

**EDMONDS
SENIOR
CENTER**

NEW FACILITY BEST USE STUDY

Proposal prepared as a Final Class Project for Edmonds Community College
Introduction to Project Management (MGMT 270) Fall Quarter 2013

About this document

This project presents a best use study for a new Edmonds Senior Center facility. It will offer guidelines for a more functional, economical and welcoming structure. The data and recommendations presented herein will also assist management in developing programs and associations to make full use of the new building. Five teams will report their evaluations and proposed recommendations to support the project's objective. The five teams and respective areas of reporting are delineated in appendix A. The teams and their missions are as follows:

Building and Infrastructure: Its mission is to present environmentally sound and economically efficient solutions to the current challenges of infrastructure, lighting and technology by construction of a new facility.

Community Involvement: Its mission is to develop an action plan to improve visibility and increase use that will integrate the local community with the new facility.

Peer Facilities: Its mission is to study similar senior facilities to identify new strategies that will expand or improve ESC's services, programs, marketing and outreach, as well as infrastructure and usage.

Programs and Activities: Its mission is to assess current program use, identify potential improvements and recommend new programs that will be successful in expanding participation and involvement by the Edmonds community in a new and improved facility.

Integration Team: Its mission is to organize and integrate findings from each team into a cohesive proposal to make a strong case for building a new Edmonds Senior Center facility.

Organization of Topics

This proposal first offers an overview and historical details to acquaint the reader with Edmonds Senior Centers' (ESC) background and current operations. Analysis of current and future use, observations and recommendations for the building of a new facility are then presented by each team. The appendices provide the project management teams' organizational methods as well as supplemental information or recommendations concerning ESC structure and usage, peer facilities, technology, Edmonds demographic statistics and works cited.

Proposal Summary

This report provides an evaluation of the existing facility and use, and a developmental proposal for a new building.

Executive Summary

This project presents a best use study for a new Edmonds Senior Center facility. It will outline guidelines for a more functional, economical, and welcoming structure. The data and recommendations presented herein will also assist management in developing programs and associations to make full use of the new building. The new building will be constrained to two floors and the ESC will not be able to expand its overall property. Other major assumptions and constraints will be addressed in each section. Five teams will report their evaluations and proposed recommendations to support the project's objective. The five teams and respective areas of reporting are delineated in [Appendix A](#).

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About the Edmonds Senior Center

OVERVIEW

The Edmonds Senior Center, (ESC), has enriched the social, physical and intellectual well-being of South Snohomish and North King Counties older adults for forty-five years. It was established in 1968 as a nonprofit 501(3)(c) organization originally under the name South County Senior Center. Its stated vision is to develop the full potential of every senior in its community.

Nestled on the beautiful Edmonds waterfront, the 28,000-square-foot multi-use facility hosts a broad variety of classes, activities, trips and special events. These programs reflect the experiences and skills of members and respond to its diverse interests and needs.

The ESC is managed by six full-time and three part-time staff. In addition, the center depends on the on-going efforts of approximately 350 volunteers. The core values of: caring, friendly, inclusive, stimulating, responsive and affordable are implemented by these paid and volunteer staffers. 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 provided by Senior Services of Snohomish County Nutrition Department.

EDMONDS SENIOR CENTER HISTORY AND ITS FUTURE

In 1973 the city of Edmonds acquired ownership of a waterfront property including two buildings used by the senior center. A major grant in 1980 connected 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, library, outdoor patio, meeting spaces, pool room, ceramic shop, wood shop and thrift store.

But now, for many reasons enumerated in this proposal, the time has come for a new Edmonds Senior Center. With 100% of the ESC Board's backing, staff is consulting with an attorney and an architect to assemble a plan to lay before the City of Edmonds to build a new structure. This building will not only better meet the needs of the current membership, but it will draw in more community members and symbolize Edmond's strong commitment to its older population.

Edmond Senior Center's programs have innovatively expanded over the last four and a half decades to meet the community's changing needs. Computer classes that used to be taught at desktop stations are now becoming lessons on how to work with mobile devices and the cloud. The center also created an Employment Office to match those looking for employment with those who have work to be performed. The Edmonds Senior Center has a history of innovation: it was nationally recognized for its innovative multi-purpose concept and was highlighted in a 1971 Housing and Urban Development documentary about the future of the nation's senior centers.

Organizational Structure

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

BOARD OF DIRECTORS

The Edmonds Senior Center Board of Directors is made up of 21 members, each serving a three year term. Membership elects six members annually. Additionally, the board appoints one member annually. Although two currently appointed members are also Edmonds City Council members, there is no formal requirement that any local government body or agency be represented on the board.

The board of directors meets the third 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 use open microphone opportunities to share suggestions and concerns.

GRASSROOTS ADVISORY COMMITTEE

The Grassroots Advisory Committee acts as a liaison between the center's general membership and the board of directors. Grassroots members, of which there are about ten currently, are elected for one-year terms. Using tools such as comments from the suggestion box and the public remarks segment of board meetings, the Grassroots Advisory Committee works to improve communication and ensure member voices are heard.

In recent years it has 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 Tuesday before the third Tuesday of the month at 1 p.m. Public attendance at these monthly meetings is encouraged, and an opportunity to speak regarding any concerns or suggestions for the senior center is offered.

Building & Infrastructure

Building and infrastructure is a five-member team, which is assigned specific areas of the Edmonds Senior Center project. The goal is to find a workable and green solution to the current problem of the old facility. The Building and Infrastructure Team will be making recommendations to the Edmonds Senior Center staff regarding interior and exterior design, technology, environmental and energy practices, footprint, access and parking at a new Edmonds Senior Center facility.

Environment and Energy Issues

ANALYSIS AND OBSERVATIONS

Environment is going to be an issue of concern and to signal its importance, the city has agreed to remove the building with little to no impact on surrounding buildings while keeping the water free from debris. So in the same way, as contractors re-build the center, staff needs to keep in mind: How will this change benefit the center? What impact will this construction and construction process have on the environment? Are there alternatives that would have a less negative effect?

Energy conservation needs to be in the forefront of planning because with new technology, the center can lower its overall energy consumption by at least 35-45%. The recommendations listed below for the new senior center's architect and contractors would save money and make it a leading-edge structure on the Edmonds waterfront.

RECOMMENDATIONS

It is strongly urged to situate the new building on pilings as it will be right on the shoreline. This way, there will be less chance of settling which causes the floor to buckle, along with other damage. An uneven floor is a tripping hazard for the elderly especially. If a green roof is contemplated, additional pilings would be needed.

Constructing the center on footing walls about two to three feet high would solve the current center's major flooding issue. This will also allow more access to plumbing because it would be under the building in the crawl space. If salt water ever came over the retaining wall from the sound, it would flow under the building instead of through it.

Two types of walls are needed for the new structure. A concrete tilt-up wall (a concrete wall fabricated on-site horizontally and then tilted up into place) eight to ten inches thick with a coating to protect it from salt water and direct sunlight is the best choice for the west wall because it gets the most extreme weather. Build the three remaining walls above current codes for energy efficiency.

Spray foam sound proofing that can fill up to four inches is a strong recommendation and would give the walls an R-rating (measure of thermal resistance) of R-28. The standard is currently R-19 fiberglass batting. Foam, however, gets into every crevice and expands for superb sound proofing which the center needs due to the heavy train traffic that comes by many times a day.

Environment and Energy Issues

Solar (PV - photovoltaic) panels should be installed on the roof to capture the sun's energy to power the center (Figure 1). During the time the center is closed, it can send the power back to the grid. This can be a way the center can make money or at least cut down its electricity bill significantly.

Put in place LED (light-emitting diode) fixtures (Figure 2). Lighting is about 25-30% of a facility's energy cost. By using LEDs, the center can cut that by at least half and still save money due to the life span of the LED bulb which is 10,000 hours.

Use automation wherever possible, because this would help people using the building, as well as save energy. For example, occupancy sensors could be placed in rooms, especially restrooms, so that lights come on when in use, but then turn off when empty. Locate natural light sensors close to windows so that lights turn off when enough sunlight comes in.



Figure 1 *Photovoltaic panes*



Figure 2 *LED lights*

Footprint, Parking and Access

SECTION SCOPE

This area of the proposal addresses the facility subjects: footprint, parking, access and some ideas on how the new building can provide an even more enjoyable and safe experience to its users.

FOOTPRINT RECOMMENDATIONS

The existing footprint of the current building is no longer viable, it is outdated and vehicle and foot traffic does not flow around it well. The new Edmonds Senior Center front should face the street for better flow and curb appeal; the circular drive should be retained and made more spacious for dial-a-ride buses to drop off seniors and their caregivers. The building should have a modern look to it to help bring in younger seniors to help update the waterfront infrastructure. This will bring up the value of the surrounding buildings. The construction should be esthetically pleasing as well as functional for seniors to enjoy a new and improved layout. The building's fresh look will help draw in all ages of the community. The team suggests designing the building in a Modern Craftsman style. This style is aesthetically pleasing and would fit in well on the waterfront. Other area senior centers with this construction style are successful in bringing in younger seniors.

The current parking situation at the Edmonds Senior Center is cramped. There are only 77 parking slots. All of these slots are also being used by the general public for access to the beach since the senior center is technically on park land. This is a difficult situation for the senior center when they have large events (ex: the ballroom can hold 250 people), the elderly have a difficult time finding parking close to the entrance.

PARKING RECOMMENDATIONS

The architects and planners should take into consideration building a two-story parking garage. This structure could feasibly hold up to 125 parking slots with 5% of those parking slots being used for handicapped spaces. An elevator should be for the handicapped to get to the lower garage floor. This structure would maximize the current allotted parking lot space to fit the needs of the senior center now and into the future.

Access for the old Edmonds Senior Center is limited. There are only two ways into the senior center: through the thrift store or through the main entrance. This is especially a problem on Sundays when the thrift store is closed.

Footprint, Parking and Access

ACCESS RECOMMENDATIONS

There should be at least four public entry points for this location, so that seniors with disabilities do not have to walk too far to enter. These entries would be: one through the thrift store, two on either sides of the building and one in the back at the beach area. Four entrances would also help in cases of emergencies providing more exits to get out of the building safely.

The new building would also give designers a chance to make restrooms more spacious with wider entrances to accommodate individuals using wheelchairs and walkers. The restrooms should be constructed to fit five people comfortably.

Designers should incorporate an automated sliding door for the main entrance. This would be an improvement over the pull-open door that is in place on the old building. There would be no need to push buttons on the wall for handicapped clients. Automated handicap buttons would still be necessary on the remaining entrances. Since the senior center's footprint is changing with the new building, ideally ramps would be installed on the side entrances and the rear entrance. This might be necessary to meet the requirements of the Americans with Disabilities Act.

A loading and unloading area should be planned for the thrift store. This would make access for dropping off donations and picking up big ticket purchases run more smoothly. The elevator in the new center should be centrally located and marked with the appropriate signs for handicapped users. This would also make the building flow more user-friendly.

Curb Appeal

SCOPE AND OBSERVATION

This area of the report addresses what can be done to improve the new building's exterior appearance. To attract more senior center users, the new building's exterior should inspire visitors to take part in activities outside of the building, especially the side that faces the waterfront. Passers-by would take note of the center's vibrancy and be enticed to investigate and perhaps, participate.

BEER GARDEN RECOMMENDATION

A great way to encourage current members and visitors to enjoy the ESC's new lovely exterior would be to establish a beer garden. (Figure 3) This could be a once-per-week event during the warm weather months. Perhaps joint ventures with the nearby American Brewing Company and Gallagher's U-brew could be arranged so that their products are featured as currently happens at the Edmonds Center for the Arts performances. Along this same line, a wine tasting could be promoted on a weekly basis with local winemakers. A few propane patio heaters would prolong the season that the patio area could be used. In Japan, there is also a type of outdoor stove that is constructed purely for providing warm seating. This might be explored in light of Edmonds tie-in with Hekinan, its Japanese sister city.



Figure 3 This beer garden in the Viktuals Market, Munich is a popular place for lunch with both tourists and locals. If you sit at one of the tables with a table cloth you have to order food from the beer garden itself, while if you take one of the bare tables you can bring your own food bought from any of the many stalls. Photograph by Paul Lewis, 2005, license: [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/)

Curb Appeal

HEAT BENCH AND FOOT BATH RECOMMENDATION

In another gesture of solidarity with Hekinan, a Japanese-style heat bench (Figure 4) with foot bath (Figure 5)(the latter termed an *ashi-yu* in Japanese) could be installed on the waterfront side of the new building. This would greatly extend the season for enjoying the view. As seen in Figure 6 and Figure 7, a heat bench involves being able to sit on an internally heated bench with feet soaking in warm water. To keep the water clean and warmed up, a percolation heater unit can be used (Figure 8). It absorbs and decomposes dirty organic matter and various kinds of minor germs by percolating chemicals.



Figure 4 Japanese style heated bench



Figure 5 Public foot bath



Figure 8 Foot bath percolation and heating unit

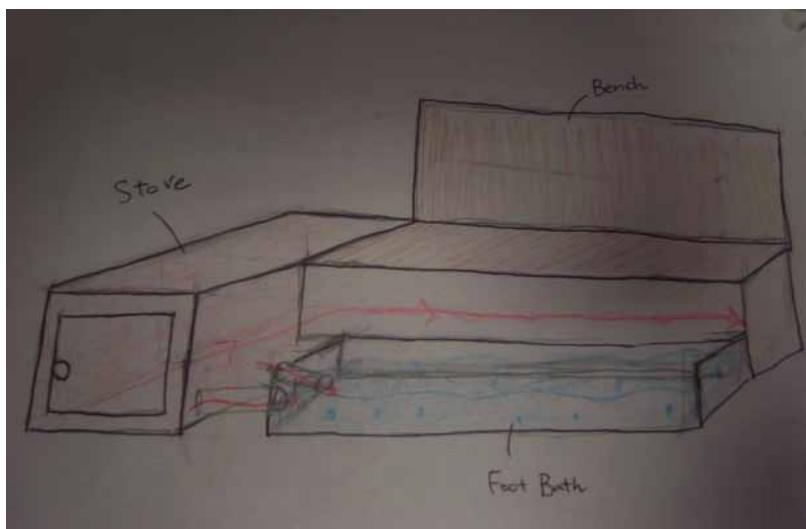


Figure 6 Foot bath and heated bench combination



Figure 7 Foot bath and heated bath potential placement

Curb Appeal

EXTERIOR SURFACES RECOMMENDATION

Once the new building goes up, it will eliminate one of the current detractors from the exterior which is the old, peeling paint. Cream is a color that has a relaxing effect on people and would be a great choice. Another suggestion is that staff refers to the design work done by last summer's Project Management class for the thrift shop. Palettes of colors were offered to help with branding, and two or three of those selections could be used on the building's exterior to continue the process of creating a brand.

The new building should have a clearly marked main entrance unlike the current confusing layout. And to make sure that the building exudes a welcoming air, use clear glass. This way all the coming and going and lively activity at ESC will be visible to the public.

LANDSCAPING RECOMMENDATION

Other aspects that would add to a more welcoming atmosphere involve updating the landscaping to bring more color, texture, interest around the structure (Figure 9 and Figure 10). Perhaps Edmonds Community College Horticulture students could plan the installation of hardscape and foliage around the new building. A small pea patch or kitchen garden in raised beds should be part of the planning so that the growing culinary program has fresh produce and locavore bragging rights. (See [Food, Dining and Cafeteria Section](#) on page 47) Plant to avoid upheaving concrete and asphalt as minimizing trip hazards is a priority around a senior center.

Landscaping maintenance might be done for free by Edmonds Landscaping (they currently do this for Edmonds Center for the Arts). Or perhaps another local landscaper could assist in maintenance for the good publicity that the ESC could offer them. To tie the center in with downtown Edmonds, at least one if not two flower baskets should hang on the street side and two small corner gardens should be planted and maintained by the city. This states that the center is part and parcel of the whole downtown vibe.

Finally, keeping the grounds clear of leaves is strongly recommended. While it is hoped that the new construction will not mean the present handsome trees are removed, leaf accumulation is a slipping hazard for anyone, but especially the elderly. It also gives the building an air of neglect if the fallen leaves are not removed with regularity.



Figure 9 *Current exterior bushes*



Figure 10 *Potential exterior bushes*

Interior Design

SECTION SCOPE

This section of the report is concerned with interior design for a new Edmonds Senior Center. Construction of a new facility presents staff with the opportunity to update the ambiance and improve usefulness within the center's walls.

ANALYSIS AND OBSERVATIONS

Several studies have identified several common trends and themes in relation to senior centers and housing. (For additional resources relating to These include:

- Connecting to nature and responding to the site and local conditions
- Providing visitors and staff with support spaces
- Addressing holistic wellness and person-centered care
- Promoting members' sense of community
- Offering daily choice through extensive amenities, including dining options
- Designing either for a hospitality/resort feel or a home-like environment

Recently, interior decoration for the majority of projects have a contemporary/modern feel (e.g., with cleaner lines and more modern furnishings). Another large number of new projects offers a traditional residential appearance (e.g., with crown molding, wood details, residential-style furniture and other home-like characteristics).

RECOMMENDATIONS

This proposal supports the contemporary feel combined with green/sustainable design elements and an emphasis on connecting the interior spaces with the surrounding nature. This style also allows more flexibility and convenience in furnishing the multi-purpose rooms. Multi-purpose rooms will be another major benefit of new construction. They allow for efficient, easy use of space. Please see [Appendix O](#) for a half-dozen websites that demonstrate well-planned senior centers incorporating multi-purpose rooms.

Recognizing that fiscal constraints are an issue, this proposal suggests recruiting local interior decorators to compete for the job interior design of the new ESC as a donation. The winner would receive recognition in local media, on the ESC website, in the ESC newsletter, with a plaque in the center and the chance to get referrals from membership and the wider community. A veteran interior designer could make the ballroom have a destination feel and the library a cozy, studios ambient.

Technology

SECTION SCOPE

The focus of this section is how the new structure should incorporate HVAC (heating ventilation and air conditioning), exterior lighting, CCTV (closed-circuit television), Internet, Wi-Fi/Wireless LAN (local area network) and automation. Outlined below are the reasons that changes in these areas would benefit the new building's economics and amenities.

HVAC ASSESSMENT

The existing building is equipped with five heating units and one HVAC unit on the rooftop. Each unit serves approximately one-sixth (1/6) of the building's volume. The HVAC unit serves the thrift store. Each unit can be controlled by a thermostat located in one of the rooms the unit serves. The units can also be controlled from a remote location at Edmonds City offices. By controlling the units in the off-hours, heating bills have been reduced by 30%.

HVAC RECOMMENDATION

In the current building, the thrift store is the only air-conditioned space. As the new building will include medical spaces, it is suggested that these areas should be equipped with air conditioning too. Develop new software for remote control of the building's temperature, so that it will have even better optimization control.

LIGHTING ASSESSMENT

The existing building is equipped for indoor lighting with four- foot fluorescent lights, recessed fixtures and in some spaces, in addition to fluorescent lighting, with downlight fixtures (recessed or pot lights). Outdoor lighting consists of 13 fixtures with compact fluorescent bulbs (energy-saving) along the 3rd Street side.

INDOOR LIGHTING RECOMMENDATIONS

The existing building is equipped for indoor lighting with four- foot fluorescent lights, recessed fixtures and in some spaces, in addition to fluorescent lighting, with downlight fixtures (recessed or pot lights). Outdoor lighting consists of 13 fixtures with compact fluorescent bulbs (energy-saving) along the 3rd Street side. Since the ceiling will be drop-ceiling tiles (suspended ceiling) use recessed fluorescent fixtures with LED tubes instead of classical fluorescent tubes. Or, where appropriate use directly-recessed Luminaire, LED, and where downlight fixtures are required, install LED recessed downlight trim fixtures. "A LED tube is made up of hundreds of individual LEDs. They come in a variety of sizes (two, four or six feet), different temperatures (i.e., different colors of light) and varying arrays of LEDs. They can be purchased with new fixtures, or used for retrofitting existing fixtures. But keep in mind; they don't require ballasts, so those will need to be removed when replacing fluorescent bulbs." (<http://eartheasy.com>)

Technology

SECURITY RECOMMENDATIONS

CCTV SYSTEM

The existing building doesn't have a CCTV system. The new building should install it for the following reasons: maintaining perimeter security, obtaining a visual record of human activity in the thrift store (and other populated spaces) and surveilling in public spaces such as the parking lot.

“CCTV (closed-circuit television) is a TV system in which signals are not publicly distributed but are monitored, primarily for surveillance and security purposes. CCTV relies on strategic placement of cameras and private observation of the camera's input on monitors. The system is called “closed-circuit” because the cameras, monitors and/or video recorders communicate across a proprietary coaxial cable run or wireless communication link. Access to data transmissions is limited by design. Modern CCTV displays can be high-resolution color, providing the CCTV administrator with the ability to zoom in on an image or track something (or someone). Talk CCTV allows the administrator to speak to people within range of the camera's associated speakers”. <http://whatis.techtarget.com/definition/closed-circuit-television-CCTV>

DIGITAL VIDEO SURVEILLANCE

For each camera select the scenario that is most similar to the actual surveillance situation:

- Office – limited detail, medium movement, indoor
- Reception – limited detail, limited movement, indoor
- Thrift store – lots of detail, medium movement, indoor
- Stairway – lots of detail, medium movement, indoor
- Parking – lots of detail, lots of movement, outdoor

The team recommends Axis products as it is the market leader in digital video surveillance. Axis network video products are installed in public places and areas such as retail chains, airports, trains, universities, casinos and banks. For the thrift store, an Axis M30 Network Camera would be ideal while for the parking lot, the Axis PTZ Camera is the most suitable.

INTERNET RECOMMENDATION

In the Internet, Wi-Fi/Wireless LAN areas, there is a variety of equipment and multiple providers. Documented in this section are a few preliminary details that may help contribute to a better Wi-Fi network configuration. The chosen configuration remains up to the client. Unlike cellular systems, Wi-Fi technology and networks are not very complex, and their components are fairly simple and inexpensive. A Wi-Fi network requires a client device with a wireless network interface and an access point (AP) terminating a radio link to multiple clients and connecting the wireless LAN with the wired infrastructure. (See [Appendix K](#) for specific suggestions.)

Community Involvement

The Community Involvement Team assessed the Edmonds Senior Center's image and level of awareness within the community. The goal is to develop an action plan to improve visibility and increase use that will integrate the local community with the new facility.

Marketing and Advertising

SECTION SCOPE

Through assessment of the current advertising and marketing strategies, the Community Involvement Team will generate ideas to improve the current marketing model to promote ESC to a greater demographic within Edmonds and the greater Puget Sound Area.

ANALYSIS AND OBSERVATIONS

The ESC has had a stable and forefront presence in the Edmonds community with great potential to attract people of all ages to its scenic beachfront property. A redesigned and rebranded ESC facility will have the potential to serve as a focal point on the Edmonds waterfront. This can be achieved by improving and expanding ESC's marketing plan to attract more 55-70 age seniors as well as community members of all ages. The improved plan will also attract more clubs and organizations, volunteers and business partners.

Even though ESC welcomes people of all ages, the name, 'Edmonds Senior Center,' infers an exclusion of people who are not considered senior citizens. After reviewing the many brochures from other senior centers visited, some were similar to ESC pamphlets. Customary ads and attractions were specifically aimed at seniors.

The internet home page has one picture slide of a younger demographic. It shows a picture of the beachfront view, but not a view of the beachfront from inside the building. The volunteer page is set up only for internal volunteers and includes no contact information for the volunteer coordinator. The "Local Connections" page has business services mostly directed to seniors. There is no indication of whether discounts are available and the page overview is very general. The facility page does not offer complete information or images of facility rentals. The "About Us" page and the "Activities" page include only senior demographic information. The membership page does not reflect an age requirement.

ESC currently uses social media in a very limited fashion. A new report from Pew Internet & American Life Project shows the "number of seniors using social media has tripled in the past four years" (Fitzgerald). "About 43% of Internet users aged 65 and older say they use social media, compared with just 13% in 2009..." (Fitzgerald).

RECOMMENDATIONS

SIGNAGE AND BRANDING

To market ESC to all ages, the center should be re-named. The new name of 'Edmonds Activity and Senior Center' is recommended. The large sign outside ESC should display the new name and have a picture or carving of people from different age groups.

Marketing and Advertising

The new picture or carving can also serve as part of the re-branding strategy for ESC. Currently there is the branding statement, “Come for the View, Stay for the Friendships.” A new brand statement is recommended, such as “Fun for all, all for Fun,” or “A place for fun activities & friendships.” The branding logo and branding statement should be on all advertising print and web media.

Rooms inside the ESC can be renamed to support the branding change. The cafeteria could be named ‘Friendly Food Fare’ or ‘Community Cuisine.’ The ballroom could be named ‘Community Dance Hall’ or ‘Beachfront Ballroom.’

WEBSITE

Include an image of the beachfront view from inside ESC. Include rotating pictures of programs which include multiple demographics. On the “Rent the View” page, include images of rental spaces and information about floor plans, pricing, amenities and catering referrals. For the “Make a Difference” page, change the name to “Volunteer Opportunities” so it is clear and easy to find for newcomers. Add the volunteer coordinator’s name, email, and phone number for ease of contact. Create a “Volunteer Ideas” email link and a link to a volunteer application. Include ESC on websites such as volunteermatch.org. A more detailed set of recommendations to simplifying the current sites navigation structure can be found in [Appendix E](#).

SOCIAL MEDIA AND EMARKETING

Having Facebook, Twitter, Google+1 and Tumblr icons on the ESC homepage can greatly expand ESC’s web presence and word-of-mouth marketing. There are opportunities here to attract many 55-70 age seniors who use social media and can also volunteer to teach other members how to use it. Members and non-members will potentially use it to spread the word about programs at the senior center. Implement a low cost yearly online membership on ESC the website. The initial draw of the online membership will be an ESC discount card. Solicit local restaurants, retailers and businesses, asking them to offer a 15% discount to members in exchange for drawing in more business and marketing their business logo on the ESC website. This will increase word of mouth and draw more people to the ESC website. Include an email sign up in the online membership application and use ‘target emailing’ to send program announcements and member discounts that will interest demographics according to age and interests. Include appropriate social media icons within the email messages.

Marketing and Advertising

PRINT MEDIA

Create new ‘Community Programs’ pamphlets with vibrant graphics of the beachfront and a sample of eye-catching programs and activities to attract multiple demographics. Consider having an additional ‘Senior Programs’ pamphlet for seniors’ convenience. Increase references to ESC in local media outlets such as The Edmonds Beacon, myedmondsnews.com and The Everett Herald. Create a ‘Member Spotlight’ recognition program and have an ESC member volunteer to find unique member stories to write up. Include the story on ESC print media and bulletin boards and submit it to local media outlets. Locate and invite local celebrities and dignitaries to call Bingo or preside at other fun events. This creates good public relations and press coverage for both parties.

EXTERNAL COMMUNITY EVENT MARKETING

Actively promote the center by having a promotions booth at events such as The Edmonds Arts Festival, The Taste of Edmonds and the Edmonds Farmers Market. During the monthly Thursday Art Walks, the ESC should host an artist to persuade art appreciators and Edmonds residents to make the trek from the downtown area to ESC. Have a visible presence at local concerts and school events such as Edmonds’ Summer Concerts in the Park and Veteran’s Day Assemblies.

INTERNAL COMMUNITY EVENT MARKETING

Sponsored kick-off events for summer and winter are effective ways of marketing programs, bringing the community together and increasing word-of-mouth marketing. Two such events could be a ‘Summer BBQ Kickoff’ and a ‘Winter Festival’. Table and tent space can be rented by local arts and crafts and food vendors. Sponsors could include local businesses that would have their name on event signage and mentioned on radio announcements. Fun activities like barbeque cook-offs, pie-eating contests and Santa Claus visits with photo opportunities will draw all ages in from local communities.

Community events can be advertised for free via local radio stations. One way to achieve this is to partner with a radio station like 95.7 KJR FM (golden oldies) by hosting a charity drive which the station supports in conjunction with an event. Other radio stations such as 106.1 KISS FM have an online Community Events and Announcements form. Event descriptions are posted on their “Community Events” web page for free.

Making an interesting and a persuasive PowerPoint presentation that describes and sells Edmonds Senior Center to be used for fundraising. Include pictures of previous successful fundraising events and put emphasis on amenities and different types of events possible. It can be presented at ESC, emailed and placed on the ESC website. Such a presentation can be a powerful marketing tool to draw in a diverse list of fundraising clients.

Marketing and Advertising

A gathering place for all ages that is popular in the Pacific Northwest is a place to have coffee and tea. A coffee café which includes espresso at ESC is another avenue for bringing community together and increasing word-of-mouth marketing. Table-top card and sign holders should be on each table advertising ESC programs and activities. This is a great location for major event posters as well. The cafe would ideally be placed in a location with a view.

MARKET RESEARCH

Gain feedback from the seniors and also guests who come to Edmonds Senior Center, so that knowledge is gained of what participants think of programs currently offered and what programs the seniors and general public desire. When people sign up for programs, have a sign-up sheet asking for their name and email address. Send attendees an email survey regarding the program or event they attended.

MARKETING INTERNSHIPS

A large number of students are looking for internship opportunities that will give them the required experience to effectively compete in today's job market. By creating one or two marketing internships, ESC can keep up with changing technology and have a continuous flow of new ideas to keep their marketing strategy fresh and effective. Internship ads can be created and submitted to local colleges. Websites like www.internmatch.com, www.firstjob.com and www.internships.com are also good resources to find interns.

WORKS CITED:

Fitzgerald, Brian, R. (2013, August 5). Report: 43% of seniors on Web Use Social Media. In Wall Street Journal. Retrieved from <http://blogs.wsj.com/digits/2013/08/05/report-43-of-seniors-on-web-use-social-media/?mod=e2tw>.

Facility Use

SECTION SCOPE

The Community Involvement Team evaluated current use of the building and explored suggestions and options to increase use of a new structure during the day and, especially, rentals after-hours and on weekends. Below are the findings.

ANALYSIS

The Edmonds Senior Center has approximately six groups that use the facility on a regular basis (monthly) for their meetings. These groups include Alcoholics Anonymous, two fishing groups, a geological group and some condominium buildings' homeowner association meetings. According to Accounting Manager Chris Wolfe and Executive Director Farrell Fleming, most of these groups have been using the facility 'forever'.

The core of the rental business are banquet events – weddings, memorials, birthdays, and family reunions. Most of these events are held in the summer months, taking advantage of good weather and longer daylight hours for the waterfront location and view. Once the new facility is built, it is anticipated that the 75-80 rentals per year will increase. Now that the economy is pulling out of the recession, ESC should anticipate a resurgence in winter holiday parties. Direct competition for banquet space includes the Edmonds Yacht Club, Edmonds Conference Center, Edmonds Library Plaza Room, and Edmonds Center for the Arts. A concern attached to promoting the current facility for outside groups is security of ESC property. (Please see suggestions on security camera installation and placement in the [CCTV Recommendation](#) section on page 16)

RECOMMENDATIONS

ESC has an outstanding location on the Edmonds waterfront, and an upgraded facility would certainly draw more people in to take advantage of the incredible view for their event. More outreach needs to be done to pull in additional income-producing users in particular.

People often start with the internet as they are researching event locations. The ESC website has basic information at best for its banquet facilities and minimal information for meeting room space. There is one picture of the banquet room, one picture of the ballroom and no pictures of the view from those spaces. There are no pictures of the meeting rooms, no information on size of the rooms, and no pricing available online. Other facilities in the area have a lot more information available online (see Appendix O: [Rental Competitor Websites](#) for applicable hyperlinks), including rental agreements, amenities, pictures, pricing, and floor plans. Suggestions include upgrading the website to include more detailed information.

Another recommendation is to survey rental groups. What do they like about the facility and what improvements would they like to see? It would also be beneficial to get feedback from people who came in to see the property, but did not select ESC for their event. What factors played a role in their decision making?

Volunteerism

SECTION SCOPE

The Community Involvement Team analyzed and evaluated the volunteer program at Edmonds Senior Center as well as community volunteer opportunities available to members. This section provides a list of potential volunteer activities for the seniors as well as recommends changes to the volunteer recruitment program that will increase both community awareness and involvement.

OBSERVATIONS

The way in which ESC recruits its volunteers is not unlike many other senior centers: through its newsletter, a page on its website and word-of-mouth. The volunteer positions it is looking to fill are also not unlike most other senior centers: non-leadership and non-critical roles. (See [Appendix L](#) for a list of volunteers that work within the center.) Similarly, the number of volunteers ESC attracts is comparable to many other senior centers as well, approximately 20%. Beyond one city internship opportunity, information on community volunteer opportunities available to the membership is not publicized internally at ESC.

RECOMMENDATIONS

According to the 2010 census data 30.2 %, or 11,988, of Edmonds residents are between the ages of 50-70, 73% have at least some college or more, and over 41% are currently employed in management, professional or other related fields. This means that the ESC has an extremely affluent target population. According to a study done by the National Coalition On Aging (NCOA), one of the largest growing segments of the population is the “young” older adults, defined as those that are 55+, and “a large number remain vital, active, and socially engaged, constituting a rich pool of available talent.” ([NCOA study](#) is referenced in Appendix O.)

There are a couple of obstacles that senior centers are facing. First, according to a focus group done by the Madison Senior Center Foundation many of the individuals ages 50+ reacted negatively to the term “senior center”. (NCOA Study) Second, today’s seniors “are not your grandfather’s volunteers” (NCOA), they want volunteer opportunities that are significant, meaningful work. The Community Involvement Team strongly recommends development of a volunteer program, similar to that described in the NCOA study, that will use these individuals’ significant experience and education. These younger volunteers will undoubtedly have a positive effect on both member demographics and also on the center’s image and visibility in the rest of the community.

Volunteerism

It is common knowledge that people are more interested in the things they have direct involvement in planning and implementing. To help foster the idea that the ESC is part of the community and looking to expand both its visibility and community involvement, it should hold a few town hall-type forums that would allow all community stakeholders an opportunity to be involved in guiding the new facility's direction.

To further establish itself as a community-minded organization, ESC should nurture volunteer opportunities with the local schools. ESC and schools could create programs wherein the seniors tutor students and the students volunteer their time at the center in multiple ways. ESC should also consider the idea of an Adopt-a-Grandparent program or Foster Grandparent program as they are a great way to develop one-on-one relationships between the members and the community's youth.

The last suggestion is to update the on-line component of recruiting volunteers. First, make a page that is titled volunteering. On this page should be a list of the ever-growing volunteer opportunities for ESC members like the Adopt-a-Grandparent program. An absolute must is the addition of the volunteer coordinator's actual name and contact information. Currently there are no online methods for submitting a volunteer application. Adding the application and any other applicable forms, like background checks, to the webpage will make it easy to get into the volunteer pool. Volunteering should be fun and rewarding, making the application process easier is a great way to begin that relationship. Finally, listing ESC on websites like volunteermatch.org is another way to enhance ESC's web presence. The goal for the online volunteer recruitment should be to reach as many people as possible and make the process as easy as possible.

CONCLUSIONS

The NCOA study previously mentioned has shown that while having a newsletter, website and other forms of advertising in place are necessary, the single biggest recruiting tool available is word-of-mouth. Changing the way the ESC recruits its volunteers and actively promoting community volunteering by its members, the ESC will increase both its visibility as well as its perceived involvement in the community.

Community Service

SECTION SCOPE

The Community Involvement Team will analyze the current support and outreach services provided by the Edmonds Senior Center (ESC) and make recommendations that will enhance existing services and increase community use of the facility.

ANALYSIS AND OBSERVATIONS

The analysis of the ESC incorporated a list of actual services offered, ESC 2013 Budget, ESC Bulletin, programs available for the community, conversations with Accounting Manager Christopher Wolfe and an analysis of institutional relations with other organizations.

The ESC currently offers the community services in employment, finance, health and personal care, counseling and support, information and assistance, legal assistance, a library, nutrition, thrift and gift shop and transportation. However, seniors are more likely to use these services than the wider community. As a facilitator of services, the center is limited first by the hours that it is open to the public and second by the available assistance from staff and volunteers.

As explained in Volunteerism Section, NCOA statistics show 30.2% or 11,998 of Edmonds residents are between the ages 50-70 and 41% are currently employed within the business sector. This data reveals that the city has a prosperous, capable and highly educated population. Much of the support and outreach services at ESC are not geared toward the younger senior population or other demographics such as children, adolescents and families. ([NCOA study](#) is referenced in Appendix O.)

There is also great potential for ESC to cultivate more mutually beneficial partnerships with local business owners. According to the 2007 Survey of Business Owners there are 4,847 companies within the Edmonds area. The power of partnerships and collaborative efforts has a rich history of being effective in the corporate sector.

RECOMMENDATIONS

In order to stimulate and be more inclusive with its community, the center should renovate current support and outreach services to not only bring in young seniors, but also children, adolescents and families. Implement these additional support and outreach services into the day and evening hours that have low or no member use.

Community Service

The Community Involvement Team recommends creation of a Community Support and Outreach Team (CSOT) that will have the responsibility of developing community-focused support and outreach programs. This new group would consist of volunteers and possibly interns. Its work would be overseen by an ESC staff member. The CSOT would be tasked with cultivating partnerships with local and regional institutions and businesses. One of the main tasks of this team would be to carefully assess local communities to identify what services need to be delivered. The new team could host town-hall style discussion events at which local citizens can make recommendations of what they would like to see in the future. This will encourage participation and identify potential local stakeholders to collaborate with on future activities. Local rotary clubs are also a great resource of information and potential outreach partners for ESC.

Additional staff support will be needed to implement this outreach ramp-up. Ideally, ESC should hire at least a part-time proven development director/fundraiser. This person could supervise and motivate the CSOT in addition to their other duties. Funds that the new position generates would go toward paying their salary. The Community Involvement Team also recommends recruiting more volunteers using the suggestions offered in this proposal's Volunteerism Section. Establishing a stronger connection and receiving the attention of the Edmonds Community is a task that will require a lot of time and concentration. On this matter, the Community Involvement Team recommends creation of Community Development & Involvement Department that will have the responsibility of community-focused programs, activities, partnerships and youth participation. One of the main tasks of this department will be carefully assess the community to comprehend precisely how and what services need to be delivered. In order to increase facility use by the community, this new department should promote open door or panel discussion events at which the citizens of Edmonds can make recommendations to the center administration of what they would like to see in the future. This way they will encourage participation and can identify potential local stakeholders to collaborate with.

Engaging, supporting and promoting the participation of youth in programs can transform their experiences into skills and abilities. We recommend an Intergenerational Service which consists in a collaborative relationship that facilitates young and old people learning about different generations, breaking down barriers between age groups, and eliminating stereotypes. This can empower young people to make decisions and implement changes in their lives and in the community, and can bring positive opportunities to the Edmonds Senior Center, and the community.

The power of partnerships and collaborative efforts has a rich history of being effective in the corporate sector. According to the 2007 Survey of Business Owners there are 4,847 companies within the Edmonds area. To involve the business area of Edmonds we propose that ESC work with local business to identify, create and put into practice deals that leverage the strengths of the center on the behalf of its members and the community. In order to accomplish this, ESC should perform certain agreement with the businesses to create more membership benefits to catch the attention of the community. A business membership, which is established as an income strategy, is a good way to attract potential corporate partnerships. This strategy can attract potential users and members.

Peer Facilities Review

As part of an Edmonds Senior Center project to better understand unaffiliated peer facilities, our team investigated other community/senior centers that serve similar communities. The focus was on facilities, programs/personnel, membership/demographics and social media/internet presence. The team visited three community/senior centers and gathered information through interviews with each center's facility director. Team members learned much about what works and what does not for the peer facilities examined. Online research was conducted in parallel. Upon completing this investigation and data analysis, team members share their findings with Edmonds Senior Center and provide recommendations below to aid in ESC's future development of its own programs and services. Images of the facilities visited can be found in Appendices [Q](#), [R](#) and [S](#).

Mukilteo Senior Center Analysis

FACILITY AND [WEBSITE](#)

The new Rosehill Community Center in Mukilteo, WA was established in February of 2011. Prior to this, there was 13 years of debate revolving around either the renovation of the old Lincoln Grammar School into a new community center or the process of building an entirely new community center. In 2009, the city of Mukilteo put the decision in front of an Advisory Vote of the Mukilteo citizens and the results returned with the majority of residents wanting to see a brand new building. The City Council then made the decision to build a new facility to accommodate its residents.

In its previous location, it lacked a Recreation department that would allow it to fully enrich the citizens of Mukilteo. The story behind the Lincoln Grammar School is interesting because the original location was burned down in a fire. In order to get the school back up and running quickly, the construction took only a matter of months. Due to the swift construction of the building, the foundation had architectural and legal issues, not to mention a lack of updated features and conveniences for the students. The school, long after its use, was then gifted to the city to use as a community center. This is where the debate began on how to best use the facility.

Jennifer Berner, the Recreation and Cultural Services Director for the City of Mukilteo, is now the Director of the Rosehill Community Center. Jennifer has been in her field for 30 years and has a passion for bringing communities together. The Rosehill Community Center does not charge for memberships. Anyone is free to come and utilize the center. However, the recreation classes are offered at a fee and patrons pay to participate. Seniors receive free social programs such as bingo, bridge, and mahjong. Participants pay \$5 per visit drop-in at the Fitness Room or \$70 for a pass that gives them 20 visits with no expiration date. The pass brings the cost of a visit down to \$3.50. The Rosehill Room contains a fireplace, sofas, and free Wi-Fi to anyone to hold small meetings, drop in for work/study, or just to socialize with friends. Downstairs from the Rosehill Room, there is also a game room. The game room has ping pong tables, foosball, a card/board game table and Xbox consoles/games available for rental.

DEMOGRAPHICS

Marketing tactics are used such as targeted emailing, flyers, social media, direct mailing, and booths at public events. The targeted emailing is managed through a computerized database that targets each person by age and interest. Flyers were to elementary schools, pre-schools, senior organizations, and other goodwill organizations. Social media attract a younger age market – sites such as Facebook, Twitter, and Instagram are utilized. Direct mailing is mostly effective for seniors who may not utilize computer technology as often. Lastly, setting up booths at different events to promote the programs offered at the community center, i.e. National Night Out, Healthy Kids Day, etc. is a successful way for the center to find new visitors.

The Rosehill Community Center utilizes an email database that sorts patrons by age. They were unfortunately unable to provide documentation of their demographics at this time.

Mukilteo Senior Center Analysis

The City of Mukilteo conducted a city-wide survey (no internal survey) in 2012 regarding recreation as a part of the Rosehill Community Center's Comprehensive Plan update. The center is looking to develop an evaluation process for the recreation classes in 2014 as a means to monitor and manage teachers that offer classes. This will enable the teachers to receive comments on the registration process and also give them the ability to offer new classes

PROGRAMS

The three most successful program areas are fitness, senior activities, and art. The fitness classes include Youth Karate, "Lift to Lose" Fitness classes, Youth Tennis camps, Rock'n Rosehill Social Dance class, and Senior Yoga Strength & Training. The majority of fastest filling classes are fitness related. The Rosehill Community Center collaborates with Harbour Pointe Assisted Living to take seniors on "Mystery Trips." These trips usually involve dining or shopping destinations. The Mukilteo Senior Association brings groups of visitors to the center for Movie Night on the big screen. During these movie nights, the Rosehill staff offers popcorn, cookies or other baked goods, and beverages. At the reception desk games such as mahjong and cribbage are frequently rented and utilized by senior visitors.

The best advice offered by Ms. Berner is to partner with specialty experts when planning the rejuvenation of existing programs. She felt the overall success could be partially credited to the experts' attention to details.

Funding for the recreation programs is provided by the participants. If a class meets its minimum number of participants, then the class is offered. The community center enters into a contract with instructors to teach classes, who are all contract instructors and not city employees. The contract negotiated with the instructors gives 70% to the instructor and 30% to the community center. The Recreation Department collects all registrations and advertises the programs in the Recreation Guide.

The types of after-hours activities and events held at the center that bring in the most revenue are rentals and special events. In terms of rentals, after-hour recreation programs are entered into the calendar; the remaining times are then opened up for available rental space in the classrooms and the Banquet room. The center is open extended hours for rentals on Friday, Saturday, and Sunday evenings. Friday and Saturday rentals can be in the building until midnight and Sunday rentals are allowed until 10pm. The rental income provides a strong revenue base for the community center. The Rosehill Community Center requires bookings one to two years out from the current date. This allows for extensive planning time and approval of co-sponsorship by City Council.

Special events offered at the center are run by the Recreation Department. They offer 9 free community events per year at Rosehill Community Center: Boo Bash, Family Valentine's Day Dance, Touch-A-Truck, Community Garage Sale, three Community Orchestra and two Outdoor Movies. Many times these events are offered during a time when the building is generally closed.

Mukilteo Senior Center Analysis

Rosehill Community Center is affiliated with education programs to encourage learning within the community. The center works with LEAF (Learning Enrichment Active Fellowship), a homeschool program in Mukilteo. LEAF offers classes for homeschooled children at the center on Fridays during the school year. This has brought many new kids to the LEAF program and exposed many new families to the different programs offered by the community center.

STAFFING

The staff at the Rosehill Community Center are as listed in the table below:

(1) Recreation and Cultural Services Director	Not disclosed
(3) Office Technicians	2 People, FT, 40hr/wk and 1 person, PT, 25hr/wk
(5) Part-time Customer Service Clerks	5 people, 19.5hr/wk
(1)Recreation Programmer	1 person, Full Time, 40hr/wk
(1) Recreation Program Assistant	1 person, Part Time, 19.5hr/wk
(1) Maintenance/Custodian	1 person, Full time, 40hr/wk

*** The City of Mukilteo staff is unionized, therefore it is unable to have volunteers perform tasks that union employees are currently working on. Volunteers are used only for special events and one-time type of projects.

Mirabella Senior Center Analysis

FACILITY AND [WEBSITE](#)

Mirabella Seattle was established in December of 2008. The project took about nine years from idea to ribbon cutting. Mirabella is a shining example of a first rate independent living center not just in Seattle but along the West Coast.

We chose Mirabella because of their high reputation in the community and their commitment to lifetime learning and health. We visited Mirabella's premises, spoke with knowledgeable staff and patrons of the facility. Mirabella is very different from ESC (Edmonds Senior Center) as people pay to live there, but is very similar in other aspects such as age group and in-house healthcare being available. We are assuming that some urban seniors will relocate to the close Seattle suburb to enjoy a quieter environment yet will want to retain some as the aspects of urban living and Mirabella provides a picture of a new path Edmonds Senior Center could take. This excerpt talks about the creation of Mirabella from their website: "Mirabella Seattle was created as a community that embraces what healthy living—and healthy aging—is really about. It's based on the findings of a 10-year study by the MacArthur Foundation, which found that just 30 percent of physical aging is attributed to genetics. With this discovery, it became clear that lifestyle decisions play a key role in the aging process. Mirabella supports this finding and has made a commitment to help residents live longer, healthier and more vibrant lives."

The facility encompasses an entire city block and its tallest building is twelve floors. When we arrived at Mirabella for our first visit we were very impressed by the attractive design of the courtyard and entryway area. The lobby is extremely welcoming with nice furniture and art and an echo of the outside architectural gesture. The reception area leads to the rest of the first floor. On this floor they have many communal rooms including a library, a cafeteria, pool/fitness area, multiple conference rooms and a theatre room. These are the areas where residents congregate and develop a sense of community within the center.

The marketing division at Mirabella updates the website regularly with updates to events, activities and classes. There is a separate intranet just for residents to communicate and learn about activities going on at the center. The main website provides an overview of what Mirabella is about and information on how to become a resident. There are also lessons to be learned in areas like staffing and programs besides the major approach difference of independent living vs. community center.

Mirabella Senior Center Analysis

DEMOGRAPHICS

Mirabella's marketing department does not put much emphasis on tracking demographic statistics such as religion or race. They use well designed, clean-looking brochures and have a social media presence on Facebook and Twitter. They created postcards with their contact information and an attractive picture of the facility on the front that residents can mail to friends or family to 'lure' them into the community. They target younger seniors in their 60's with their marketing approach. Their actual average resident is significantly older with an average age of 81 or 82. According to the Marketing Director, ages range from 63-95 at Mirabella. Mirabella conducts an annual survey of resident satisfaction but not that many users participate. Their committee meetings are more frequent and provide residents an opportunity to voice opinions face to face.

PROGRAMS

Programs are mostly created and managed by residents of the center. There are committees, internal/external that oversee them. Budgets for these are provided by the fees residents pay for living at the center. Most programs happen on weekdays, leaving residents free on the weekend to shop or engage in family activities.

The physical health and wellness programs are emphasized at Mirabella. Residents can use the facilities on their own, sign up for personal training or classes. Group fitness classes such as Tai Chi, chair strength and flexibility, water walk and stretch are the most popular. Their monthly park walks are gaining popularity with close to 20 residents participating each time. According to Kerry Moore, the Director of Wellness, approximately 85% of the residents participate regularly in fitness activities. Mirabella's pool and fitness center are well appointed and situated in a very visible and accessible location on the first floor of the building.

Lecture series on a wide range of topics are popular and are frequently done by residents of the center, giving them a chance to share their life stories and lessons learned. An elementary nearby school has developed a relationship with Mirabella and residents attend plays and art exhibits at the school. This beneficial close connection to the greater community brings elderly, parents and children together and creates a bond between various generations. Technology professionals in the community show residents how to use popular services and devices by teaching Facebook and iPad classes. Mirabella has largely transitioned from passive activities like sewing to more engaging and dynamic activities where residents get involved in their community or learn about new topics.

Mirabella Senior Center Analysis

STAFFING

Mirabella uses a mix of full, part-time and volunteer help. Administration is all full-time staff. Kitchen and dining staff are part-time. Concierge/reception is both part-time and volunteer. Residents do much of the event planning. Mirabella is ultimately run by a parent company called Pacific Retirement Services.

Residents expressed a high level of fondness for Mirabella, especially its health and wellness programs and facilities. Another big hit is the location which is within walking distance of high-end shopping and nice parks. One resident said that she and her husband visited at least ten other independent living centers like Mirabella, but kept coming back due to all Mirabella provides.

Northshore Bothell Senior Center Analysis

FACILITY AND [WEBSITE](#)

The Northshore Senior Center (NSC) was founded in 1972 and has grown from a small band of 50 older adults to a lively community. 7,900 older adults and people with disabilities used its services over 163,000 times in 2010. It has been affiliated with Senior Services of Seattle/King County since 1982. The NSC has become a national model with an impressive string of awards and programs replication sites, offering over 350 services and programs annually, seven days a week. It is the second largest senior center in the United States. The NSC is governed by a 21-member Board of Directors, a combination of members elected by the membership and Board-appointed community representatives. The Directors serve for three-year term and can be renewed for another term. The senior center is managed by a Director whose responsibility it is to oversee its operations. They have locations in Bothell, Kenmore, and Mill Creek, and they also offer programs in Woodinville and Kirkland. Its motto is “Keep Active: Stay Young”.

When I visited NSC, I was very impressed and I’m considering becoming a volunteer. Visitors’ first impression is the beautiful landscape and the welcoming and friendly staff ready to assist. As you walk through the center, you notice the well-organized spaces, the attractive colors and inviting modern interior decoration, and the cleanliness of the space. NSC has the state of the art equipment from their fitness center equipment to their computer rooms. They cater to all age groups which is different from the Edmonds facility. The café bar is a favorite spot and a lovely area to socialize in and connect with family and friends. Immediately, you can see why NSC is one of the best and 2nd largest senior centers in the US.

The Northshore Senior Center’s website is updated weekly and you can become a NSC fan on Facebook where they promote activities and broadcast the latest news.

DEMOGRAPHICS

There is no age requirement for membership, everyone is welcome. It was interesting to find out that NSC has over 100 members over the age of 90. Presently, the NSC does not use any marketing tactics to attract specific age group, but it is an item they have discussed for the future. Currently, the NSC charges \$30 for individual and \$50 for couple, but after December 31, 2013, the membership fees will be \$35 for individual and \$60 for couples. A

Additional information regarding NSC membership by age, income, and gender are listed below:

Aged		Income		Gender	
Under 60	6%	Very-low	6%	Female	70%
60-74	45%	Low	45%	Male	30%
75-84	37%	Moderate	37%		
85 and older	12%	Above moderate	12%		

(This information is derived from the [Northshore Senior Center 2009 Annual Report](#).)

Northshore Bothell Senior Center Analysis

SOCIAL MEDIA AND INTERNET PRESENCE

The Northshore Senior Center's website is updated at least on weekly basis. Become a NSC fan on Facebook, and help promote its activities and get the latest news.

PROGRAMS

The exercise programs are very successful, but it is difficult to say exactly which programs are the most successful at this time. The center's leadership is in the midst of a strategic planning initiative which will yield specific details and assist in the future program selection. Computer instruction has become extremely popular, followed by the trips and tours (both local and afar). Unlike other facilities, you have access to personal care like a beauty salon, and massage room. This is in addition to adult day health care and various traditional wellness programs.

NSC offers many wonderful programs and activities that keep people coming back for more! Please see below for a list of their more popular programs and activities:

- State of the art Fitness Center with enhance fitness programs, 1:1 training, specialized exercise & equipment
- Multiple computer Learning Centers with classes on the latest software and technology, includes DRAGON voice recognition, Kurzweil 3000 for reading disabilities, JAWS for the blind, Zoomtext screen enlargement and Ainsworth Typing Tutor
- Individual Arts & crafts, music, entertainment & dancing
- Beauty salon, massage, and personal care
- Group trips to local fun spots (day and overnight trips), as well as opportunities to see Alaska and beyond
- Transportation services for people with special needs Monday through Friday
- Group Discussions & Speakers
- Free Caregiver support providing classes, counseling, and training
- Professional Service Resources; Case Management, Health Screening, Rehabilitation Services, Social Work, and much more
- Quarterly program, monthly newsletter, timely E-News, and Facebook
- Coffee Bar, and Community Dining providing lunch Monday through Friday, Meals-On-Wheels
- Enhance Wellness programs with an onsite nurse at least one day a week, and Dental Program for low-income seniors; Adult Day Health Care
- NSC Gift Shop with ever-changing items for sale

NSC receive funding for their programs from the state of WA, United Way of Snohomish and King County, Snohomish County Human Services department, the Cities of Woodinville, Kenmore, Bothell, and Kirkland; Evergreen Healthcare system, Medicaid, Metro, private dollars raised, various fundraising events throughout the year and bequests from seniors.

Northshore Bothell Senior Center Analysis

Additional revenue is generated by renting spaces in the Center after hours during the week and on the weekend. On Wednesday the after hour activities and events held at the center include wood carving, support groups and other social activities. Groups play table tennis every Sunday afternoon.

The senior center is affiliated with a few schools from the Northshore School District which participate in programs with seniors, and more recently they are also engaged with students from UW-Bothell and Cascadia. The cross-generations experience brings vitality to the programs.

STAFFING

The NSC has about 55 full-time and part-time staff. The majority of their staff is volunteers, with over 500 dedicated volunteers contributed over 46,000 hours of service. They have a 30 hr. a week volunteer coordinator and their job is dedicated to recruitment, education and training, recognition, etc. The NSC use volunteers in every possible area of the center.

These areas include:

- The community dining program, the kitchen in food preparation, clean-up and set-up of the dining room.
- The front and upstairs reception areas to answer the phone and assist members and visitors, and the same for the reception area at the Adult Day Health program and the fitness center.
- The property management committee (handles repairs and other tasks in conjunction with the Facilities Manager) and volunteers weed the grounds regularly and organize a 'one day event of yard work'.
- The organization of the fundraising events.
- The daily participation in the coffee bar, baking in the kitchen to make the homemade items sold in the coffee bar, 'Meals On Wheels' volunteers (delivers the frozen meals to their homebound recipients).
- The organization of the pet food program for 23 recipients.
- The management of the gift shop (M-F) and assistance in the Bookie office to provide trips/travel information. The volunteers drive the vans for these trips.
- The center keeps lots of records related to the management of the programs and the volunteers perform data entry task in the employment office, for example.

Peer Facilities Conclusions and Summary

MOST POPULAR PROGRAMS AND ACTIVITIES

	Program/Activities	Mukilteo	Mirabella	Northshore
1	Fitness and Wellness Ex. Yoga, strength training, water aerobics, pickleball	Yoga Strength and training, “Lift to Lose” fitness class, Tai Chi & Qigong	Tai Chi, Chair strength and flexibility, Water walk and stretch, Swimming	Personal training, Massage, Personal Care, Tai Chi, walking group, Zumba, Yoga
2	Lecture and Education Ex. Self-improvement, educational, career-building, caregiver support	UCLA Brain Boot Camp, Geologic workshops	Health and Wellness, Residents life stories	Language learning, creative writing, music classes
3	Art and Entertainment	School plays, Movie Night	School plays, Movie Night, Painting	Painting, Wood Carving, Quilt making
4	Technology	Computer literacy	iPad, Facebook	Computer literacy
5	Trips and Tours	Mystery trips	Walks in the park, Shopping	Mystery Tours, Day-trips, Shopping
6	Social Services	AARP Driving classes		Support groups (emphasis on caregiving, social programs, health screening, rehabilitation, legal support)
7	Senior Activities	Bridge, Bingo, Mahjong, Games		

This chart shows which programs are the most popular at each center researched.

All of the observed facilities focus heavily on health and wellness and they provide the proper equipment and infrastructure to support these programs. For example, Mirabella Senior Center has a swimming pool and a state of the art fitness center.

The developing trend seems to be that seniors value continuing education and intellectual pursuit. All three facilities offer comprehensive programs involving technology, memory exercises and self-improvement lectures. The programs promote lifelong learning and help seniors remain active and connected. Seniors experience a heightened sense of belonging and it allows them to play an important role in the community at large.

Peer Facilities Conclusions and Summary

There is great interest in art and entertainment at all three centers. Some centers have a close partnership with local schools where students can learn from seniors (theatre performances, reading, storytelling activities). The NSC offers the broadest variety of classes.

Multiple studies have found that lifestyle decisions play a key role in the aging process. The community centers can serve as a surrogate family to isolated seniors. To thrive, community centers need to update their vision on how to develop programs, grow their membership, attract funding and implement changes rapidly. They need to attract and retain volunteers to support their day to day operation and hire more technically savvy staff to gain efficiency. Specialized partnerships combined with regular evaluations of the programs offered to adapt to the latest trends and demographics will be key to the centers' success.

Programs and Activities

This proposal examines programs and activities at ESC under the following categories: art, education, entertainment, food, health and fitness, and music. The Programs and Activities Team visited Edmonds Senior Center several times to assess the facility and speak with volunteers, paid staff and the seniors present to gather data. Team members also spoke to several activity coordinators to get an idea of what current activities are popular and discussed possibilities for future programs. Please see attached [Appendix J](#) for a complete listing of current activities grouped by category.

Art Programs

SECTION SCOPE

This portion of the Programs and Activities area addresses how to encourage more involvement in the arts at the Edmonds Senior Center. Being creative in, and appreciative of, the Arts is both energizing and a way to relax while learning and interacting with other people. To socialize is a very crucial life dimension as it prevents boredom, loneliness and accelerated aging.

ANALYSIS AND OBSERVATIONS

The Edmonds Senior Center provides citizens with classes in drawing, sculpting and access to its library too. Those are all good activities which are essential to keep the seniors continuously active.

Research shows that to slow the brain from aging, it is to forever keep it active and open to learning new things

RECOMMENDATIONS

VISUAL

The center should be sure to display prominently, as part of its permanent and rotating collection, the beautiful work that the seniors do in both sculpting and drawing. This would enhance how seriously the center regards its classes and artists.

In addition, an exhibition at Edmonds or Shoreline Community Colleges may be an example of how the center can give its artists more community exposure.

Grand exhibition nights with lots of publicity can be used to exhibit the drawings and sculptures that the seniors make. An admission fee to this evening would go to defray the cost of operating the studios. Exhibition nights could also be an opportunity for the artists to sell their work.

LITERARY

The library is well-used, but will benefit from a new building which will make it more user-friendly for the following reasons. It could be placed in such a way that it faces a different direction to make it almost soundproof from the sound of the train horn. The train is really distracting, causing high noise pollution, and consequently, the library remains a less conducive environment to learn, study and for just leisure reading. The new interior design of the library, including lighting and furniture, will be in an ideal state to encourage reflection and concentration.

With this proper setting, senior citizens could form book clubs for recreation purposes or even have book quiz competitions. These activities encourage seniors to take a keen interest in reading, and reading contributes towards maintaining an active brain, thus slowing down the process of brain deterioration.

Art Programs

THEATER

Drama is another endeavor that keeps seniors young at heart. Also, research shows that it stimulates the mind and strengthens memorization skills. In theater, one is required to read and memorize a script and act it out in a directed fashion. In the performance arts, good actors recommend some research be undertaken in order to act out a certain character in a convincing way. Staging plays is also an intensively physically project which benefits participants' bodies. In a less demanding category, talent nights could be the source of enjoyment for seniors to demonstrate their talent and win prizes.

The goal is to keep seniors young at heart and also keep them aligned with everyday activities that are both mentally stimulating and involved. Engagement in the Arts meets this goal.

Music Activities

SECTION SCOPE

The following report will document what is currently available at the Edmonds Senior Center regarding musical activities. Moreover, through the following recommended expansion of these offerings, this project aims to increase ESC revenue and attract new community members.

ANALYSIS AND OBSERVATIONS

The Edmonds Senior Center has currently five musical options to offer its members and the community: Line Dance, Friday Dance, Senior Singers, Sunday Dance and Ukulele lessons. Considering the available space, the privileged location and the members' interest in musical activities, the center does not offer enough options of this kind and it is one area that does not require too much financial investment to expand.

RECOMMENDATIONS

PIANO AND GUITAR CLASSES

The ESC could offer instrument classes by hiring music students from the University of Washington, Central University or other local colleges with strong music programs. To participate in these classes, the seniors would pay a small monthly fee. Piano and guitar are two popular instruments sure to attract students. With the new building, a designated studio for music lessons would assist in marketing the classes.

VOCAL CLASSES

The center already has an vocal performance group called Sound Singers. Members of this group and other interested seniors can offer vocal classes in the new building's music studios. These artists would be prime candidates to perform in the talent night suggested in the Art section of this report.

THEME NIGHTS

On a monthly basis the center could have a night with theme presentations, for instance, Country Night. As part of this celebration, seniors and other community members would perform songs and instrumental numbers in keeping with the theme. The center can also increase its revenue by selling themed meals. For example, for Country Night pulled pork, corn-on-the cob, corn bread, and apple pie might be on the menu.

Music Activities

MUSIC PRESENTATIONS

With a brand new ballroom, the Edmonds Senior Center could become a destination venue for orchestral, jazz and vocal presentations. Selling admission for a small entrance fee would cover costs for keeping the facility open at night and the event itself would bring in more foot traffic. Many colleges and even high schools near the center have music groups that would welcome an invitation to perform for seniors and the wider Edmonds community with the Puget Sound as a backdrop.

SUMMER DANCE CLASSES

The Senior Center is located at an amazing place. In order to motivate people to participate in classes and have a different experience, ESC could promote special summer dance classes at the beach during the morning or the afternoon. This kind of activity is healthy for them mentally and physically and also provides them with a different environment than that of a gym, for example.

INTERNATIONAL DANCE CLASSES

The ESC has several kinds of movement activity, but with focus on dance, just a few. To spice things up, it should offer each quarter different international dance classes. For example, for the summer, the dance classes could be Brazilian, African and Spanish. Each season the dance class theme would change and the classes would be widely promoted to pull in outside community members.

INTEGRATION WITH OTHER SENIOR CENTERS

During the dance nights and for other appropriate occasions, the Edmonds Senior Center could contact other senior centers in the area, for example, Bothell Everett and Mukilteo. These groups could watch each other presentations or join to perform together. This outreach would strengthen programming mutually and would make the events more lively.

Entertainment

SECTION SCOPE

While the senior center provides an array of entertainment, a more varied range of activities has the possibility of attracting a more diverse age group and generating additional revenue for the senior center. In addition to the current entertainment, there are many more possibilities.

RECOMMENDATIONS

The picturesque waterfront is under used and has great potential to be used for entertainment purposes. During the months of warmer weather, social events and outdoor games would be a definite attraction.

Day trips are a great opportunity for people of all ages to experience the sights our area has to offer. Many people who may not have the ability to take day trips on their own, have a chance to enjoy the various organized trips offered through the senior center.

The senior center currently uses various rooms for games, and the rooms aren't always the best fit. For example, there is a both a Ping Pong table and Wii Bowling in one small room. In the new senior center, rooms should be more accommodating for the games being played. Chess or Scrabble, for example, should be offered in a smaller room to provide a feeling of comfort and relaxation. Games such as Ping-Pong or Shuffleboard require a bigger space.

Clubs are an enriching way for people to share information and ideas. These clubs also might generate revenue. For example, a garden club could have plant sales and host educational classes. A recipe club could create and sell cookbooks and host cooking classes. (See [Food, Dining & Cafeteria](#) section for more on this)

People love music and it brings people together. Music is also beneficial both mentally and physically as it is a mood enhancer and makes listeners want to dance. ESC's current ballroom is spacious, but not very inviting. In the new building, keep the spaciousness and add ambiance. This would impart social events such as dancing, dinners and games with a more elegant and inviting atmosphere.

Entertainment

Recommendations for entertainment ideas, some which the center currently offers, are listed below:

OUTDOOR EVENTS AND GAMES

- BBQ's
- Beanbag toss
- Croquet
- Garden club
- Horseshoes
- Photography club

ETHNIC DANCING AND FOOD

- Line
- Polka
- Salsa
- Scandinavian
- Square
- Zydeco

TRIP IDEAS

- Argosy cruises
- Christmas lights
- Croquet tournaments
- Garden tours
- Museum of Flight
- National park tours
- Snoqualmie Falls
- Tulip festival
- Whale watching
- Zoo visits

INDOOR GAMES

- Chess
- Dominos
- Scrabble
- Shuffleboard
- Vegas night
- Wii puzzle games

CLUB ACTIVITIES

- Garden club classes and plant sales
- Photography club sale
- Recipe club classes and cookbooks creation
- Red Hat afternoon tea

Educational Programs

SECTION SCOPE

This section is concerned with educational programs offered at the senior center. Below follows a summary of what is available, and some thoughts on how the offerings can be enriched.

ANALYSIS AND OBSERVATIONS

SC today offers language courses in Swedish, German and Spanish. There are also technology courses for how to use the Internet and Email. Additionally, there are general education courses on modern world history, genealogy and AARP Driving. All of these programs seem to be essential to Edmonds Senior Center.

RECOMMENDATIONS

French, Korean and Russian could be additional language courses offered to reflect the changing demographic in the Edmonds area. Perhaps working with the Edmonds School District, an ELL (English Language Learner) class aimed at the grandparents of ELL children could be promoted within the district.

Basic keyboarding, Word, PowerPoint and smart-phone usage would be cutting-edge additions to the current technology courses. Offering more technology courses could get the younger generation involved in the new senior center. The younger generation is born into technology and already knows how to use it fluently and would be good tutors for seniors wanting to catch-up. The Edmonds School District requires its graduating seniors to complete a Senior Project. Volunteering to teach a technology class would be a great fit.

Finally, in general education, an English and a law class would be valuable expansions to the curriculum. Volunteers or teachers that would teach for a nominal fee would need to be recruited. By expanding the partnership with Bastyr or even forming a new one with Edmonds Community College, ESC could have volunteer student instructors. There could even be a closer tie-in with Edmonds Community College through its Creative Retirement Institute or its Community Education Classes so that a class was presented on-site at the center.

Food, Dining and Cafeteria

SECTION SCOPE

As planners begin the journey to create a new Edmonds Senior Center, please take into consideration what is currently available and the following recommendations in regard to expanding options and bringing in new participants in the food arena: culinary, dining and cafeteria.

ASSESSMENT

The cafeteria today is being used for everyday dining Monday through Friday and also for events. Edmonds Senior Center offers healthy, affordable meals to the seniors, this includes Ice-Cream Tuesdays. Due to exceptional views, the senior center is also available for events such as weddings, birthdays and graduations.

RECOMMENDATIONS

The new cafeteria will be built to be more efficient and with better quality amenities. Such updates should include:

- Spacious counter/work space
- Large serving area
- Multiple stove tops, ovens and refrigerators
- Plenty of storage space

A modern and roomier kitchen will attract more community members and will delight the seniors currently using the facility. The new food service capabilities will have the possibility of bringing in new customers, such as catering companies. Word of mouth is a very powerful type of advertisement. When designing the new kitchen and dining area, this proposal suggests a model that satisfies all potential users and will adapt to future changes.

COOKING CLASSES

One way to get people excited about nutrition is to get them involved by offering cooking classes. Not only would these classes increase of the new Edmonds Community and Senior Center revenue, they will offer knowledge on how to cook properly, to use healthier ingredients and to make wiser choices. What better way than to teach seniors “hands-on” how to do this. Currently, besides Culinary Education Centers there is only one local establishment that offers cooking classes in Edmonds and that is PCC Cooks. Price ranges there start at \$35 and classes vary. The ideal Culinary Program would offer:

- | | | |
|-------------------|-------------------------------------|--------------------|
| • Canning | • Hands-On Classes | • Nutrition Basics |
| • Cooking Basics | • Healthy Choices/
Substitutions | • Organic |
| • For Two | • Holiday Recipes | • Soups/Sauces |
| • Global Cooking | • How to Fillet | • Whole Foods |
| • Gourmet Cooking | | |

Food, Dining and Cafeteria

Seniors have a lot of cooking knowledge and could be encouraged to share it in classes. With a more accommodating and updated cafeteria and with a volunteer program, ESC could cut costs even more. Another concept worth exploring, is whether local chefs would be interested in showcasing their skills periodically in the sparkling new setting as a donation. This would be mutually beneficial as the senior center could publicize their contribution and send business to their restaurants. Not only will seniors be motivated, the surrounding community will be interested. Cooking is a passion to many people young or mature, to be able to offer not only the knowledge of a healthy diet, but also the experience, would involve many.

COMMUNITY GARDEN

With nutrition being of such high importance, a small community garden or pea patch should be constructed for the new facility. Using raised beds and other concessions to older bodies, a symbolic and inspiring garden would contribute food and visual interest to the center. Consuming organic foods is essential for optimal health. With seniors being at the most risk for health problems, it is essential that they receive good nutrition. Growing your own food not only adds nutrition to the diet, it increases motivation to have a healthy lifestyle. Being able to grow and nurture produce or spices would also increase the seniors' happiness and fulfillment. (See page 11 [Curb Appeal](#).)

SUMMARY

Nutrition is essential to a healthy lifestyle. People get excited about health and nutrition when it is hands-on. Seniors who see, touch and smell what they will consume will naturally make healthier choices and it will spark excitement in their day and the center's activities.

Health and Fitness

SECTION SCOPE

Health is a priority for seniors and the baby boomer's generation as they have to do health-related activities routinely to stay fit. This section will analyze existing health and fitness programs and activities and will give recommended areas to enrich the offerings at Edmonds Senior Center.

ANALYSIS AND OBSERVATIONS

ESC has several interesting health and fitness programs and activities at this time. (See [Appendix J](#) for a full list.) It has one-on-one doctor consultations and a health clinic run by [Bastyr](#) which is a great service for seniors. But the center has one small room for these consultations which is shared with other activities. This room is set up with movable partitions so there is not much privacy. The program is very popular and there is sometimes a two-month wait for an appointment. There is not enough accommodation for the demand.

Currently, they also have classes such as yoga and tai chi to increase balance, energy, strength and flexibility. ESC needs even more of these types of activities with more variety.

Based on inquiries from a small sample of ESC members, there are only a few seniors interested in fitness classes because of the fees. The members expressed that they would participate more if the classes were free. Also, there are some seniors who did not enroll in fitness workshops because they felt that they were not able to do the exercises.

OPPORTUNITIES

Edmonds Senior Center has opportunities to improve its offerings which can benefit the seniors and gain revenue as well. (Mirabella Senior Center indicates they place heavy emphasis on wellness, see [Mirabella Programs](#) section on page 32) page ESC is located in a strategic place facing on to the Edmonds waterfront. It has a beautiful backyard that it can use to provide health programs and activities for the seniors as well as for the community. Additionally, ESC could rent outdoor sport facilities and equipment to its senior members and the general public. This has the added benefit of making visible the center's vitality. Below are some thoughts on what could be rented.

- Badminton Equipment
- Banana Boats
- Kayaks and Canoes
- Parasails
- Volleyball Equipment

Health and Fitness

- Wakeboards

With the renovated building, management has an opportunity to create more rooms for health and fitness programs and activities. The ideal location of these rooms would be at the downstairs level, facing on to the Puget Sound. The new fitness workout room should be stocked with equipment especially designed for seniors, such as treadmills, exercise bikes, strengthening balls, handheld weights and resistance bands. The center should recruit volunteer personal trainers to instruct seniors based on their needs and capabilities. This fitness room also can be rented by the public.

PROCESS AND RESOURCES

Here are some ways to access resources and expand opportunities in health and fitness at Edmonds Seniors Center.

Broaden networking and search for potential partners who can support health and fitness, such as universities with health and medical faculty, health organizations, non-profit organizations, and/or local governments. For example, ESC could work cooperatively with [UW Medicine Clinic](#) to provide seniors with a telehealth facility. Telehealth is defined exchanging health care information using communication technology. It can be as simple as a conversation between doctors and seniors over the phone to monitor overall health status. The [Center for Disease Control](#) (CDC) is another potential partner for ESC. This federal government organization's mission is to conduct critical scientific studies and provide health information for society. Members at ESC might wish to participate in studies to help others or to gather information from the CDC that would benefit them.

RECOMMENDATIONS AND CONCLUSIONS

Here is a further collection of new ideas for health and fitness programming that can earn revenue and also attract more seniors trying to pursue an active, healthy lifestyle. Several of these are prime opportunities to welcome the public to participate for a tiered fee schedule that will be higher than what senior members pay.

Edmonds Senior Center should build a pool for the seniors and the public. Swimming and water aerobic classes will train seniors to swim, walk with water resistance, warm-up, stretch and work on flexibility. These water workouts improve overall body function such as the nervous system, muscles, body movement and balance.

Health and Fitness

Although Bastyr Natural Medicine Clinic has provided herbal supplements, an herbal medicine class would explain to the seniors and/or their caregivers how to use herbal medicines for a healthy lifestyle. ESC should develop its [Bastyr University](#) partnership by adding more treatments such as acupuncture.

Health seminars can be scheduled on a variety of topics such as a brain health seminar, as the issue of dementia will grow significantly for seniors and baby boomers. The seminar can feature a physician who is an expert on dementia. Attendants would be able to take a confidential brain health assessment during the course of the seminar. Additionally, offer regular seminars on how to manage stress, stay healthy and keep a positive attitude. These workshops are examples of how Edmonds Senior Center can reach out to the community. Further possibilities include:

- A Pilates course especially designed for seniors to increase strength, flexibility and range of motion.
- A class to train seniors walk on the road or certain walking tracks without wearing shoes or sandals which is a method to strengthen feet.
- With Energy Healing Therapy, seniors will be taught how to release and cleanse negative energy making them feel happier and healthier.
- Aromatherapy Massage uses fragrance to improve blood circulation and flexibility while relaxing the body and relieving respiratory symptoms.

By following at least some of the above suggestions, Edmonds Senior Center will carve out a niche for itself separate from competitors like Harbor Square Athletic Club, LA Fitness and Mieko's Fitness by expanding what it does well already and publicizing it broadly in the community.

Appendices

Additional resources and references.

Appendix A: Project Teams and Members

INSTRUCTOR

Carl Adams

BUILDING AND INFRASTRUCTURE

Danut Cirlescu – Technology

Fumi Yamazoe – Curb Appeal

Guo Chen – Interior Design

Lora Knutson – Parking and Footprint

Richard-Allen Hebel – Energy and Environment– Team Leader

PROGRAMS

Ana Albano – Music

Carrie Taylor – Food / Culinary – Team Leader

Denise Kennebrew – Entertainment

Emily Mcnerny – Education, Marketing Suggestions

Fransiska Palmasari – Health and Fitness

Tshepo Mboni – Art

Jessie Pascual

PEER FACILITIES REVIEW

All members – Summary and Conclusion

Ashley Ogle – Mukilteo site

Danis Sriwijaya – Mirabella site

David Mitchell – Mirabella site

Rubirosa Salcedo – Northshore site – Team Leader

COMMUNITY INVOLVEMENT

Kristin Kreifels – Facility Use – Team Leader

Luke Gossman – Volunteerism

Ignacio Soriano – Community Service

Todd Richards – Marketing and Advertising

INTEGRATION

Diane Haugsvaer – Community Involvement Team Liaison

Eileen Kelliher – Proposal Writer

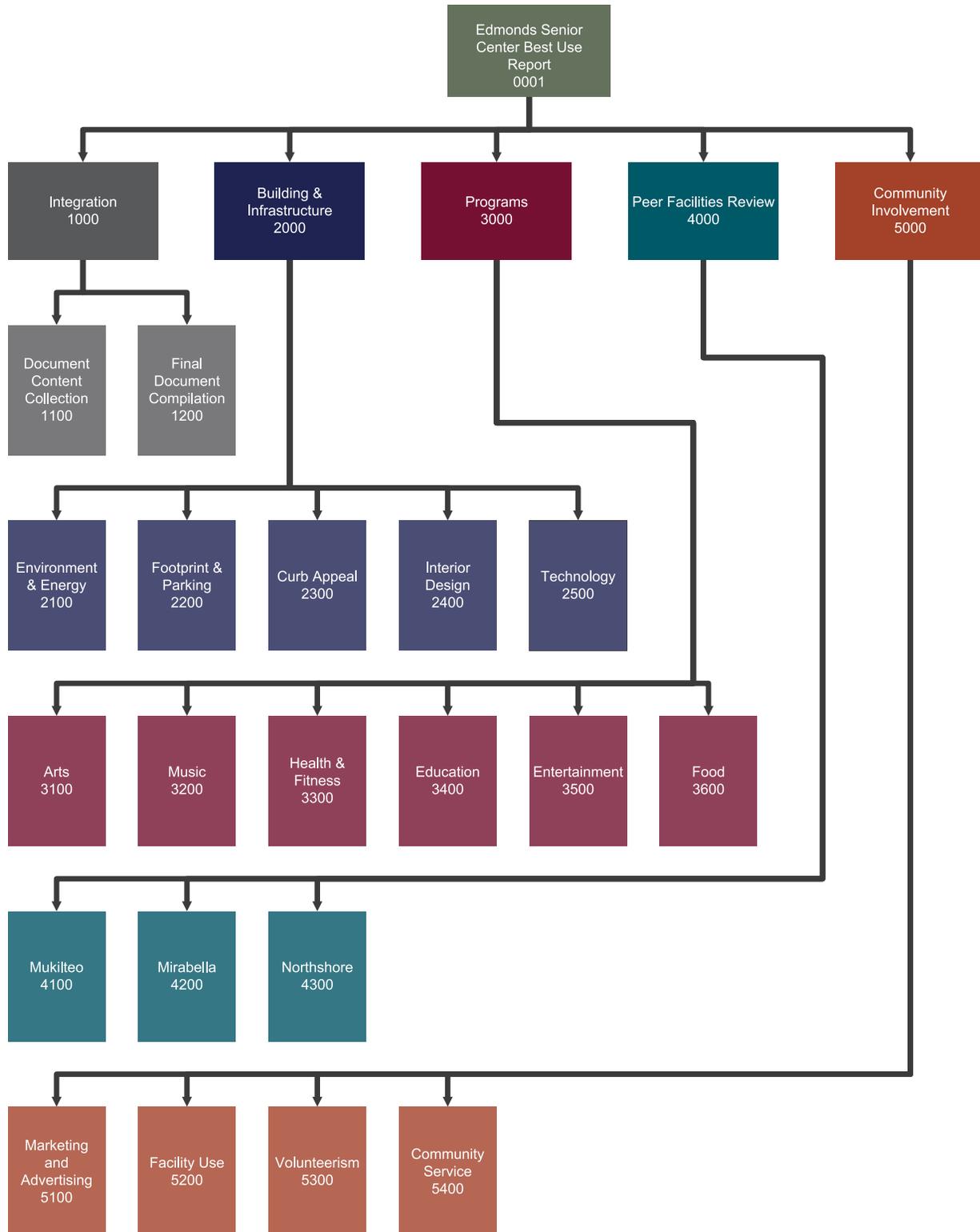
Maricela Soto – Building / Infrastructure Team Liaison

Michelle Baillet – Peer Facilities Review Team Liaison

Ryan Neff – Proposal Design and Asset Management

Serena Freeman – Programs / Activities Team Liaison

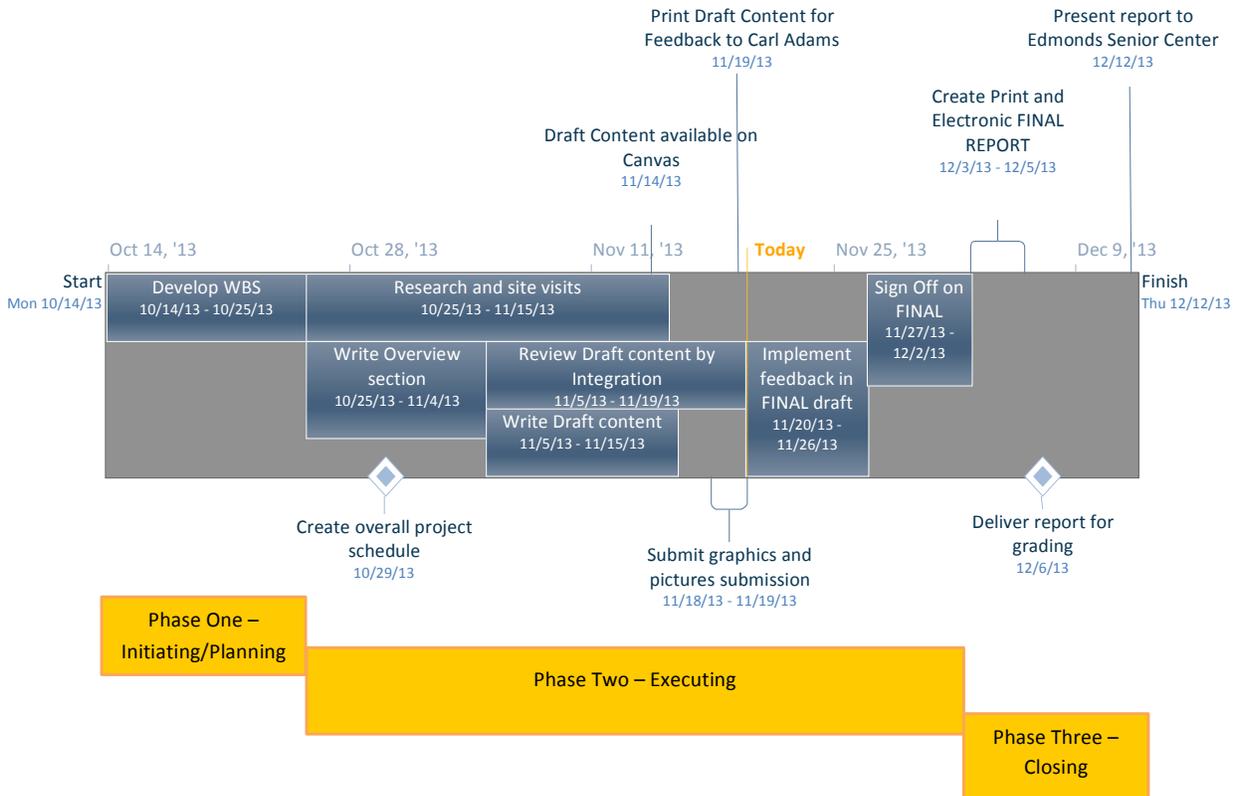
Appendix B: Work Breakdown Structure (WBS)



Appendix C: Network Diagram & Milestone Schedule

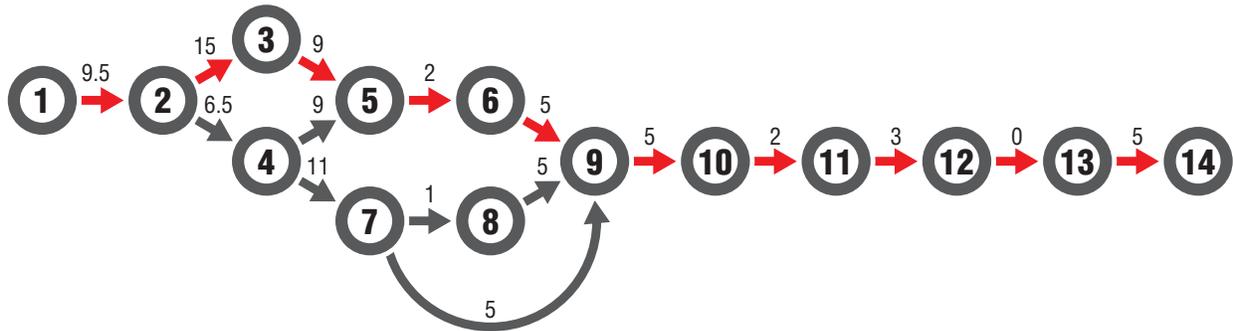
MILESTONE SCHEDULE

ID	Task_Name	Duration	Start_Date	Finish_Date	Predecessors	Resource_Names
1	Create overall project schedule	12 days	10/14/13 8:00 AM	10/29/13 5:00 PM		Integration,Michelle
2	Develop WBS	9.5 days	10/14/13 8:00 AM	10/25/13 12:00 PM		all
3	Research and site visits	15 days	10/25/13 1:00 PM	11/15/13 12:00 PM	2	all
4	Write Overview section	6.5 days	10/25/13 1:00 PM	11/4/13 5:00 PM	2	all
5	Write Draft content	9 days	11/5/13 8:00 AM	11/15/13 5:00 PM	4	Team Leads
6	Submit graphics and pictures submission	2 days	11/18/13 8:00 AM	11/19/13 5:00 PM	5	all
7	Review Draft content by Integration	11 days	11/5/13 8:00 AM	11/19/13 5:00 PM	4	Eileen,Integration
8	Draft Content available on Canvas	1 day	11/14/13 8:00 AM	11/14/13 5:00 PM	7FS-4d	Ryan
9	Print Draft for Feedback to C. Adams	1 day	11/19/13 8:00 AM	11/19/13 5:00 PM	7FS-1d	Integration
10	Implement feedback in FINAL draft	5 days	11/20/13 8:00 AM	11/26/13 5:00 PM	9	all
11	Sign Off on FINAL	2 days	11/27/13 8:00 AM	12/2/13 5:00 PM	10	Ryan,all
12	Create Print and Electronic FINAL REPORT	3 days	12/3/13 8:00 AM	12/5/13 5:00 PM	11	Ryan,Integration,Carl Adams
13	Deliver report for grading	1 day	12/6/13 8:00 AM	12/6/13 5:00 PM	12	Ryan,Integration
14	Present report to Edmonds Senior Center	0.5 days	12/12/13 8:00 AM	12/12/13 12:00 PM		all,Carl Adams



Appendix C: Network Diagram & Milestone Schedule

NETWORK DIAGRAM



NETWORK DIAGRAM KEY

Note: Critical Path is represented in red (Critical path is 55.5 days total)

1. Create overall project schedule
2. Develop WBS (9.5 days)
3. Research and site visits (15 days)
4. Write Overview section (6.5 days)
5. Write Draft content (9 days)
6. Submit graphics and pictures submission (2 days)
7. Review Draft content by Integration (11 days)
8. Draft Content available on Canvas (1 days)
9. Print Draft Content for Feedback to Carl Adams (5 days)
10. Implement feedback in FINAL draft (5 days)
11. Sign Off on FINAL (2 days)
12. Create Print and Electronic FINAL REPORT (3 days)
13. Deliver report for grading (0 days)
14. Present report to Edmonds Senior Center (5 days)

Appendix D: Organizational Structure and Communications Plan

The following Organizational Structure and Communications Rules have been established for this project.

ORGANIZATIONAL STRUCTURE

Five teams focused on specific areas as illustrated in the Work Breakdown Structure. These included:

Building & Infrastructure (WBS 2000)

- Environment and Energy Issues
- Footprint, Parking and Access
- Curb Appeal
- Technology
- Interior Design

Community Involvement (WBS 5000)

- Marketing and Advertising
- Facility Use
- Volunteerism
- Community Service

Peer Facilities Review (WBS 4000)

- Mukilteo Senior Center Analysis
- Mirabella Senior Center Analysis
- Northshore Bothell Senior Center Analysis
- Recommended Programs and Activities

Programs and Activities (WBS 3000)

- Arts
- Music
- Educational
- Entertainment
- Food, Dining and Cafeteria
- Health and Fitness

Integration (WBS 1000)

- WBS and Communications Plan
- Schedule
- Network Diagram
- Integration of the content into final document
- Create report template and art
- Deliver report (electronically and printed)

Appendix D: Organizational Structure and Communications Plan

Each team appointed a Team Lead.

The Integration Team members served as Liaison to coordinate the flow of information and content.

COMMUNICATIONS PLAN

The objectives of our communication plan are to increase collaboration and outline how the Integration Team members will interact.

- Share list of email addresses and phone numbers.
- Integration team members will be meeting before class in the lobby to discuss project.
- If you are unable to attend meeting(s) or cannot keep a commitment, please communicate beforehand.
- Decisions are made by consensus or by majority if a consensus cannot be reached.
- Liaisons will share progress reports during meetings. Meetings are used to resolve issues and share ideas.
- Communications to be respectful, timely and courteous.

Appendix E: Current Website Marketing Analysis

EDMONDS SENIOR CENTER WEBSITE

The way the Activities are listed makes it hard to see what is really offered. There is a link that includes the monthly calendar under the overview heading but the PDF file is very cluttered. It would be more user friendly if each subject on the right had a heading specific to the activity or program (Figure 11). It would also be helpful to link each program or activity offered on regular basis so that when you clicked on it it had a description and schedule. The headings on the website should line up with the headings on the handout at the senior center, or be similar categories.

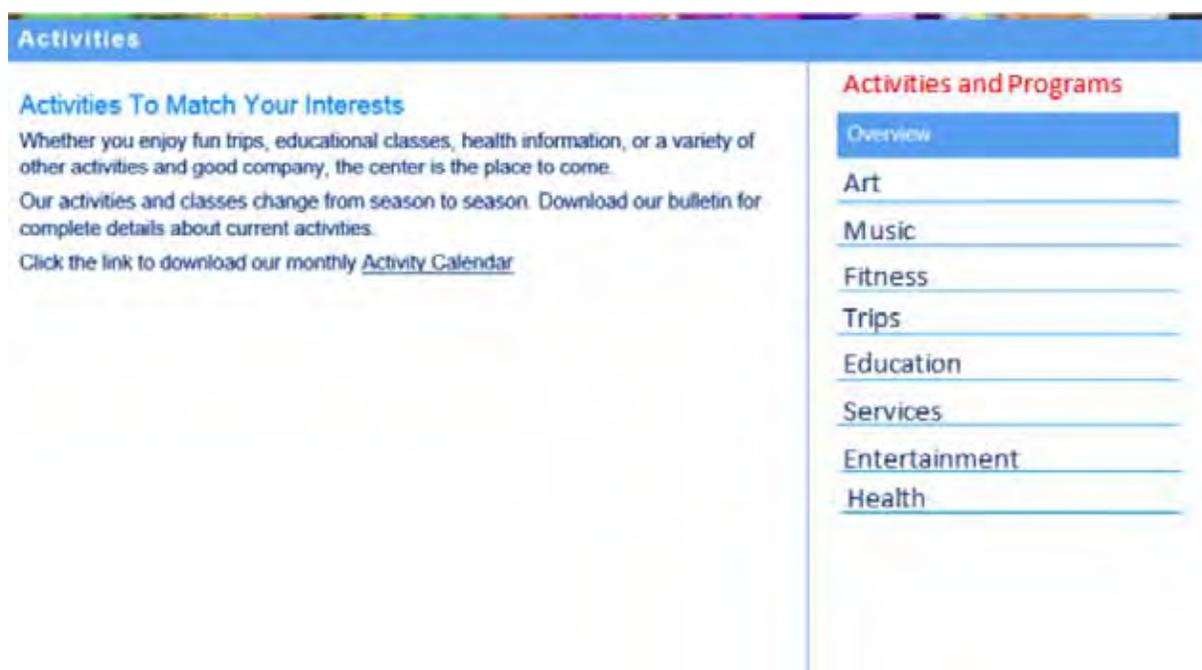


Figure 11 *Potential revised activities page*

EDMONDS SENIOR CENTER'S FACEBOOK PAGE

If Edmonds Senior Center is looking to capture a younger audience, they need to be actively updating social network sites. Currently, the Facebook Page events are only posted once and it is easy to forget about them. An example of this was the Halloween Karaoke Bingo Bash which was posted on the ESC wall on October 4th; there was a short description of place, time, cost and date. Not another mention of the event occurred. Most Facebook users do not go to specific pages searching for things, they just refresh its feed for new posts; by the time the event rolled around, the crowds that were to be reached through Facebook had probably already forgotten the event. It is best to repost the same things over and over so that they keep appearing in users' feeds. If it clutters the center page, just delete the previous wall update when posting again.

Appendix F: Preliminary Planning Notes From Mr. Wolfe

Edmonds Senior Center Space Planning Notes (Preliminary)

I have been conducting a study of how the current building is being used. Based on that study I came up with a plan for a two-story 18,000 square foot building. It includes a large dining hall (**LD**), a small dining hall (**SD**), 5 multi-purpose rooms (**MP**) and 4 clinic rooms (**CI**) in addition to space for a commercial kitchen, administrative offices and the thrift store.

One interesting bit of information, based on current usage, each of the five multi-purpose rooms would be used just under four hours per day; two hours in the morning, then a break for lunch and two hours more in the afternoon.

The primary use of the large dining hall would be the fitness and health classes, the dances, bingo, special events and rentals.

The primary use of the small dining room would be the congregate meal program lunch and music programs, neither of which use very much space.

Appendix G: Current Facility Room Use

Edmonds Senior Center
Sort by Category

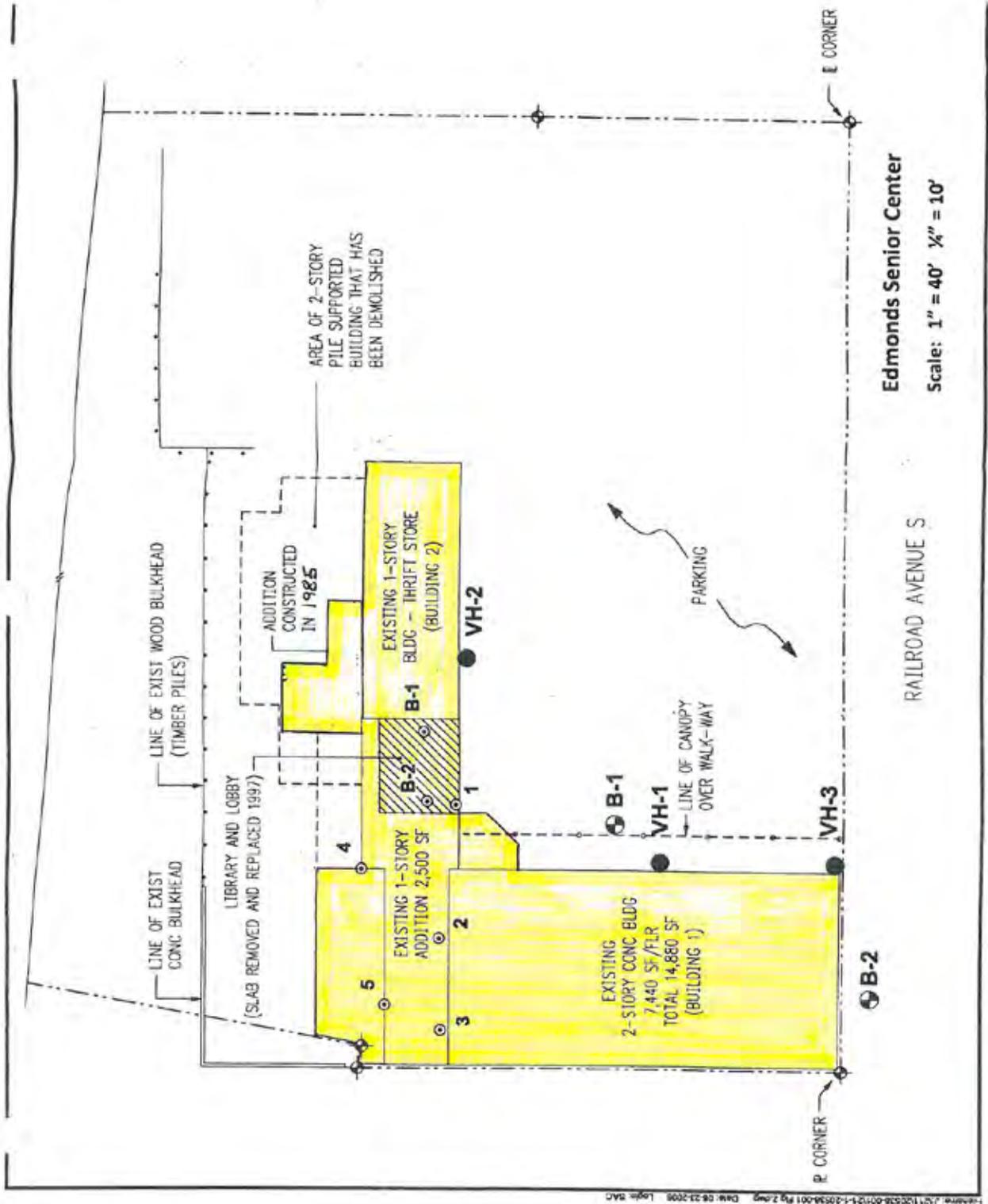
Day	Start Time	End Time	RmTy	Location	Column1	Activity	Category	Schedule (Weekly)	Column n2	Column n3	Column n4	Column n5
Mon	10:00 AM	11:30 AM	MP	CL	Computer Lab	Computer Basics	Computers & Technology	1st	na	na	na	na
Mon	10:00 AM	11:00 AM	MP	CL	Computer Lab	Internet & E-Mail	Computers & Technology	na	2nd	na	na	na
Tue	10:00 AM	11:30 AM	MP	CL	Computer Lab	Computer Basics	Computers & Technology	1st	na	na	na	na
Tue	10:00 AM	11:00 AM	MP	CL	Computer Lab	Internet & E-Mail	Computers & Technology	na	2nd	na	na	na
Thu	2:00 PM	3:00 PM	MP	CL	Computer Lab	Computers for Beginners	Computers & Technology	na	na	3rd	na	na
Fri	1:00 PM	4:00 PM	Off	CL	Computer Lab	30 Min One on One	Computers & Technology	na	2nd	na	4th	na
Mon	8:00 AM	12:00 PM	Table	VR	View Room	Glue Gun Gals	Creative Arts	1st	2nd	3rd	4th	Last
Mon	10:00 AM	12:00 PM	MP	CR	Ceramics Room	Ceramics	Creative Arts	1st	2nd	3rd	4th	Last
Mon	10:00 AM	12:00 PM	MP	B	Room B	No Fear Mosaic	Creative Arts	1st	2nd	3rd	4th	Last
Mon	1:00 PM	4:00 PM	MP	CR	Ceramics Room	Driftwood Sculpture	Creative Arts	1st	2nd	3rd	4th	Last
Mon	1:30 PM	3:30 PM	MP	B	Room B	No Fear Portraits	Creative Arts	1st	2nd	3rd	4th	Last
Tue	8:30 AM	11:30 AM	MP	VR	View Room	Woodcarving - Drop-in	Creative Arts	1st	2nd	3rd	4th	Last
Tue	1:00 PM	4:00 PM	MP	CR	Ceramics Room	China Painting	Creative Arts	1st	2nd	3rd	4th	Last
Wed	8:30 AM	11:30 AM	MP	CR	Ceramics Room	Woodcarving Class	Creative Arts	1st	2nd	3rd	4th	Last
Wed	11:00 AM	3:00 PM	MP	LY	Lobby	Jewelry Repair Service	Creative Arts	na	na	na	na	Last
Wed	1:30 PM	3:30 PM	MP	B	Room B	No Fear Watercolor	Creative Arts	1st	2nd	3rd	4th	Last
Thu	1:00 PM	4:00 PM	MP	LO	Lounge	Knitting	Creative Arts	1st	2nd	3rd	4th	Last
Fri	8:00 AM	12:00 PM	Table	VR	View Room	Glue Gun Gals	Creative Arts	1st	2nd	3rd	4th	Last
Fri	9:00 AM	12:00 PM	MP	CR	Ceramics Room	Friendship Quilters	Creative Arts	1st	2nd	3rd	4th	Last
Fri	1:30 PM	3:30 PM	MP	VRN	View Room	No Fear Drawing	Creative Arts	1st	2nd	3rd	4th	Last
Tue	1:00 PM	3:00 PM	MP	L	Library	Modern World History	Culture & History	1st	2nd	3rd	4th	Last
Wed	10:00 AM	12:00 PM	MP	L	Library	Current Issues Discussion	Culture & History	1st	2nd	3rd	4th	Last
Wed	10:45 AM	11:50 AM	MP	LO	Lounge	Bible Study	Culture & History	1st	2nd	3rd	4th	Last
Thu	10:00 AM	12:00 PM	MP	L	Library	Behavior & Misbehavior	Culture & History	1st	2nd	3rd	4th	Last
Sun	1:00 PM	3:00 PM	LD	BL	Ballroom	Sunday Dance	Dance	1st	2nd	3rd	4th	Last
Mon	1:00 PM	2:00 PM	LD	DR	Dining Room	Dance Sampler	Dance	1st	2nd	3rd	4th	Last
Thu	6:30 PM	7:30 PM	LD	BL	Ballroom	Line Dancing	Dance	1st	2nd	3rd	4th	Last
Fri	1:00 PM	3:00 PM	LD	BL	Ballroom	Friday Fling Dance	Dance	1st	2nd	3rd	4th	Last
Tue	12:00 PM	12:30 PM	SD	DR	Dining Room	Ice Cream Tuesdays	Dining/Groups/Social	1st	2nd	na	na	na
Mon	11:00 AM	open	SD	DR	Dining Room	Huckabilly's Clan	Entertainment	1st	2nd	3rd	4th	Last
Tue	11:00 AM	open	SD	DR	Dining Room	The Delinquents	Entertainment	1st	2nd	3rd	4th	Last
Wed	10:00 AM	open	SD	DR	Dining Room	B Natural	Entertainment	1st	2nd	3rd	4th	Last
Thu	11:00 AM	open	SD	DR	Dining Room	Entertainer	Entertainment	1st	2nd	3rd	4th	Last
Fri	11:00 AM	open	SD	DR	Dining Room	Nick Baker	Entertainment	1st	2nd	3rd	4th	Last
Mon	8:00 AM	9:00 AM	LD	BL	Ballroom	Tai Chi - Advanced	Fitness & Health	1st	2nd	3rd	4th	Last
Mon	9:30 AM	10:30 AM	LD	BL	Ballroom	Enhance Fitness	Fitness & Health	1st	2nd	3rd	4th	Last
Mon	10:30 AM	11:00 AM	LD	BL	Ballroom	Soft Exercise	Fitness & Health	1st	2nd	3rd	4th	Last
Tue	10:00 AM	11:00 AM	MP	L	Library	Gentle Yoga	Fitness & Health	1st	2nd	3rd	4th	Last
Tue	3:00 PM	4:30 PM	LD	BL	Ballroom	Functional Fitness Program	Fitness & Health	1st	2nd	3rd	4th	Last
Wed	8:00 AM	9:00 AM	LD	BL	Ballroom	Tai Chi - Beginning/Interme	Fitness & Health	1st	2nd	3rd	4th	Last
Wed	9:30 AM	10:30 AM	LD	BL	Ballroom	Enhance Fitness	Fitness & Health	1st	2nd	3rd	4th	Last
Wed	10:30 AM	11:00 AM	LD	BL	Ballroom	Soft Exercise	Fitness & Health	1st	2nd	3rd	4th	Last
Thu	10:30 AM	11:30 AM	LD	BL	Ballroom	Chair Yoga	Fitness & Health	1st	2nd	3rd	4th	Last
Thu	2:00 PM	3:15 PM	MP	DR	View Room	Parkinson's Movement & D	Fitness & Health	1st	2nd	3rd	4th	Last
Fri	9:30 AM	10:30 AM	LD	BL	Ballroom	Enhance Fitness	Fitness & Health	1st	2nd	3rd	4th	Last
Fri	10:30 AM	11:00 AM	LD	BL	Ballroom	Soft Exercises	Fitness & Health	1st	2nd	3rd	4th	Last
Mon	9:00 AM	open	Table	DR	Dining Room	Gotzee	Games	1st	2nd	3rd	4th	Last
Mon	10:00 AM	12:00 PM	MP	LO	Lounge	Cribbage Club	Games	1st	2nd	3rd	4th	Last
Mon	11:30 AM	4:00 PM	MP	BL	Ballroom	Bridge - Duplicate	Games	1st	2nd	3rd	4th	Last
Mon	12:00 PM	3:00 PM	MP	PRS	Recreation Room	Ping Pong	Games	1st	2nd	3rd	4th	Last
Tue	8:30 AM	12:00 PM	MP	LO	Lounge	Pinochle	Games	1st	2nd	3rd	4th	Last
Tue	8:30 AM	11:30 AM	MP	B	Room B	Bridge - Intermediate	Games	1st	2nd	3rd	4th	Last
Tue	12:00 PM	3:30 PM	MP	LO	Lounge	Mah Jongg	Games	1st	na	3rd	na	Last
Tue	12:00 PM	4:00 PM	MP	LO	Lounge	Bridge - Duplicate Party	Games	na	2nd	na	na	na
Tue	12:00 PM	3:30 PM	MP	VR	View Room	Mah Jongg	Games	na	2nd	na	4th	na
Tue	1:00 PM	3:30 PM	MP	PRS	Recreation Room	Wii Bowling	Games	1st	2nd	3rd	4th	Last
Wed	9:00 AM	open	Table	DR	Dining Room	Gotzee	Games	1st	2nd	3rd	4th	Last
Wed	12:00 PM	3:00 PM	MP	PRS	Recreation Room	Ping Pong	Games	1st	2nd	3rd	4th	Last
Wed	1:00 PM	3:00 PM	LD	BL	Ballroom	Bingo	Games	1st	2nd	3rd	4th	Last
Wed	1:00 PM	3:00 PM	MP	LO	Lounge	Cribbage	Games	1st	2nd	3rd	4th	Last
Thu	9:30 AM	12:00 PM	MP	LO	Lounge	Poker	Games	1st	2nd	3rd	4th	Last
Thu	12:30 PM	3:30 PM	MP	B	Room B	Mah Jongg 2	Games	na	na	3rd	na	na
Thu	1:00 PM	3:30 PM	MP	PRS	Recreation Room	Wii Bowling	Games	1st	2nd	3rd	4th	Last
Fri	9:00 AM	open	Table	DR	Dining Room	Gotzee	Games	1st	2nd	3rd	4th	Last
Fri	1:30 PM	4:30 PM	MP	DR	Dining Room	Ping Pong	Games	1st	2nd	3rd	4th	Last
Mon	8:30 AM	4:00 PM	CI	A	Room A	Enhance Wellness	Health & Personal Care	1st	2nd	3rd	4th	Last
Mon	9:00 AM	10:00 AM	CI	E	Employment Office	Hearing Screening	Health & Personal Care	1st	na	na	na	na
Mon	9:00 AM	10:00 AM	CI	VR	View Room	Blood Pressure Checks	Health & Personal Care	na	2nd	na	4th	na
Mon	10:00 AM	12:00 PM	CI	E	Employment Office	The Doctor is In	Health & Personal Care	1st	2nd	3rd	4th	Last
Mon	10:30 AM	3:30 PM	CI	VRN	View Room	Massage - Seated Chair	Health & Personal Care	1st	2nd	3rd	4th	Last
Tue	9:00 AM	11:30 AM	CI	CR	Ceramics Room	Foot Care - Basic	Health & Personal Care	1st	2nd	na	na	na
Tue	9:00 AM	1:00 PM	CI	A	Room A	Enhance Wellness	Health & Personal Care	1st	2nd	3rd	4th	Last
Tue	10:00 AM	4:30 PM	CI	A	Room A	Dental Hygiene	Health & Personal Care	na	2nd	na	na	na
Tue	11:00 AM	12:00 PM	CI	LY	Lobby	Eyeglass Care	Health & Personal Care	na	na	na	4th	na

Appendix G: Current Facility Room Use

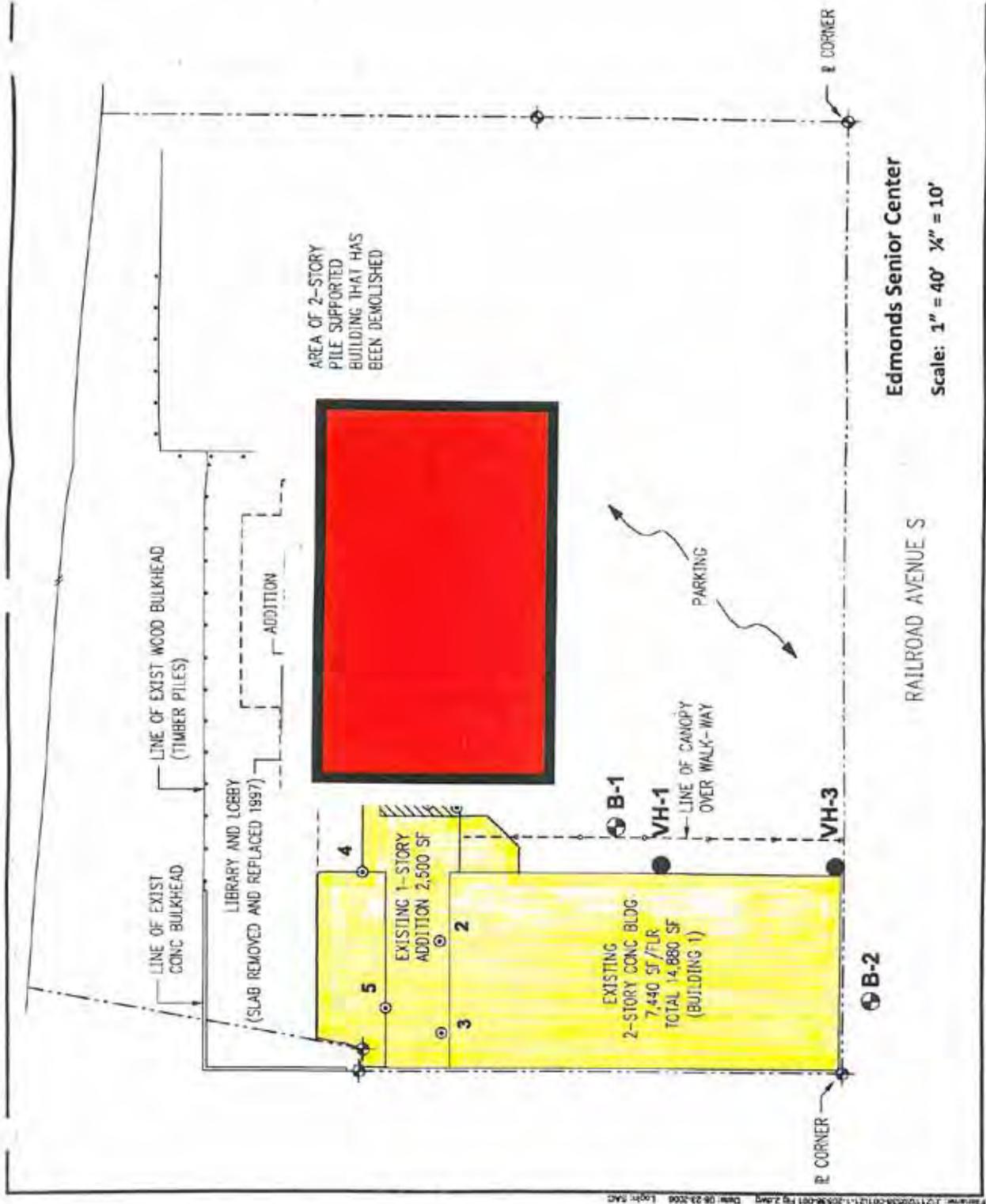
Edmonds Senior Center
Sort by Category

Day	Start Time	End Time	RmTy	Location	Column1	Activity	Category	Schedule (Weekly)	Column n2	Column n3	Column n4	Column n5
Wed	9:00 AM	12:00 PM	CI	CL	Computer Lab	Bastyr Clinic	Health & Personal Care	1st	2nd	3rd	4th	Last
Wed	9:00 AM	12:00 PM	CI	A	Room A	Bastyr Clinic	Health & Personal Care	1st	2nd	3rd	4th	Last
Wed	9:00 AM	12:00 PM	CI	B	Room B	Bastyr Clinic	Health & Personal Care	1st	2nd	3rd	4th	Last
Wed	10:00 AM	12:00 PM	CI	E	Employment Office	The Doctor is In	Health & Personal Care	1st	2nd	3rd	4th	Last
Wed	1:00 PM	4:00 PM	CI	CRW	Ceramics Room	Haircuts	Health & Personal Care	1st	na	3rd	na	na
Thu	8:30 AM	1:00 PM	CI	A	Room A	Foot Care - Specialized	Health & Personal Care	1st	2nd	3rd	4th	Last
Thu	1:30 PM	5:00 PM	CI	A	Room A	Chiropractic Services	Health & Personal Care	1st	2nd	3rd	4th	Last
Fri	8:30 AM	4:00 PM	CI	A	Room A	Enhance Wellness	Health & Personal Care	1st	2nd	3rd	4th	Last
Fri	10:00 AM	12:00 PM	CI	E	Employment Office	The Doctor is In	Health & Personal Care	1st	2nd	3rd	4th	Last
Thu	9:30 AM	11:30 AM	MP	CR	Ceramics Room	Swedish	Language	1st	2nd	3rd	4th	Last
Thu	10:00 AM	12:00 PM	MP	B	Room B	German	Language	1st	2nd	3rd	4th	Last
Thu	1:00 PM	3:00 PM	MP	L	Library	Spanish	Language	1st	2nd	3rd	4th	Last
Tue	1:00 PM	2:30 PM	MP	BL	Ballroom	Reader's Theater Workshop	Literary Arts	1st	2nd	3rd	4th	Last
Fri	9:30 AM	11:00 AM	MP	B	Room B	On Going Writers Group	Literary Arts	1st	2nd	3rd	4th	Last
Fri	12:45 PM	3:00 PM	MP	CR	Ceramics Room	Writer's Round Table	Literary Arts	1st	na	3rd	na	na
Mon	9:00 AM	open	n/a	L	Library	Library Committee	Misc Services & Activities	1st	2nd	3rd	4th	Last
Mon	10:00 AM	12:00 PM	Off	SR	Staff Lounge	Financial Services	Misc Services & Activities	na	2nd	na	na	na
Tue	9:00 AM	3:00 PM	Off	E	Employment Office	Employment	Misc Services & Activities	1st	2nd	3rd	4th	Last
Wed	1:00 PM	5:00 PM	MP	CR	Ceramics Room	AARP Defensive Driving	Misc Services & Activities	na	na	3rd	na	na
Wed	1:00 PM	3:00 PM	Off	L	Library	Legal Advisor	Misc Services & Activities	1st	na	na	na	na
Thu	9:00 AM	3:00 PM	Off	E	Employment Office	Employment	Misc Services & Activities	1st	2nd	3rd	4th	Last
Thu	10:00 AM	11:30 AM	MP	CL	Computer Lab	Genealogy	Misc Services & Activities	1st	2nd	3rd	4th	Last
Thu	1:00 PM	5:00 PM	MP	CR	Ceramics Room	AARP Defensive Driving	Misc Services & Activities	na	na	3rd	na	na
Fri	10:00 AM	11:30 AM	MP	CL	Computer Lab	Genealogy	Misc Services & Activities	1st	2nd	3rd	4th	Last
Fri	1:00 PM	3:30 PM	MP	L	Library	Movies	Misc Services & Activities	1st	na	3rd	na	na
Tue	1:00 PM	2:30 PM	SD	DR	Dining Room	Sound Singers	Music	1st	2nd	3rd	4th	Last
Wed	1:00 PM	3:00 PM	SD	VR	View Room	Ukulele	Music	1st	2nd	3rd	4th	Last
Thu	1:00 PM	3:00 PM	SD	BL	Ballroom	Senior Swinger's	Music	1st	2nd	3rd	4th	Last
Mon	11:25 AM	12:25 PM	SD	DR	Dining Room	Lunch Program	Nutrition	1st	2nd	3rd	4th	Last
Tue	11:25 AM	12:25 PM	SD	DR	Dining Room	Lunch Program	Nutrition	1st	2nd	3rd	4th	Last
Wed	11:25 AM	12:25 PM	SD	DR	Dining Room	Lunch Program	Nutrition	1st	2nd	3rd	4th	Last
Thu	11:25 AM	12:25 PM	SD	DR	Dining Room	Lunch Program	Nutrition	1st	2nd	3rd	4th	Last
Fri	8:30 AM	10:00 AM	LD	DR	Dining Room	Community Breakfast	Nutrition	1st	na	na	na	na
Fri	11:25 AM	12:25 PM	SD	DR	Dining Room	Lunch Program	Nutrition	1st	2nd	3rd	4th	Last
Mon	1:00 PM	2:30 PM	MP	LO	Lounge	Lean on Me	Support/Counseling	1st	na	3rd	na	na
Tue	9:00 AM	12:00 PM	Off	SR	Staff Lounge	Shiba/Health Insurance Adv	Support/Counseling	1st	2nd	na	na	na
Wed	1:00 PM	2:00 PM	MP	L	Library	Parkinson's Support Group	Support/Counseling	na	2nd	na	na	na
Fri	10:00 AM	11:30 AM	MP	LO	Lounge	Support for the Mature Adul	Support/Counseling	1st	2nd	3rd	4th	Last

Appendix H: Current Floor Plan



Appendix I: Floor Plan Provided by Mr. Wolfe



Appendix J: Current Programs Sorted by Category

COMPUTERS & TECHNOLOGY

Computer Basics
Internet & E-Mail
Computer Basics
Internet & E-Mail
Computers for Beginners
30 Min One-on-One

CREATIVE ARTS

Ceramics
China Painting
Driftwood Sculpture
Friendship Quilters
Glue Gun Gals
Glue Gun Gals
Jewelry Repair Service
Knitting
No Fear Drawing
No Fear Mosaic
No Fear Portraits
No Fear Watercolor
Woodcarving - Drop-in
Woodcarving Class

CULTURE & HISTORY

Behavior & Misbehavior
Bible Study
Current Issues
Discussion
Modern World History

DANCE

Dance Sampler
Friday Fling Dance
Line Dancing
Sunday Dance

DINING/GROUPS/ SOCIAL

Ice Cream Tuesdays

ENTERTAINMENT

B Natural
Entertainer
Huckabilly's Clan
Nick Baker
The Delinquents

FITNESS & HEALTH

Chair Yoga
Enhance Fitness
Enhance Fitness
Enhance Fitness
Functional Fitness
Program
Gentle Yoga
Parkinson's Movement
& Dance
Soft Exercise
Soft Exercise
Soft Exercises
Tai Chi - Advanced
Tai Chi - Beginning/
Intermediate

GAMES

Bingo
Bridge - Duplicate
Bridge - Duplicate Party
Bridge - Intermediate
Cribbage
Cribbage Club
Gotzee
Mahjong
Mahjong 2
Ping Pong
Pinochle
Poker
Wii Bowling

HEALTH & PERSONAL CARE

Bastyr Clinic
Blood Pressure Checks
Chiropractic Services
Dental Hygiene
Enhance Wellness
Eyeglass Care
Foot Care - Basic
Foot Care - Specialized
Haircuts
Hearing Screening
Massage - Seated Chair
The Doctor is In

LANGUAGE

German
Spanish
Swedish

LITERARY ARTS

On Going Writers Group
Reader's Theater
Workshop
Writer's Round Table

MISC SERVICES & ACTIVITIES

AARP Defensive Driving
Employment
Financial Services
Genealogy
Legal Advisor
Library Committee
Movies

MUSIC

Senior Swinger's
Sound Singers
Ukulele

NUTRITION

Lunch Program
Community Breakfast

SUPPORT/ COUNSELING

Lean on Me
Parkinson's Support
Group
Shiba/Health Insurance
Advisors
Support for the Mature
Adult

Appendix K: Configuring Access Points

CONFIGURING ACCESS POINTS

An access point in a wireless network is the central transmitter and receiver that exchanges data with individual computers and other network clients. Every 802.11b network in infrastructure mode must include at least one access point. Additional access points can increase the area size served by the network and support a larger number of network clients, so the number and location of your network's access points defines its coverage and capacity. The first thing to do when planning wireless LAN — or for that matter, any LAN — is to spend some time thinking about exactly how the network will be used. Are all of the computers in the network in fixed locations with easy access to cable runs? When more than two access points are needed in a complex space, use a combination of omnidirectional and directional antennas instead of the omnidirectional ones built into some access points. An antenna mounted high on a wall, beaming inward, might be the best way to fill in a dead spot or extend the network to that end of the building. The number of people using a network can also have an effect on the number of access points needed. As a practical limit, if more than six computers are trying to connect to the same access point at the same time, the data transfer speed from each wireless node will start to drop, but most users will not be trying to move data at any given moment. “Half a dozen” at one time might translate to 20 or 30 users over the course of a day. Operating in infrastructure mode, the network resembles a hub-and-spokes design, in which each node is communicating with the network through an access point. Therefore, it is unnecessary for all the nodes on the wireless network to be using the same channel number. If nodes can be distributed among two or three non-interfering channels, the number of links on each channel will be reduced, which will improve the entire network's performance.

MAKE A SITE PLAN

When you have a rough idea of the space you want your network to cover, it's time to create a more detailed floor plan. If your network will cover more than one floor of a building, and when the network will include space in more than one building, you will want a plan for each floor, a vertical diagram of each building, and another diagram that shows the network's entire coverage area. Your floor plan should include the location of each wall and partition, along with every existing network connection and AC power outlet. If you know about potential sources of interference, such as a 2.4 GHz cordless phone, a Bluetooth network, or a microwave oven, mark their locations on the plan as well.

Appendix K: Configuring Access Points

MULTIPLE ACCESS POINTS

Many wireless networks use more than one access point to extend the network's coverage beyond the signal range of a single base station. If the client device moves away from the currently active access point and closer to another one, or if the signal quality deteriorates because of interference from other radio signals, the original access point will hand off the link to the access point that is receiving the best signal from the client. This is similar to the technology that permits cellular telephones to roam without interrupting a conversation. To set up a wireless network with more than one access point, simply connect all the access points to the same wired Ethernet network, and configure all the access points to handle the same SSID and WEP keys. If you're not using a DHCP server that automatically assigns IP addresses, assign a different numeric IP address to each access point, but use the same subnet and gateway addresses for the whole network. If an access point is acting as a DHCP server, remember to disable the DHCP function in all the other access points in the network.

ACCESS POINTS COMBINED WITH HUBS AND GATEWAY ROUTERS

Several manufacturers offer products that combine the functions of a wireless access point with a network hub, switch, or router. Other combination products include network print servers or broadband (cable or DSL) Internet access along with access points. A combination unit can be an excellent starting point for a new small network or for adding both wired and wireless clients to an existing network. Because a combined device doesn't require separate power supplies, enclosures, and interconnecting cables for each function, the cost is likely to be considerably less than the cost of separate components that perform the same jobs. The convenience of reducing the number of cables tying everything together can also be a huge attraction, especially for a small network that doesn't run everything back to a wiring closet.

SIGNAL STRENGTH IS WEAK OR SIGNAL QUALITY IS LOW

Assuming there's an access point within range of your computer, a weak signal is probably caused by some kind of obstruction between your network adapter and the access point. To improve the signal quality and signal strength, try moving the adapter to a different location. The wavelength of radio signals at 2.4 GHz is extremely short (they're called "microwaves" for a reason!), so moving the adapter even a short distance can be enough to make a noticeable difference. If you're using a USB adapter, you can be more flexible about its location. Try placing it on top of a bookcase or in some other location with a clean shot to the access point. And try turning the adapter (or the external antenna) sideways, so it's on its side rather than upright; this might bring the polarity of the adapter's antenna closer to the polarity of the antenna in the access point.

Appendix K: Configuring Access Points

HOT SPOTS

At the time the 802.11 industry is on hot spots—that is, locations where laptop-equipped Internet surfers are likely to congregate for the short term (a coffee shop or airport) or reside for the long term (a hotel or multiple dwelling unit [MDU]). This is largely a function of the limited range of off-the-shelf access points (APs) (50 to 100 meters depending on conditions), access to a broadband Internet source, and a ready power source. In order to be commercially viable, a hot spot must incorporate all of these elements in one time and space. According to Allied Business Intelligence, “WLAN is extending its domain beyond the home and enterprise and is rapidly growing in popularity for public hot spot applications. Providing Wi-Fi for guests spares the hotel operator the expense of running CAT 5 wire throughout the hotel structure. Users should also find gaining access to the network more convenient on Wi-Fi than they would on wired Ethernet. Like airports, hotels have seen their revenues generated from guest telephone calls drop off from the increased cell phone use. The deployment of a hot spot in a hotel could offset that lost revenue.

REFERENCES:

Wi-Fi Handbook: Building 802.11b Wireless Networks, by Frank Ohrtman and Konrad Roeder McGraw-Hill © 2003 Citation

The Book of Wi-Fi: Install, Configure, and Use 802.11b Wireless Networking, by John Ross No Starch Press © 2003 Citation

Appendix L: Volunteer Categories

Actors (On the Beach Players)
 Administration (reception, mailing, accounting and filing)
 Cooks and assistants
 Bingo
 Board and committees
 Boutique
 Building and grounds
 Coffee bar
 Community breakfast
 Computer instructors and technical support
 Creative Transitions Group
 Driver
 Employment Center
 Entertainers
 Foot Clinic
 Fundraisers (auction, quilters)
 Games (bridge, pinochle, poker, pool, cribbage and mahjong)
 Glue Gun Gals (decorators)
 Grassroots Advisory Council
 Hikers
 Instructors
 IT volunteers
 Librarians
 Medical (Blood pressure, screenings)
 Movie program
 Musicians and support staff

- Senior Swingers
- Sound Singers
- Sweet Someones Ukulele Players
- Huckabillies
- Morning bands

Night watchman and parking lot supervisor
 Nutrition program (servers, kitchen helpers and cooks)
 Piano tuner and rebuilder
 Photographers
 Ping-pong coordinators
 Program presenters
 Receptionist/host
 Services (legal, income tax and eyeglasses)
 Social Services (Statewide Health Insurance Benefits Advisors - SHIBA)
 Special events (Health Fair, BBQ's)
 Special projects (quilting)
 Support groups (Parkinson's)
 Surplus food program
 Thrift store
 Trips (drivers, hosts)
 Webmaster

Appendix M: Edmonds Social Profile

PROFILE OF SELECTED SOCIAL CHARACTERISTICS: 2000

Census 2000 Summary File 3 (SF 3) - Sample Data

NOTE: Data based on a sample except in P3, P4, H3, and H4. For information on confidentiality protection, sampling error, nonsampling error, definitions, and count corrections see <http://factfinder.census.gov/home/en/datanotes/expsf3.htm>.

SCHOOL ENROLLMENT	Number	Percent
Population 3 years and over enrolled in school	9305	100
Nursery school, preschool	674	7.2
Kindergarten	381	4.1
Elementary school (grades 1-8)	3605	38.7
High school (grades 9-12)	2223	23.9
College or graduate school	2422	26
EDUCATIONAL ATTAINMENT		
Population 25 years and over	28557	100
Less than 9th grade	257	0.9
9th to 12th grade, no diploma	1586	5.6
High school graduate (includes equivalency)	5830	20.4
Some college, no degree	8111	28.4
Associate degree	2372	8.3
Bachelor's degree	6952	24.3
Graduate or professional degree	3449	12.1
Percent high school graduate or higher	93.5	(X)
Percent bachelor's degree or higher	36.4	(X)

MARITAL STATUS		
Population 15 years and over	33024	100
Never married	7558	22.9
Now married, except separated	18620	56.4
Separated	429	1.3
Widowed	2414	7.3
Female	2012	6.1
Divorced	4003	12.1
Female	2573	7.8
GRANDPARENTS AS CAREGIVERS		
Grandparent living in household with one or more own grandchildren under 18 years	470	100
Grandparent responsible for grandchildren	209	44.5
VETERAN STATUS		
Civilian population 18 years and over	31365	100
Civilian veterans	4928	15.7

Appendix M: Edmonds Social Profile

DISABILITY STATUS OF THE CIVILIAN		
Population 5 to 20 years	7519	100
With a disability	468	6.2
Population 21 to 64 years	23428	100
With a disability	3766	16.1
Percent employed	69.6	(X)
No disability	19662	83.9
Percent employed	79.4	(X)
Population 65 years and over	6395	100
With a disability	1975	30.9
RESIDENCE IN 1995		
Population 5 years and over	37598	100
Same house in 1995	20401	54.3
Different house in the U.S. in 1995	16145	42.9
Same county	7044	18.7
Different county	9101	24.2
Same state	5830	15.5
Different state	3271	8.7
Elsewhere in 1995	1052	2.8

NATIVITY AND PLACE OF BIRTH		
Total population	39610	100
Native	35259	89
Born in United States	34766	87.8
State of residence	19590	49.5
Different state	15176	38.3
Born outside United States	493	1.2
Foreign born	4351	11
Entered 1990 to March 2000	1696	4.3
Naturalized citizen	2211	5.6
Not a citizen	2140	5.4
REGION OF BIRTH OF FOREIGN BORN		
Total (excluding born at sea)	4351	100
Europe	1354	31.1
Asia	1687	38.8
Africa	158	3.6
Oceania	61	1.4
Latin America	539	12.4
Northern America	552	12.7

Appendix M: Edmonds Social Profile

LANGUAGE SPOKEN AT HOME		
Population 5 years and over	37598	100
English only	33243	88.4
Language other than English	4355	11.6
Speak English less than 'very well	1784	4.7
Spanish	959	2.6
Speak English less than "very well"	366	1
Other Indo-European languages	1545	4.1
Speak English less than "very well"	482	1.3
Asian and Pacific Island languages	1569	4.2
Speak English less than "very well"	818	2.2
ANCESTRY (single or multiple)		
Total population	39610	100
Total ancestries reported	48385	122.2
Arab	165	0.4
Czech[1]	185	0.5
Danish	649	1.6
Dutch	1027	2.6
English	6733	17
French (except Basque)[1]	2032	5.1
French Canadian[1]	292	0.7
German	7638	19.3
Greek	168	0.4

Hungarian	202	0.5
Irish[1]	5422	13.7
Italian	1495	3.8
Lithuanian	46	0.1
Norwegian	3900	9.8
Polish	668	1.7
Portuguese	72	0.2
Russian	512	1.3
Scotch-Irish	960	2.4
Scottish	1560	3.9
Slovak	44	0.1
Subsaharan African	222	0.6
Swedish	2076	5.2
Swiss	226	0.6
Ukrainian	48	0.1
United States or American	1717	4.3
Welsh	654	1.7
West Indian (excluding Hispanic groups)	29	0.1
Other ancestries	9643	24.3

(X) Not applicable.

[1] The data represent a combination of two ancestries shown separately in Summary File 3. Czech includes Czechoslovakian. French includes Alsatian. French Canadian includes Acadian/Cajun. Irish includes Celtic.

Ancestry Code List (PDF 35 KB)

Place of Birth Code List (PDF 74KB) Language Code List (PDF 17KB)

Source: U.S. Census Bureau, Census 2000 Summary File 3, Matrices P18, P19, P21, P22, P24, P36, P37, P39, P42, PCT8, PCT16, PCT17, and PCT19

Appendix N: Edmonds Population statistics

PROFILE OF GENERAL POPULATION AND HOUSING CHARACTERISTICS: 2010 2010 Demographic Profile Data

NOTE: For more information on confidentiality protection, nonsampling error, and definitions, see <http://www.census.gov/prod/cen2010/doc/dpsf.pdf>.

SEX AND AGE	Number	Percent	MALE POPULATION	18,782	47.3
Total population	39,709	100.0			
Under 5 years	1,756	4.4	Under 5 years	879	2.2
5 to 9 years	1,863	4.7	5 to 9 years	898	2.3
10 to 14 years	2,214	5.6	10 to 14 years	1,147	2.9
15 to 19 years	2,407	6.1	15 to 19 years	1,228	3.1
20 to 24 years	1,908	4.8	20 to 24 years	999	2.5
25 to 29 years	2,103	5.3	25 to 29 years	1,039	2.6
30 to 34 years	2,016	5.1	30 to 34 years	1,002	2.5
35 to 39 years	2,160	5.4	35 to 39 years	1,053	2.7
40 to 44 years	2,644	6.7	40 to 44 years	1,261	3.2
45 to 49 years	3,234	8.1	45 to 49 years	1,554	3.9
50 to 54 years	3,381	8.5	50 to 54 years	1,620	4.1
55 to 59 years	3,463	8.7	55 to 59 years	1,597	4.0
60 to 64 years	2,973	7.5	60 to 64 years	1,347	3.4
65 to 69 years	2,171	5.5	65 to 69 years	984	2.5
70 to 74 years	1,662	4.2	70 to 74 years	708	1.8
75 to 79 years	1,413	3.6	75 to 79 years	611	1.5
80 to 84 years	1,167	2.9	80 to 84 years	444	1.1
85 years and over	1,174	3.0	85 years and over	411	1.0
Median age (years)	46.3	(X)	Median age (years)	44.5	(X)
16 years and over	33,397	84.1	16 years and over	15,631	39.4
18 years and over	32,323	81.4	18 years and over	15,103	38.0
21 years and over	31,137	78.4	21 years and over	14,430	36.3
62 years and over	9,293	23.4	62 years and over	3,937	9.9
65 years and over	7,587	19.1	65 years and over	3,158	8.0

Appendix N: Edmonds Population statistics

FEMALE POPULATION	20,927	52.7	RACE		
Under 5 years	877	2.2	Total population	39,709	100.0
5 to 9 years	965	2.4	One Race	38,092	95.9
10 to 14 years	1,067	2.7	White	33,114	83.4
15 to 19 years	1,179	3.0	Black or African American	1,045	2.6
20 to 24 years	909	2.3	American Indian and Alaska Native	290	0.7
25 to 29 years	1,064	2.7	Asian	2,800	7.1
30 to 34 years	1,014	2.6	Asian Indian	166	0.4
35 to 39 years	1,107	2.8	Chinese	539	1.4
40 to 44 years	1,383	3.5	Filipino	503	1.3
45 to 49 years	1,680	4.2	Japanese	286	0.7
50 to 54 years	1,761	4.4	Korean	747	1.9
55 to 59 years	1,866	4.7	Vietnamese	275	0.7
60 to 64 years	1,626	4.1	Other Asian [1]	284	0.7
65 to 69 years	1,187	3.0	Native Hawaiian and Other Pacific Islander	134	0.3
70 to 74 years	954	2.4	Native Hawaiian	30	0.1
75 to 79 years	802	2.0	Guamanian or Chamorro	13	0.0
80 to 84 years	723	1.8	Samoan	12	0.0
85 years and over	763	1.9	Other Pacific Islander [2]	79	0.2
Median age (years)	47.8	(X)	Some Other Race	709	1.8
16 years and over	17,766	44.7	Two or More Races	1,617	4.1
18 years and over	17,220	43.4	White; American Indian and Alaska Native [3]	313	0.8
21 years and over	16,707	42.1	White; Asian [3]	612	1.5
62 years and over	5,356	13.5	White; Black or African American [3]	233	0.6
65 years and over	4,429	11.2	White; Some Other Race [3]	114	0.3

Appendix N: Edmonds Population statistics

Race alone or in combination with one or more other races: [4]		
White	34,581	87.1
Black or African American	1,390	3.5
American Indian and Alaska Native	725	1.8
Asian	3,620	9.1
Native Hawaiian and Other Pacific Islander	308	0.8
Some Other Race	875	2.2
HISPANIC OR LATINO		
Total population	39,709	100.0
Hispanic or Latino (of any race)	2,121	5.3
Mexican	1,296	3.3
Puerto Rican	107	0.3
Cuban	43	0.1
Other Hispanic or Latino [5]	675	1.7
Not Hispanic or Latino	37,588	94.7

HISPANIC OR LATINO AND RACE		
Total population	39,709	100.0
Hispanic or Latino	2,121	5.3
White alone	1,165	2.9
Black or African American alone	18	0.0
American Indian and Alaska Native alone	46	0.1
Asian alone	36	0.1
Native Hawaiian and Other Pacific Islander alone	0	0.0
Some Other Race alone	636	1.6
Two or More Races	220	0.6
Not Hispanic or Latino	37,588	94.7
White alone	31,949	80.5
Black or African American alone	1,027	2.6
American Indian and Alaska Native alone	244	0.6
Asian alone	2,764	7.0
Native Hawaiian and Other Pacific Islander alone	134	0.3
Some Other Race alone	73	0.2
Two or More Races	1,397	3.5

Appendix N: Edmonds Population statistics

RELATIONSHIP			HOUSEHOLDS BY TYPE		
Total population	39,709	100.0	Total households	17,381	100.0
In households	39,233	98.8	Family households (families) [7]	10,722	61.7
Householder	17,381	43.8	With own children under 18 years	4,040	23.2
Spouse [6]	8,510	21.4	Husband-wife family	8,510	49.0
Child	9,505	23.9	With own children under 18 years	2,985	17.2
Own child under 18 years	6,825	17.2	Male householder, no wife present	639	3.7
Other relatives	1,534	3.9	With own children under 18 years	305	1.8
Under 18 years	408	1.0	Female householder, no husband present	1,573	9.1
65 years and over	311	0.8	With own children under 18 years	750	4.3
Nonrelatives	2,303	5.8	Non family households [7]	6,659	38.3
Under 18 years	124	0.3	Householder living alone	5,446	31.3
65 years and over	152	0.4	Male	1,992	11.5
UNMARRIED PARTNER	998	2.5	65 years and over	521	3.0
In group quarters	476	1.2	Female	3,454	19.9
Institutionalized population	220	0.6	65 years and over	1,740	10.0
Male	81	0.2	Households with individuals under 18 years	4,348	25.0
Female	139	0.4	Households with individuals 65 years and over	5,447	31.3
NON INSTITUTIONALIZED POPULATION	256	0.6	Average household size	2.26	(X)
Male	116	0.3	Average family size [7]	2.82	(X)
Female	140	0.4			

Appendix N: Edmonds Population statistics

HOUSING OCCUPANCY		
Total housing units	18,378	100.0
Occupied housing units	17,381	94.6
Vacant housing units	997	5.4
For rent	292	1.6
Rented, not occupied	32	0.2
For sale only	239	1.3
Sold, not occupied	49	0.3
For seasonal, recreational, or occasional use	135	0.7
All other vacants	250	1.4
Homeowner vacancy rate (percent) [8]	1.9	(X)
Rental vacancy rate (percent) [9]	5.1	(X)
HOUSING TENURE		
Occupied housing units	17,381	100.0
Owner-occupied housing units	11,992	69.0
Population in owner-occupied housing units	28,358	(X)
Average household size of owner-occupied units	2.36	(X)
Renter-occupied housing units	5,389	31.0
Population in renter-occupied housing units	10,875	(X)
Average household size of renter-occupied units	2.02	(X)

X Not applicable.

[1] Other Asian alone, or two or more Asian categories.

[2] Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

[3] One of the four most commonly reported multiple-race combinations nationwide in Census 2000.

[4] In combination with one or more of the other races listed. The six numbers may add to more than the total population, and the six percentages may add to more than 100 percent because individuals may report more than one race.

[5] This category is composed of people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

[6] "Spouse" represents spouse of the householder. It does not reflect all spouses in a household. Responses of "same-sex spouse" were edited during processing to "unmarried partner."

[7] "Family households" consist of a householder and one or more other people related to the householder by birth, marriage, or adoption. They do not include same-sex married couples even if the marriage was performed in a state issuing marriage certificates for same-sex couples. Same-sex couple households are included in the family households category if there is at least one additional person related to the householder by birth or adoption. Same-sex couple households with no relatives of the householder present are tabulated in nonfamily households. "Nonfamily households" consist of people living alone and households which do not have any members related to the householder.

[8] The homeowner vacancy rate is the proportion of the homeowner inventory that is vacant "for sale." It is computed by dividing the total number of vacant units "for sale only" by the sum of owner-occupied units, vacant units that are "for sale only," and vacant units that have been sold but not yet occupied; and then multiplying by 100.

[9] The rental vacancy rate is the proportion of the rental inventory that is vacant "for rent." It is computed by dividing the total number of vacant units "for rent" by the sum of the renter-occupied units, vacant units that are "for rent," and vacant units that have been rented but not yet occupied; and then multiplying by 100.

Source: U.S. Census Bureau, 2010 Census.

Appendix O: Additional Resources

NCOA STUDY

THE BOOMER SOLUTION: SKILLED TALENT TO MEET NONPROFIT NEEDS

For more than three years, NCOA worked with nonprofits across the country to engage older adults in leadership and professional volunteer roles. Our report *Boomer Solutions: Skilled Talent to Meet Nonprofit Needs*, shares how nonprofits can best capitalize on the coming influx of Boomer talent into the volunteer workforce. The complete document can be found at:

<http://www.ncoa.org/press-room/community-action-volunteering/boomer-solutins-skilled.html>



RENTAL COMPETITOR WEBSITES

The following websites are for competitors that offer rental services similar to that of the Edmonds Community Center:

http://www.edmondsyachtclub.com/page.php?name=club_rental

<http://edmondsconferencecenter.com/>

<http://www.edmondswa.gov/government/departments/parks-recreation-a-cultural-services/rental-facilities.html>

http://www.edmondscenterforthearts.org/facility_rental

INTERIOR DESIGN RESOURCES

The following websites are for competitors that offer rental services similar to that of the Edmonds Community Center:

Insights and Innovations: The State of Senior Housing

<http://www.aia.org/groups/aia/documents/pdf/aiab087283.pdf>

10 top design trends in senior living facilities, by Bradford Perkins, FAIA, MRAIC, AICP

<http://www.bdcnetwork.com/10-top-design-trends-senior%C2%A0living-facilities>

Family Community Life Center

<http://www.fcclongisland.org/floor-plans-community-center.php>

Natick Community/Senior Center Building

http://www.natickma.gov/Public_Documents/NatickMA_BComm/Buildingcom

Platte Valley's Center

<http://www.pvcenter.org/facilities/floor-plan/>

San Leandro Senior Community Center

http://www.sanleandro.org/depts/rec/facilities/senior_community_center/default.asp

Appendix P: Lessons Learned

- A document structure outline should be provided to each of the teams, so each team submits work in a similar format. (Regarding, scope, assessment, conclusions and recommendations)
- A single file format should be specified, either Google Docs, or Microsoft Word, but not both.
- A writing and style guide should be agreed upon before teams begin to generate content.
- Establish a template and standard format for sharing documents within your group.
- Image files should be named exactly what their captions should be.
- Each team should establish a proofreading system to check for content flow and grammar in order to save time for the overall writer and document/graphics developer.
- To avoid crossover or repetition, each member of each team should read other teams' content by or before the time the first draft is submitted.
- Establish a sequence within the Integration Team so that when team leaders resubmit documents, they are working on the most current version of the working document. This way, on-going editing from the overall writer will not be lost.
- It is important to really know the stakeholders' needs before trying to creatively meet them.
- Establish a primary method of communication from the start and stick to it.
- Find ways to maintain enthusiasm and enjoyment regarding the project.
- It is important to frequently refer to and learn from the previous projects.
- If possible, have a backup plan in place for major deliverables.
- Schedule important interviews early in the process and take the time to prepare appropriate and useful questions beforehand.
- Set up the WBS early. This will help set up work expectations for each team and individual team member.

Appendix Q: Images of Mukilteo Senior Center



Figure 12 Mukilteo SC entrance



Figure 13 Mukilteo SC floor plan



Figure 14 Mukilteo SC exterior during the day



Figure 15 Mukilteo SC exterior at night



Figure 16 Mukilteo SC alternate view



Figure 17 Mukilteo SC interior view

Appendix R: Images of Mirabella Senior Center



Figure 18 *Mirabella SC Cafeteria*



Figure 19 *Mirabella SC Cafeteria 2*



Figure 20 *Mirabella SC Garden*



Figure 21 *Mirabella SC Entertainment Room 1*



Figure 22 *Mirabella SC Library*



Figure 23 *Mirabella SC Lobby*

Appendix S: Images of Northshore Bothell Senior Center



Figure 24 *Northshore SC Cafe*



Figure 27 *Northshore SC kitchen*



Figure 25 *Northshore SC Shop*



Figure 28 *Northshore SC Fitness Center*

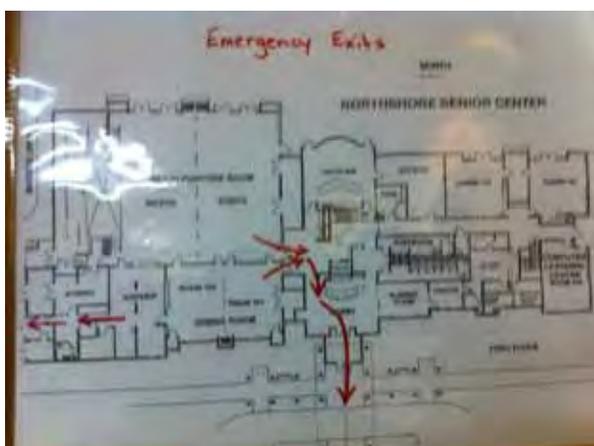


Figure 26 *Northshore SC Map*



Figure 29 *Northshore SC Dining Room*