift Store to the location of the existing library. The following proposal includes two options for relocating The Boutique.

The library space would become the new Country Boutique with craft stations where seniors could work on crafts and socialize with each other and Boutique patrons. Glass cases could be placed in the space to the right of the entry to the Boutique (where the large brown desk currently sits).

The jewelry repair person who comes in monthly would be provided space in the Country Boutique to do repairs. This move would not only give the Thrift Shop additional floor space they desperately need but would give both stores their own identity and allow them the ability to perform their own roles in the Senior Center. (See Figures 1 and 2 below.)

Boutique Team Members & Responsibilities

...

Pam J. Westpahl –

Gathered Information; Identified Solutions; Project Outline; Draft and Edited Report

Brenda K. Davis –

Gathered Information; Determined Scope; Interviewed Boutique Volunteers; Identified Solutions; Project Outline; Draft & Edited Report

Kenneth Foss –

Gathered Information; Interviewed Boutique Volunteers; Identified Solutions; Technical Drawings; Draft & Edited Report

Christian A. Funk –

Identified Solutions; Edited Report

Mark A. Thompson –

Identified Solutions; Edited Report

John Gruber –

Determined Scope; Interviewed Boutique Volunteers; Identified Solutions; Team Work Breakdown Structure; Edited Report

The Facts:

- The Country Boutique is approx. 1/3 the size of the Thrift shop.
- The Thrift shop brings in approx. \$150,000 annually so the space that the Country Boutique is occupying has an approximate value of \$50,000 annually.
- Relocating the Country Boutique would increase retail floor space, provide a separate receiving & sorting space and potentially increase the Thrift Shop profits by \$50,000.
- The County Boutique earns approx. \$12,000 annually and pays the Senior Center approx. \$600 annually in rent.
- Moving the Country Boutique to a new location would provide the space needed to properly display their goods, provide space for seniors to work on their crafts and socialize, and potentially increase the boutiques income.
- Country Boutique would be open Monday-Friday; same schedule as the Senior Center.

Benefits:

- Boutique space will increase by re-locating to library
- Better visibility of the Boutique thereby increasing sales
- Glass showcases in reception area provides advertisement
 - Gives both stores their own identity and allows them the ability to perform their own roles in the Senior Center
 - Main traffic entrance, instantly showcasing the “New Country Boutique”.
 - All three spaces (existing library/classroom, 2nd floor space and the Wood Crafts room) are equivalent in size, approx. 24’x30’ or 720 sq. ft.

Option 1:

In the first option, we propose the library be moved to the 2nd floor in to a newly remodeled space where there is currently an unused computer room. This would require the removal of some walls, re-configuration of the ceiling grid, electrical work, etc. Moving the library to this location would provide a space large enough to partition into two spaces and provide the quiet/privacy that a library requires. Access would be from the nearby stairs or the elevator. (See Figures 3 and 4).

Option 2:

This option outlines the relocation of the library to the space once occupied as the Wood Crafts room in the east-wing of the Center. This space located on the ground floor allows for easy access to all. The wood craft space would require less initial demo work, but more finish work to bring it up to a library’s standards. Consider it a blank slate to work with. The use of this space would also leave the space on the second floor open for rental/meeting room(s). (See Figures 5 and 6).

Figure 1:

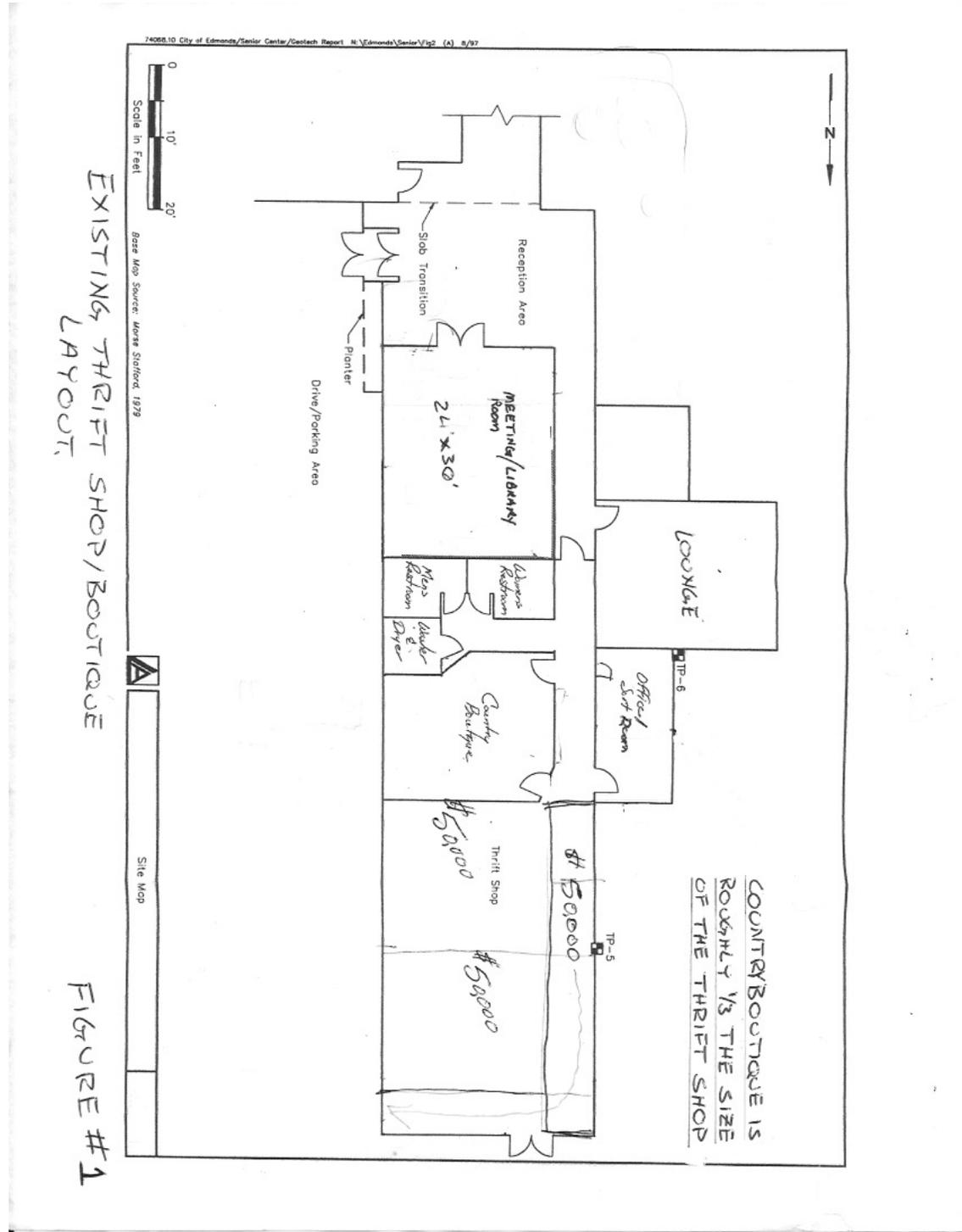


Figure 2:

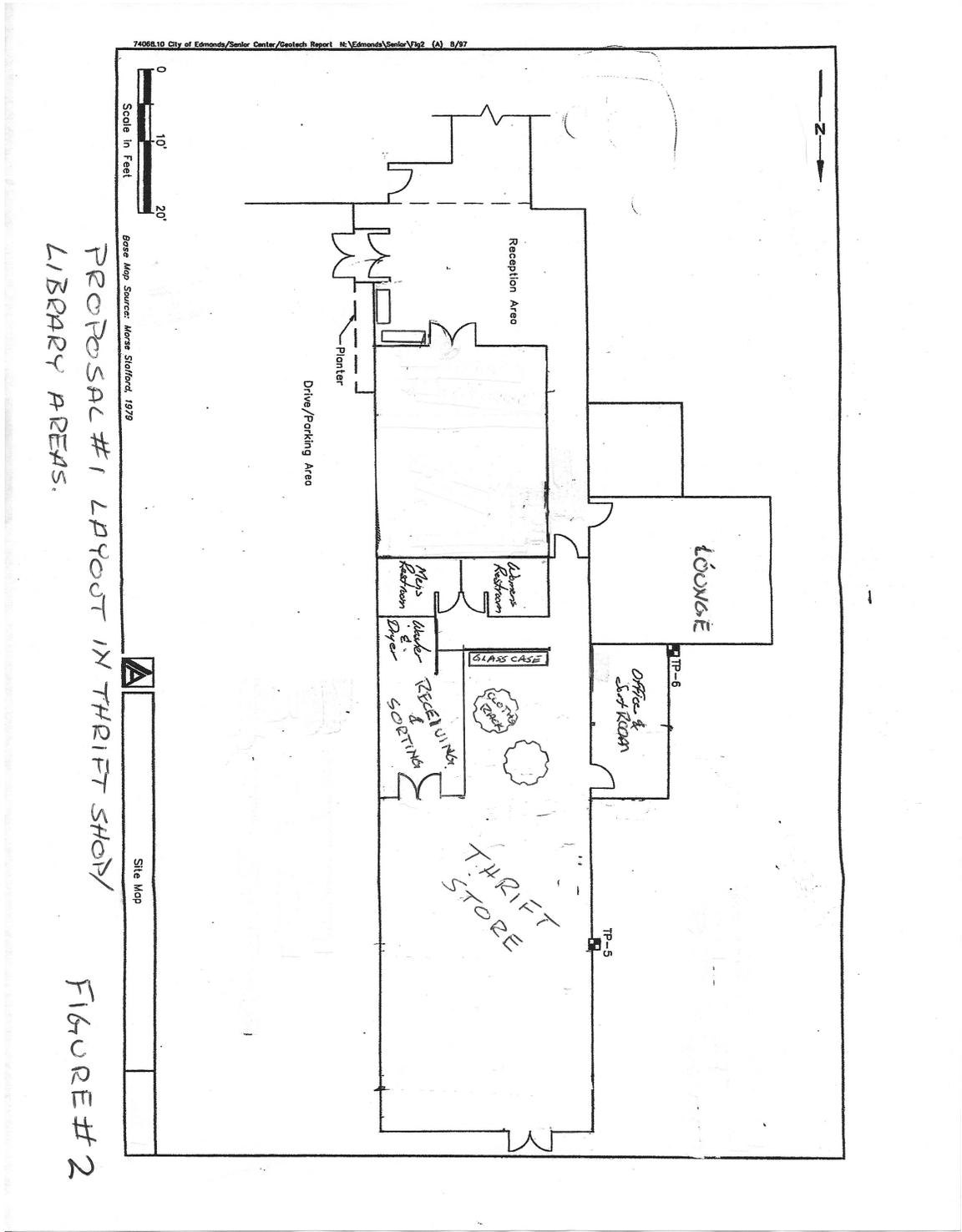


Figure 5:

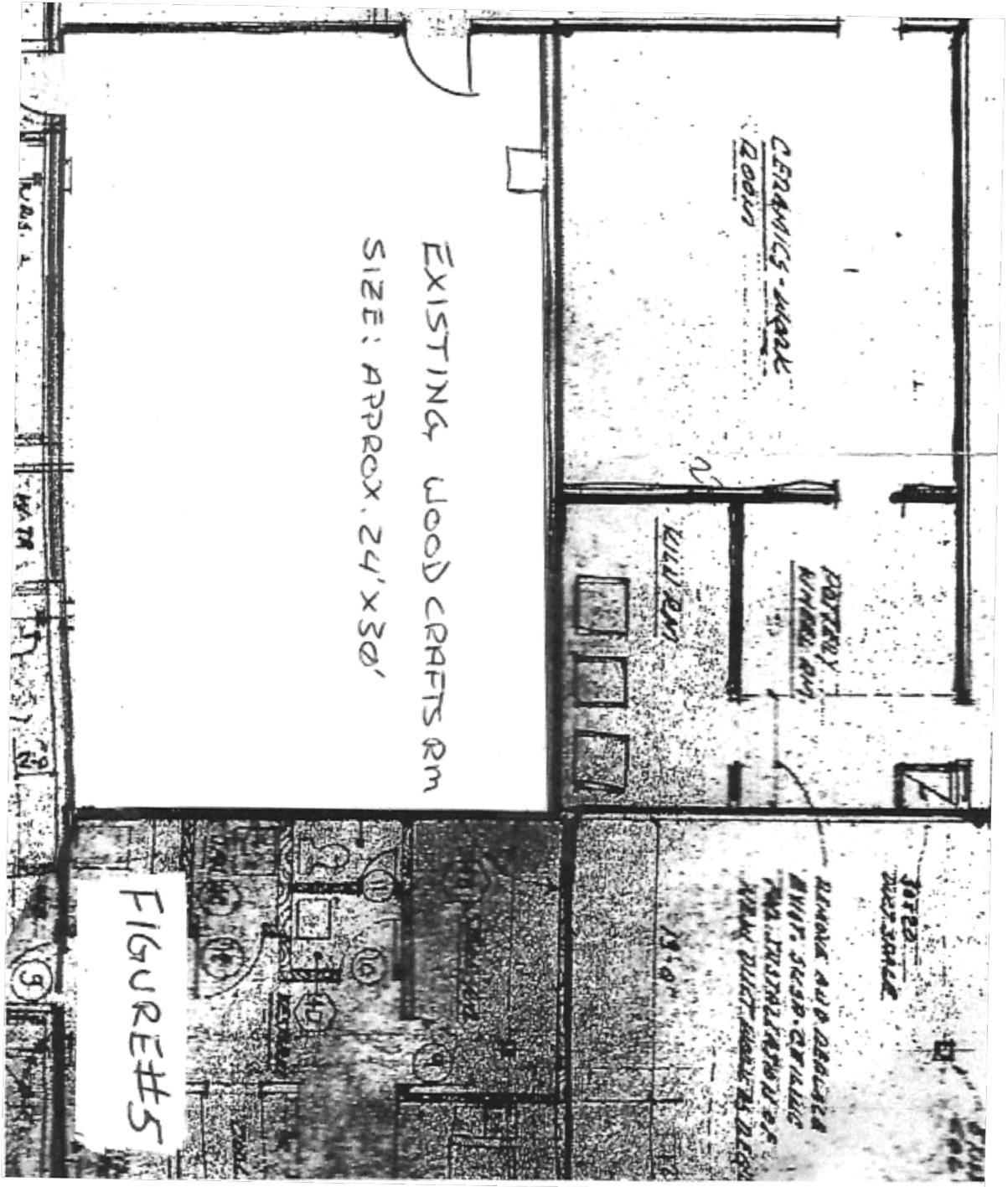
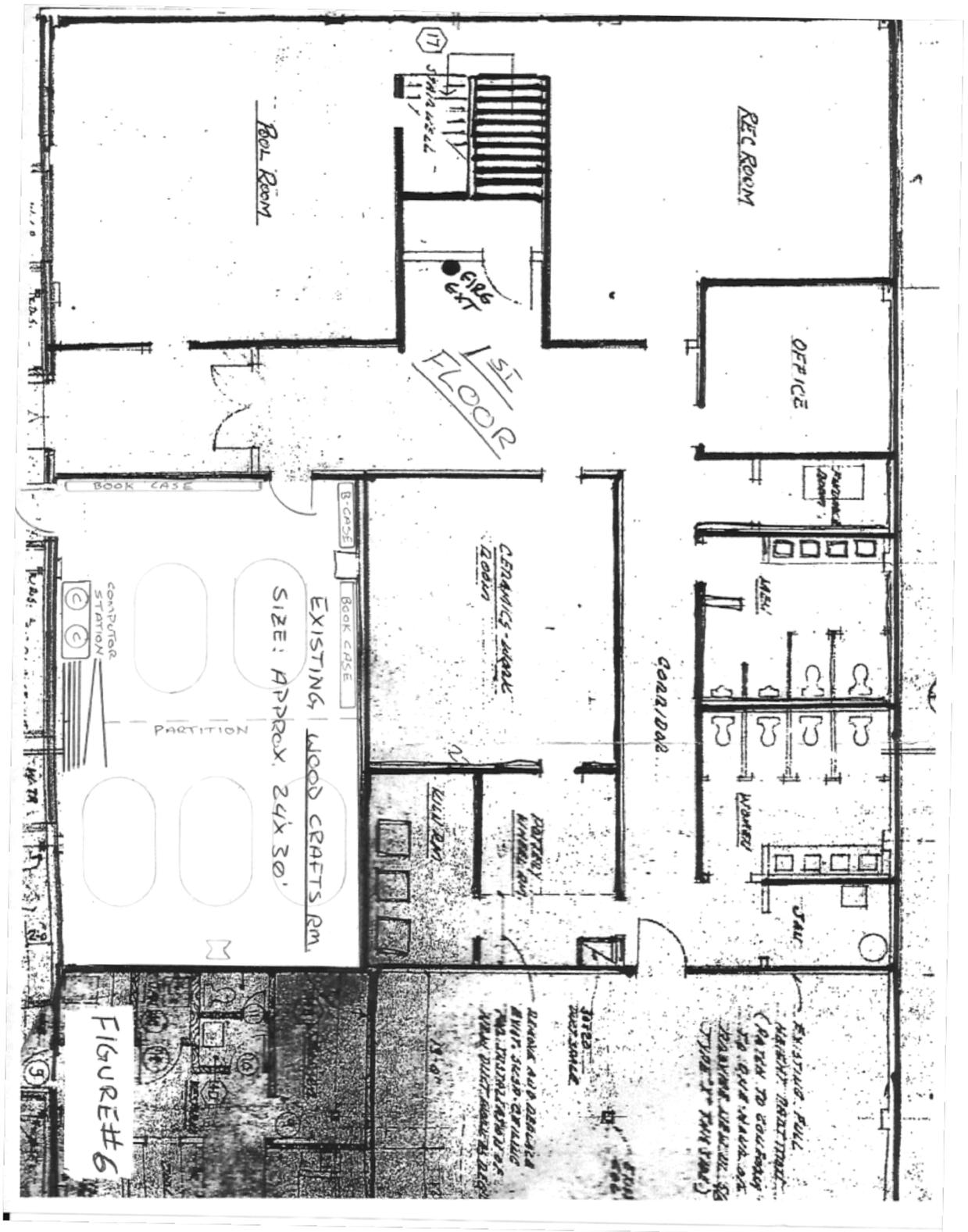


Figure 6:



Appendix

Appendix A: Project Teams & Members

Instructor:

Carl Adams

Boutique Team:

- Brenda Davis
- Kenneth Foss
- Christian Funk
- John Gruber
- Mark Thompson
- Pam Westphal

Marketing Team:

- Bryony Armbruster
- Emmalea Darby
- Nyla Helgason
- Jennifer Livingston
- Amy Phillips
- Alexander Smith
- Paulette St-Onge
- Denise Woodard-Morien

Facility Layout & Infrastructure

Team:

- Daniel Barkley
- Jeffrey Basham
- John Cicero
- David Davenport
- Michael Delahunty
- Richard Dunbar
- James Hendricks

Staffing & Management

Team:

- Erin Bates
- Joseph Laprade
- Zhihong Lin
- Titty Muyumba
- Chuck Noyes
- Jude Searles

Integration Team:

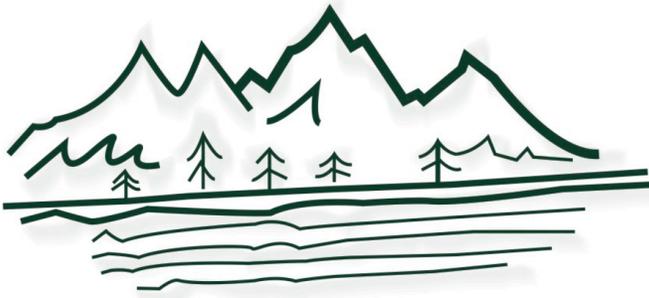
- Susan Gilpin
- Alan Gossett
- Neil Hart
- Chris Hunter
- Brendan Jones
- Hannah Newell

Appendix B: Proposed Branding Elements

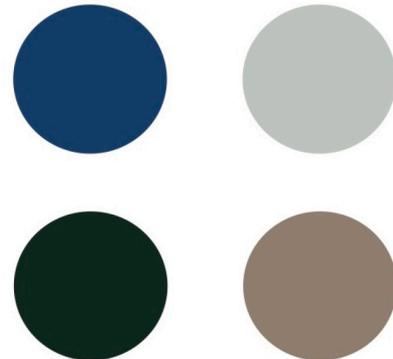
Brand:

EDMONDS Senior Center

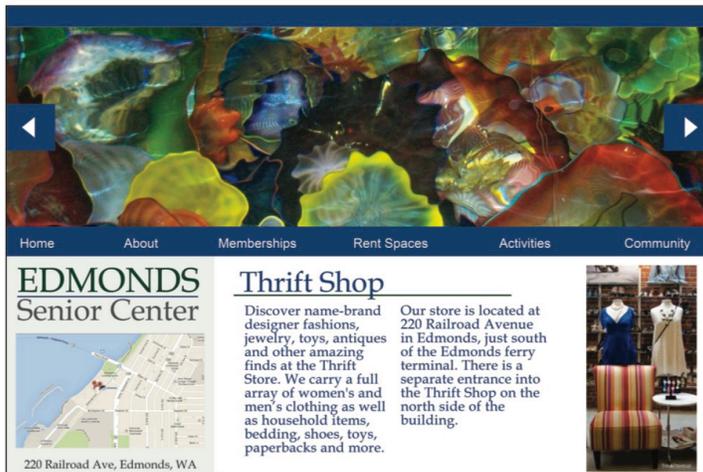
Logo:



Colors:



Website:



Sandwich Board:

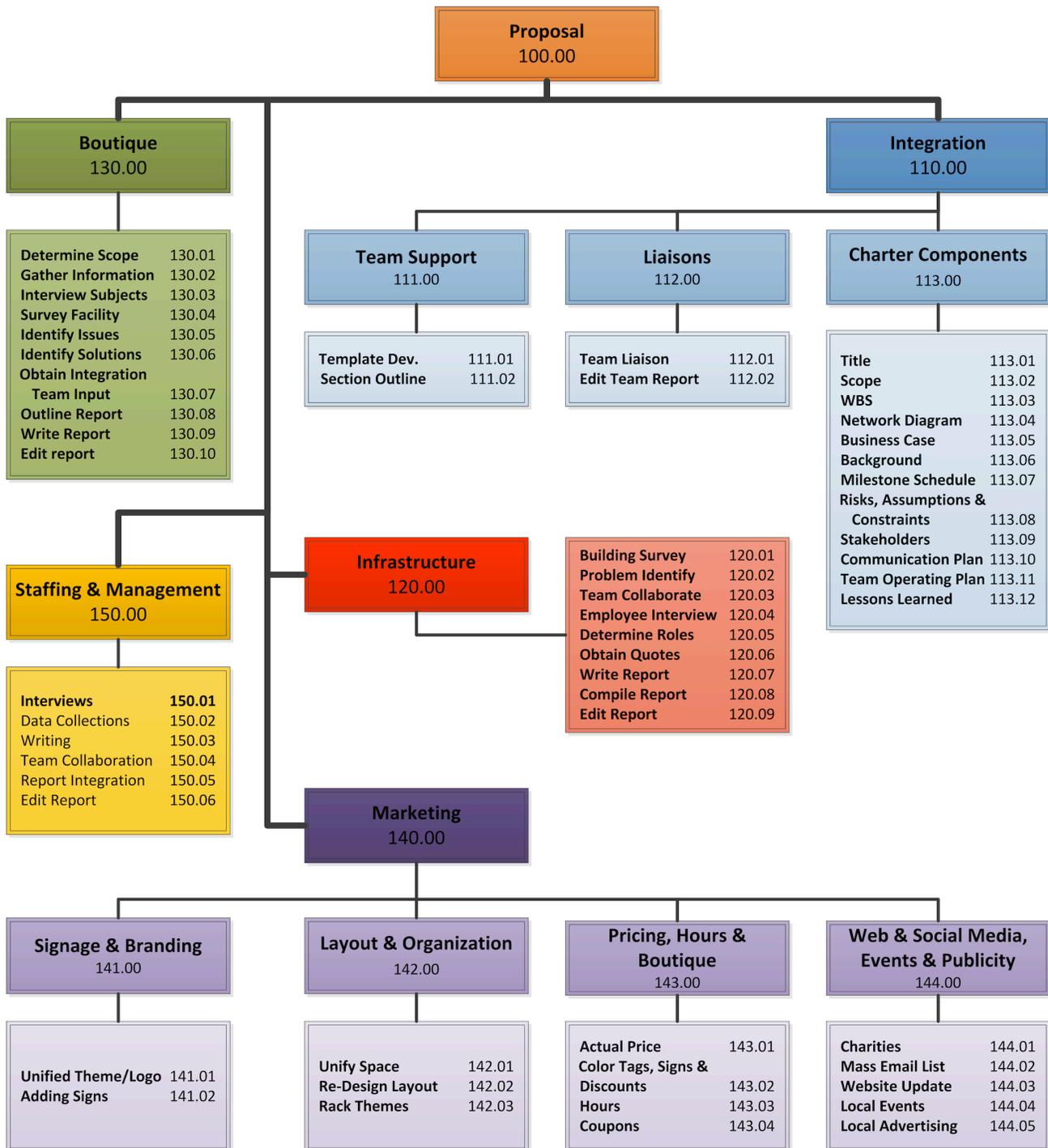


Font:

Book Antique

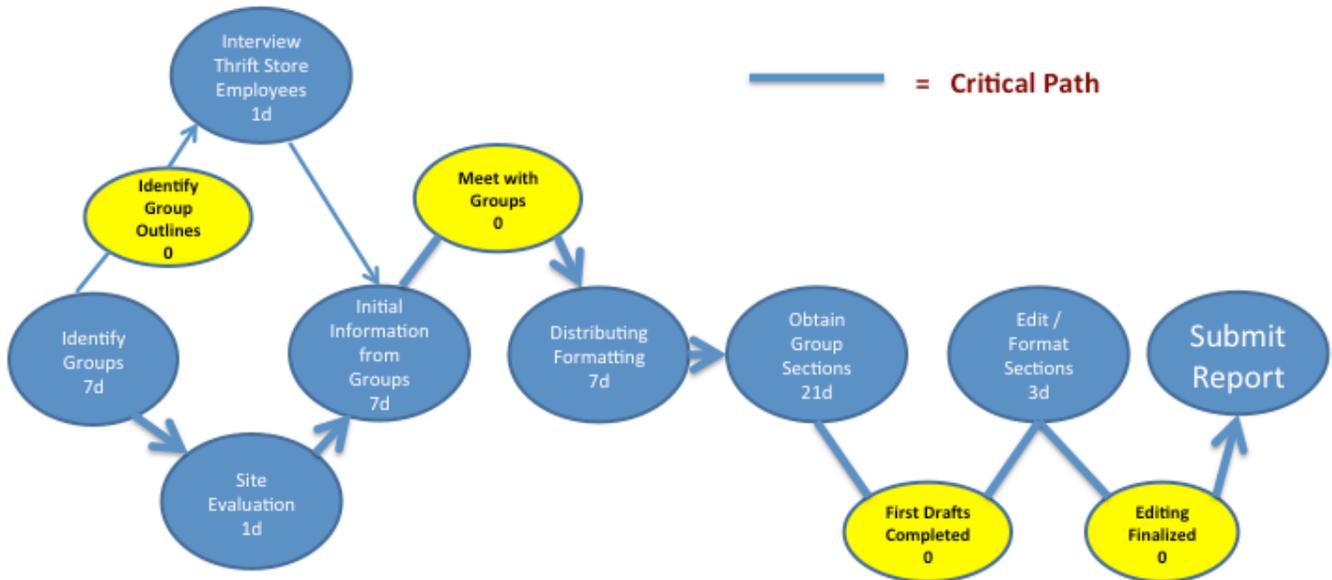
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Appendix C: Work Breakdown Structure (WBS)

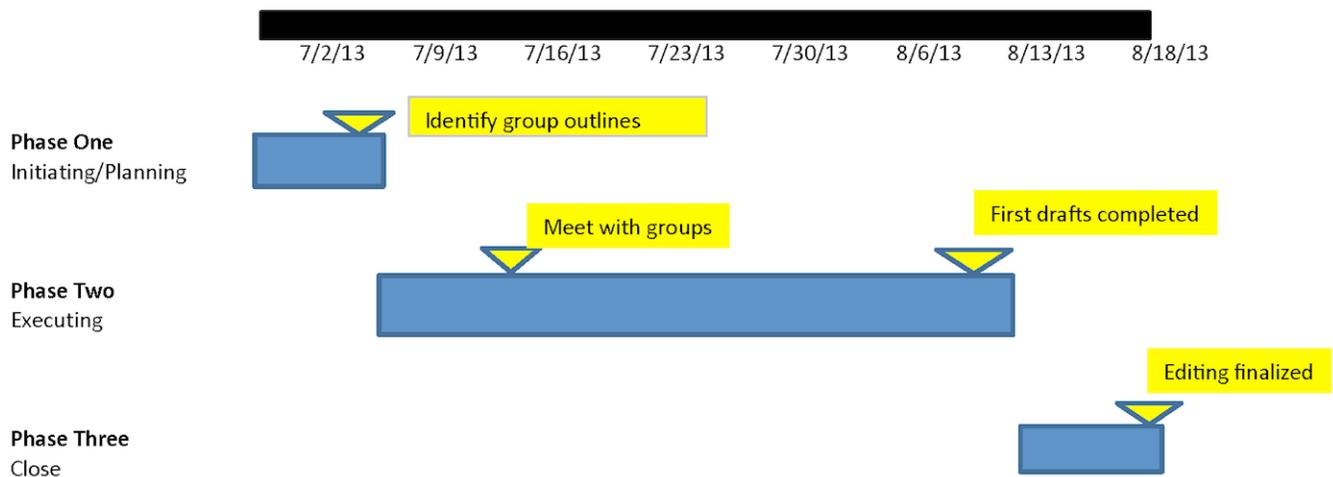


Appendix D: Network Diagram & Milestone Schedule

Network Diagram:



Milestone Schedule:



Appendix E: Organizational Structure & Communications Plan

The following Organizational Structure and Communications Rules have been established for the efficient management of the project.

Organizational Structure:

- The Proposal Working Group was broken into five teams, each with specific areas of reporting. These included:

Marketing

- Hours of Operation
- Merchandise Pricing
- Advertising
- Signage
- Display

Facility Layout/Infrastructure

- Receiving Area
- Flooring
- Space Utilization
- Lighting

- Shelving

- Access

Staffing and Management

- Staffing
- Scheduling
- Compensation
- Insurance
- Taxation

Boutique

- Location
- Physical Space

- Revenue Sharing

- Utilization

Integration

- Integrate data from each team
- Build the WBS (Work Breakdown Structure) and other Project Charter Documents
- Produce deliverable document

- Each team appointed a Team Coordinator
- A member of the Integration Team was appointed to work as a Liaison with each team. The Marketing team had Co-Liaisons appointed.

Communications Plan:

The following communications Rules have been established for the efficient management of the project.

- Team members should arrive in time to attend the group meetings that take place immediately after the class instructor is finished teaching.
- Any member unable to attend a group meeting should inform their group beforehand.
- Group meetings should not last past the scheduled class ending time (9:00 pm).
- Group meetings may end early if all members agree to it.
- Groups may create additional group meetings outside of class if necessary.
- An informal, consensus process will be used to make decisions. If there is not general agreement, the decision shall be made by the team leader or by majority opinion.
- If a team member cannot have their assignment complete by the due date, he or she must notify the team leader before the assignment is due.

Appendix F: Risks, Assumptions & Constraints; Stakeholder List

Within this project our class dealt with several constraints both good and bad. Within these were risk, assumptions and constraints. The risk for this project while nothing financial there was however the reputation of Edmonds Community College and our instructor Carl Adams on the line. In addition our class was at the beginning stages of learning about project management and as such the lack of knowledge was very real and the risk of a lack luster final proposal was very real.

Another big risk was the fact that this is only a proposal and a free one at that. In the end each of us knew this proposal could be thrown in the trash or taken to heart at the next planning meeting. Either way each one of us was determined to provide the best proposal we could.

The assumptions are high given so many unknowns both about our skill knowledge and who we are working with in addition to the senior center itself. Many of these assumptions turned into constraints as the project took shape and we started to learn more about what we were getting ourselves into. Some of these assumptions turned constraints were facts and information about the senior center itself such as revenue, square footage, building plans, blueprints and so forth. However as we all worked through the project together we came to an understanding that our constraints had turned into opportunities and the ability to shine and provide added value.

The stakeholders for this project were ones that had particular interest in helping and seeing us as a class succeed. They included our instructor Carl Adams and the institution of Edmonds Community College. Without these people and institution we wouldn't have been able to provide this final proposal, yet they have put their reputation and pride on the line for us as a class. Edmonds Community College is stepping out into the community and getting involved to have a positive impact, making the assumption that we will provide a value to the Edmonds Senior Center.

Appendix G: Lessons Learned

Lessons learned are key successes and failures that are documented to improve future projects. The following is a list of lessons learned by the project team.

- Interview many stakeholders for the best-rounded perspective.
- *'Money Talks'* ~ Contractors are often uninterested in offering assistance without a possible contract.
- Use layman's terms whenever possible to ensure common understanding.
- Within project teams, establish and utilize clear communication expectations.
- Develop a clear organizational structure for projects.
- Maintain project focus.
- Appreciate the human and emotional dimensions of those whom you work for. Avoid creating an environment of fear and apprehension.
- Make sure to establish proposal technical standards, (such as image resolution and size standards for graphics to be used); and writing/editing standards, (such as no 'first person' tense), in the final document. Graphics can include such items as photos, tables, charts, plans, sketches, etc.