

PORT WASHINGTON

Adult Community Senior Center Feasibility Study



October 2015
Prepared by MSA Professional Services, Inc.



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Port Washington Adult Community Senior Center Feasibility Study 2015

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CHAPTER 1

INTRODUCTION

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- 1.2 Planning Process
- 1.3 History of the Center
- 1.4 Demographic Information

1.5 2008 Senior Center Study

1.1 PLAN OBJECTIVES

The City Council has determined that the lease for the current Adult Community Senior Center (hereinafter referred to as the “Center”) will only be extended through December 31, 2016, with a possible six-month extension at the most. Beyond that time it is unknown whether City funding for the building will be available.

The goal of this project was to determine if it is feasible to continue operating the Center in its own dedicated building by determining current and future needs of the Port Washington community. The primary objectives of this planning process were to:

- document the existing use of the Center, including known building deficiencies
- summarize existing senior population demographics including analyzing senior age cohort population projections
- conduct a community survey to assess the use of the Center, programming needs, and community support for maintaining the Center, including support for other options to providing senior services beyond rental of the existing Center
- document the advantages and disadvantages of several potential courses of action regarding how and where the City continues to provide senior services

This plan serves as a tool to guide future policy decisions by City officials. Six distinct options for the future of the Center are analyzed in this plan. These options include (1) continuing to rent the existing facility; (2) buying and renovating the existing facility; (3) buying or renting another facility for the Center; (4) building a new Senior Center; (5) building a Community Center; and (6) outsourcing activities. The plan also discusses opportunities to create additional partnerships and coordinate services with other entities in the community.

The City of Port Washington realizes that as demographics are shifting in the community, so are the needs for senior services and facilities. The City of Port Washington is committed to identifying needs the community has, or will have in the future, and creating a plan that best meets those needs while balancing other City service needs.

1.2 PLANNING PROCESS

In 2015, the City contracted with MSA Professional Services, Inc. to assist in determining current and future community needs that require consideration when deciding the future of the Center. Preparation of this plan occurred over a six month period. Oversight for the project was provided by the Center’s Director

PROJECT MILESTONES

April 2015	Ad-Hoc Strategic Planning Committee Meeting #1 (discussed project objectives & survey)
April - May	On-line Community Survey
July	Ad-Hoc Strategic Planning Committee Meeting #2 (discussed survey results & opportunities)
September	Ad-Hoc Strategic Planning Committee Meeting #3 (reviewed draft study)
October	City Council Meeting (present final study)

and an Ad-Hoc Strategic Planning Committee. The Committee met three times throughout the process with the planning consultant to provide feedback and guidance as the study progressed.

To encourage public involvement in the Center Feasibility Plan, the City of Port Washington conducted an online public opinion survey. The survey was conducted during the month of May 2015 and had 711 responses (refer to Appendix A for complete results). The Survey was developed by MSA Professional Services, Inc. with input from the City's Ad-Hoc Strategic Planning Committee. Availability of the survey was accomplished through the following initiatives:

- *Links to the survey on the City & Senior Center Department websites*
- *Three advertisements in the Ozaukee Press*
- *Posts on the Department's Facebook page*
- *Email blasts*
- *Direct mailing postcard to 5,828 households in the Port Washington area*

A stakeholder focus group meeting was also held with the purpose of engaging professionals in the Port Washington area (who are actively involved in providing senior services, programs, and facilities) in a discussion regarding the state of senior services in the Port Washington Area. The meeting provided an opportunity to review the results of the community survey and to discuss opportunities for partnerships and coordinated services to improve opportunities for adults age 55 and older in Port Washington. Additional research was also completed by consultant on existing senior services, programs and facilities in the area.

1.3 HISTORY OF THE CENTER

Since 1972, the City of Port Washington has offered a senior center facility and services/activities designed for active adults and seniors, with an emphasis on those age 55 and older. From 1972 to 2011 the Center was located in a renovated 1920's firehouse. In 2011, the Center moved to its present location - a renovated church located at 403 W. Foster Street in Port Washington. The property is currently on the market with an asking price of \$599,900.

The Center is located near downtown and is approximately 0.25 miles from the W J Niederkorn Library, 0.5 miles to City Hall and other restaurants and shops. While the Center is centrally located in the community it is also tucked into a residential neighborhood off of a main transportation route giving the center less visibility within the community.

The Center is on 0.384 acres of land and has approximately 11,000 square feet of building space, which is double the size of the previous facility. The City spent approximately \$210,000 to renovate the church to make it more accessible and accommodate for programming uses. Most of these funds were for the installation of an elevator.

There are three floors in the current facility; a main level (lower level), first floor, and second floor mezzanine. The main level consists of offices and a dining room. The first floor contains a wellness room, billiards room, an area for piano lessons and space for general activities. The second floor mezzanine has space for the chorus to meet, a computer lab, and is where AARP's seasonal tax assistance program is offered. One issue with the layout of the current facility is that having several different floors make accessibility an issue, although an elevator was installed as part of the renovations.

The current Center facility is rented; the City is projected to spend 0.74% (\$66,000) of its annual budget to rent the building in 2015. In addition, approximately 1.1% (\$98,973) of the City's annual budget is spent on operating and staff expenses for the Center. Currently the Center employs two staff members; one at 32 hours per week and one at 11 hours per week, plus a part-time maintenance employee.

Volunteers are vital to the Center's operations. In 2014 there were 1,052.5 total recorded volunteer office hours, or an average of 87.71 hours per month or 20.24 hours per week. There are also program volunteers whose weekly hours are not recorded. In 2014 the Center had 27 regular program volunteers. According to calculations by the National Volunteer Center, using the average dollar per hour cost (\$22.14/hour), in 2014 Center volunteers contributed "in-kind wages" of \$23,302.

Memberships are available for those who are interested in joining the Center, though membership is not required to participate in activities. Members and non-members who use the facility finance daily activities and special projects through program and class fees, fundraising, and membership dues.

Membership fees from 2015 are found in Figure 1.2. Membership fees currently provide funding for 98% of office supplies, 100% of program supplies, and 10% of housekeeping supplies. Membership fees offset the costs of classes, programs, trips, volunteer recognition, and social events. For those who are not Center members but register for Center activities/programs, they pay an established price which is typically 20-30% more than the member price.

Figure 1.1 shows Center membership enrollment from 2008-2014. The Center had 534 total members in 2014. While annual membership totals dropped from 2013 to 2014 the total number of new members in 2014 was 85, which was a record high over the preceding 14 years. Over the past five years, the Center has seen a daily average of signed-in attendees ranging between 55-62 persons. Total 2014 membership was approximately 18% of those age 55 and older in Port Washington, as compared to 2010 US Census data.

In addition to member fees, there are also program fees associated with some activities. The program fees primarily fund the class instructors' time. The Center receives about 15% of the program fees which go towards office costs, class costs if enrollment decreases, and any remaining goes to other operation costs not included in the City Budget.

Figure 1.1, 2008-2014 Port Washington Adult Community Senior Center Membership Totals

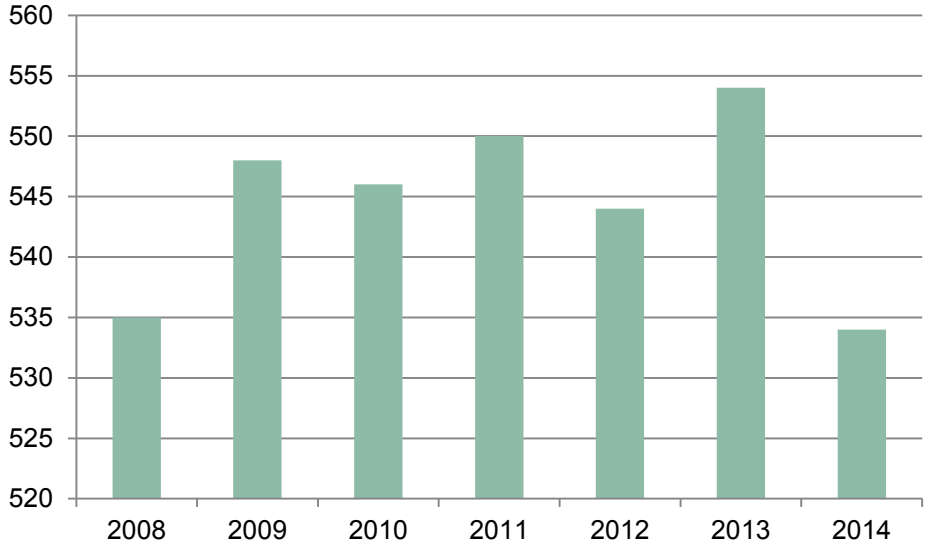


Figure 1.2, 2015 Adult Community Senior Center Membership Fees

2015 MEMBERSHIP FEES	
City and Town of Port Washington and Village of Fredonia Residents.....	\$17/individual, \$22/couple
Out-of-town.....	\$37/individual, \$64/couple

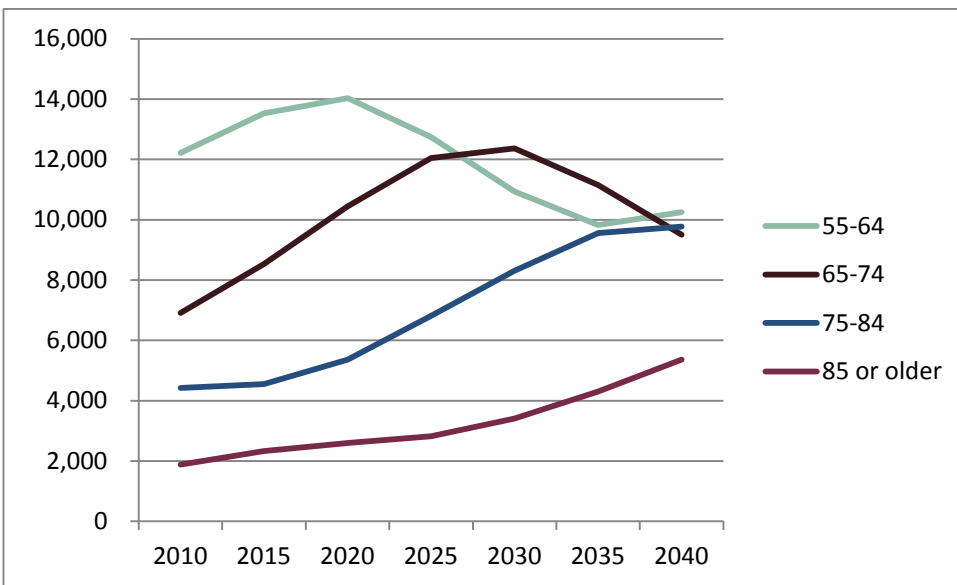
1.4 DEMOGRAPHIC INFORMATION

According to the 2010 US Census, approximately 26.6% of the residents in Port Washington are 55+. The Wisconsin Department of Administration (DOA) projects population by age on a county-wide level only. The DOA estimates that in the future, there will be more older adults in Ozaukee County than there are today. The number of those age 65 and older will continue to increase until 2030 (see Figure 1.3). In 2030 the number of those ages 65-74 will start to decrease but the number of those age 75 and older will continue to rise.

demographic (those born between 1946 and 1964). The trend for baby boomers driving growth of the older population is common across the state and country. AARP estimates that by 2030, there will be twice as many Americans over the age of 65 as there were in 2000. Though the number of baby boomers will decline through mortality, a shift toward an increasingly older population is expected to continue. The DOA estimates that those age 85 and older in Wisconsin will increase 140% between 2010 and 2040.

These changes are due to the aging of the baby boomer

Figure 1.3, Wisconsin Department of Administration projections for those 55 and older, based on 2010 Census: 2010-2040 County Age-Sex Population Projections for Ozaukee County



QUICK FACTS

11,250 (12,340) population of Port Washington 2010 (2040 projection)

26.6% (34.2%) population 55+ in Port Washington 2010 (2040 projection*)

29.4% (37.0%) population 55+ in Ozaukee County 2010 (2040 DOA projection)

26.1% (36.6%) population 55+ in Wisconsin 2010 (2040 DOA projection)

* Assuming Port Washington's percent of 55+ population grows at the same pace as the County

1.5 2008 SENIOR CENTER STUDY

In 2008, the City of Port Washington conducted a Senior Center study to compare two different approaches to provide senior and disabled accessibility, as well as adequate building space and increased functionality for the Center. The first option evaluated was building an addition onto the previous facility used at that time (102 East Pier Street, formally the Fire House). The second option evaluated was constructing a new shared Community/Senior Center facility. Each option was compared based on location, functionality and cost.

The proposed expansion to the existing Center was a 2-story, 5,000 SF expansion onto the existing building. Plans included new administrative offices, activity/multi-purpose rooms, kitchen, and accessible restrooms. No on-site parking was available, but there was a City parking lot to the east that had sufficient parking available. The total estimated cost to construct this expansion was \$1,392,090 (or \$139/SF), excluding site development costs.

The proposed new shared Community/Senior Center was designed as a 2-story, 62,000 SF building. The design concept was developed through a collaborative effort which included citizens, business people, and city staff. The concept was proposed to be situated on the lake fill area formerly known as the coal dock for We Energies. The site included a park, pedestrian trail links to downtown and South Beach and ample on-site parking. The total estimated cost to construct this new facility was \$6,865,414 (or \$110/SF), excluding site development costs.

The conclusion of the report was that the shared Community/Senior Center offered more long-term benefits for Senior Center patrons, plus the resident and non-resident community as a whole. Though this option was more costly, it was determined that the benefits (e.g. expanded user base - more income potential) outweighed the high costs.

Ultimately the City chose to move the Center to the existing facility under a lease agreement with the current owner. Shortly after the 2008 study was completed, a master plan (Figure 1.4) was completed for the coal dock site. Many improvements have since occurred at Coal Dock Park; however construction of the 21,500

square foot building shown on the concept drawing has not occurred yet. Although smaller than the 62,000 square foot facility discussed in the 2008 study a smaller building could still potentially meet the needs of the community on a reduced scale.

Figure 1.4, Coal Dock Conceptual Design 2009



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CHAPTER 2

NEEDS ASSESSMENT

2.1 Community Survey Results

2.2 Focus Group Meeting Summary

2.3 Existing Center Programming

2.4 Programming Recommendations

The following chapter summarizes the community survey results (comprehensive survey results are in Appendix A), focus group meeting, use and deficiencies of the existing Center, and recommended programs/services, as specified by the National Institute of Senior Centers.

2.1 COMMUNITY SURVEY RESULTS

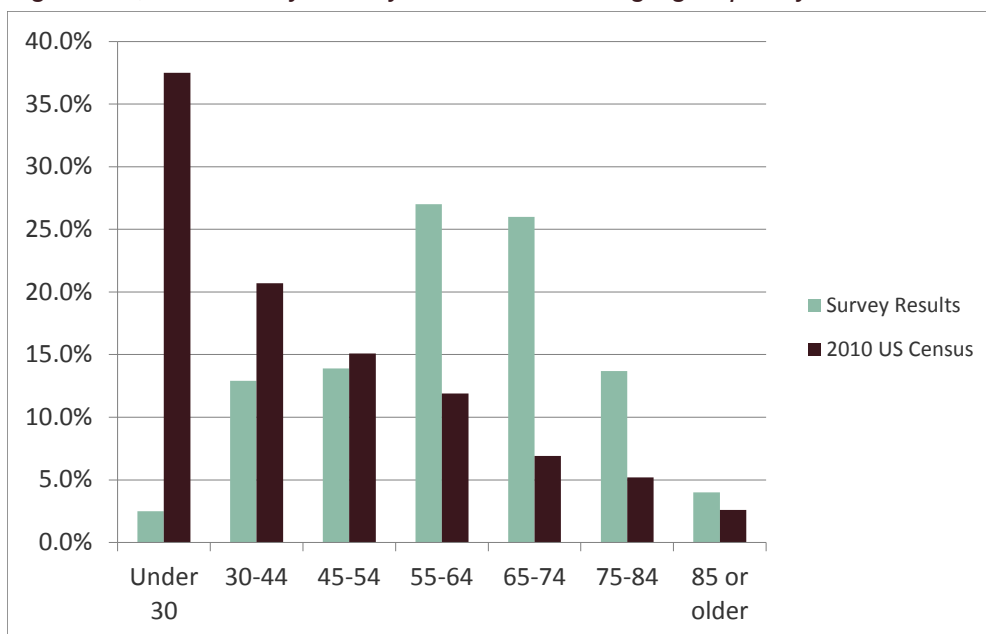
The 31-question community survey was available at City Hall, the Center, Park and Recreation offices and online. The survey was conducted May 2015.

In total, 711 individuals completed the survey. The survey represented a diverse group demographically, though certain groups were under- and over-represented. Survey respondents under the age of 30

made up 3% of responses while this group makes up 38% of the demographic living in Port Washington, according to the 2010 United States Census. A figure depicting respondents' answers to their corresponding age group to Census data is shown in Figure 2.1. This figure also shows that those age 55 and older were over-represented in survey results. According to the Census, in 2010 the City of Port Washington had nearly 3,000 persons age 55 and older, accounting for 27% of the total population. This demographic made up 71% of survey responses. This response rate was not surprising due to the topic of the survey.

Only 101 (14%) of survey respondents lived outside Port Washington's city limits and only 14 (2%) lived outside of Ozaukee County.

Figure 2.1, Community Survey Results: Which age group do you fall within?



Existing Facility Use

A plurality of survey respondents (61%) noted they have not used the Center in Port Washington in the past year (see Figure 2.2). Only nineteen percent (19%) of respondents were frequent users (at least one time per week).

Existing Facility Use - Current Users

Respondents who currently use the facility were asked if the existing facility (building/space only) meets their needs. Thirty-nine percent (39%) of respondents stated the current facility is “excellent” or “good” when it comes to meeting their needs. Forty-three percent (43%) of respondents noted the current facility is “poor” or “fair” at meeting their needs.

A majority (91%) felt it “important” or “very important” that there is one dedicated building for senior services and programming. If programs and services were outsourced to other facilities in the community, approximately 60% of current users felt they would be less likely to participate in senior center programming.

Existing Program/Service Use - Current Users

Of those who currently use programs/services at the Center, 83% rated the existing services and programs offered at the Center as “good” or “excellent”.

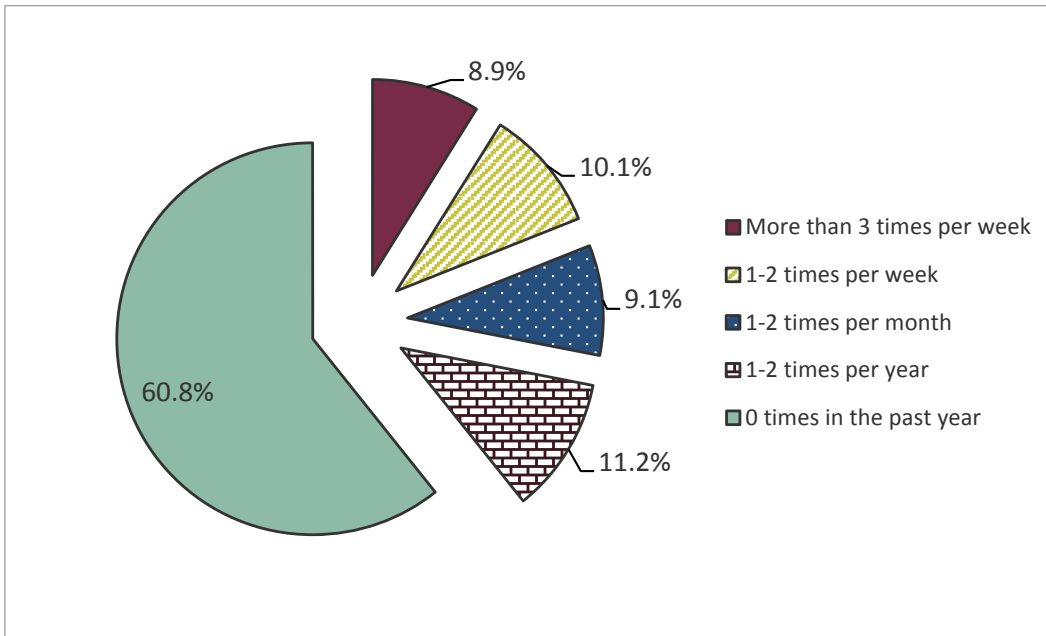
Approximately half of respondents (57%) would support an increase in membership fees to offset a portion of the costs of operating and renting the Center. Only 12% would not support such an increase.

Existing Facility Use - Current Nonusers

Of those who have not used the Center in the past year, the most common responses as to why people haven’t is that they are not seniors (defined as 55 and older) and they are not interested in the services currently offered (see Figure 2.3).

Although many stated not being a senior as a reason for not using the Center, only 39% said they were “likely” or “very likely” to use the Center once they reach senior status. Forty-three percent (43%) were unsure whether or not they would use the Center.

Figure 2.2, Community Survey Results: Over the past 12 months, on average, how often have you or members of your household visited or used services offered by the Adult Community Senior Center in Port Washington?



If survey results are filtered by only the results from those who do not currently use the Center, a majority (74%) did not know that classes and programs are open to those under 55.

Future Programming/Services

When those who do not currently use the Center were asked what would attract them to use the Center, the most common responses were:

- » Offering a variety of activities
- » Inter-generational activities
- » Exercise/health/ wellness activities
- » Arts and crafts
- » Social activities

All survey respondents were asked which services they wished the Center offered. The top responses included:

- » Arts and crafts
- » More community/ day/ extended trips
- » More exercise classes
- » Technology classes/ helpdesk
- » Social activities

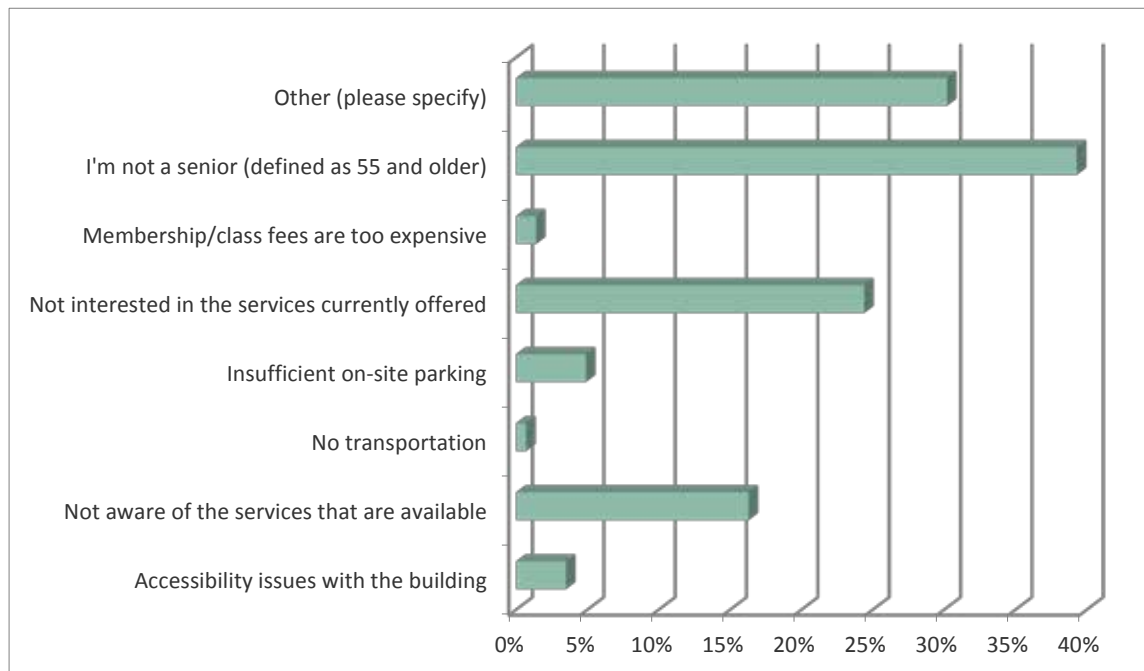
As for timing of day that worked best for survey respondents to attend a program or class, results were fairly evenly split between morning, afternoon, and evening. A cross-tabulation of survey results revealed that those who said evening would work better to attend a class or program were most likely to be under 55 and current non-users.

Only 16% of respondents stated they use facilities or services for seniors other than those provided by the Center. The most popular responses as to what services respondents used were: YMCA, other Senior Centers, Public Library, and Parks and Recreation facilities. Only one-third of respondents pay for these other activities/services.

Current Center Funding

Most survey respondents (83%) felt existing membership fees are “fair” or “too low”. Only 4% believe these fees are too high. Membership fees, along with program/class fees and fundraising finance the Center’s daily activities and special projects. In 2014 these sources together funded 98% of office supplies, 100% of program supplies and 10% of housekeeping supplies.

Figure 2.3, Community Survey Results: If you do not currently use the Adult Community Senior Center, why not? Check all that apply.



A majority (70%) of respondents also felt the current \$98,973 spent annually on operating and staff expenses for the Center is “fair” or “too little”. Only 9% feel this amount is too much. Survey responses were fairly split between “yes”, “no” and “not sure” when respondents were asked whether they would support an increased percentage of their existing property taxes allocated to operating expenses for the Center.

Approximately half of respondents (48%) believed that the current rent amount paid for the existing facility is too high.

Future Facility

Respondents were asked to rank options regarding whether the City should continue renting the current facility or pursue another course of action. The most common responses to this question were to buy the existing facility, construct a separate dedicated facility for a City-owned Center and relocate services to other public and private facilities within Port Washington or

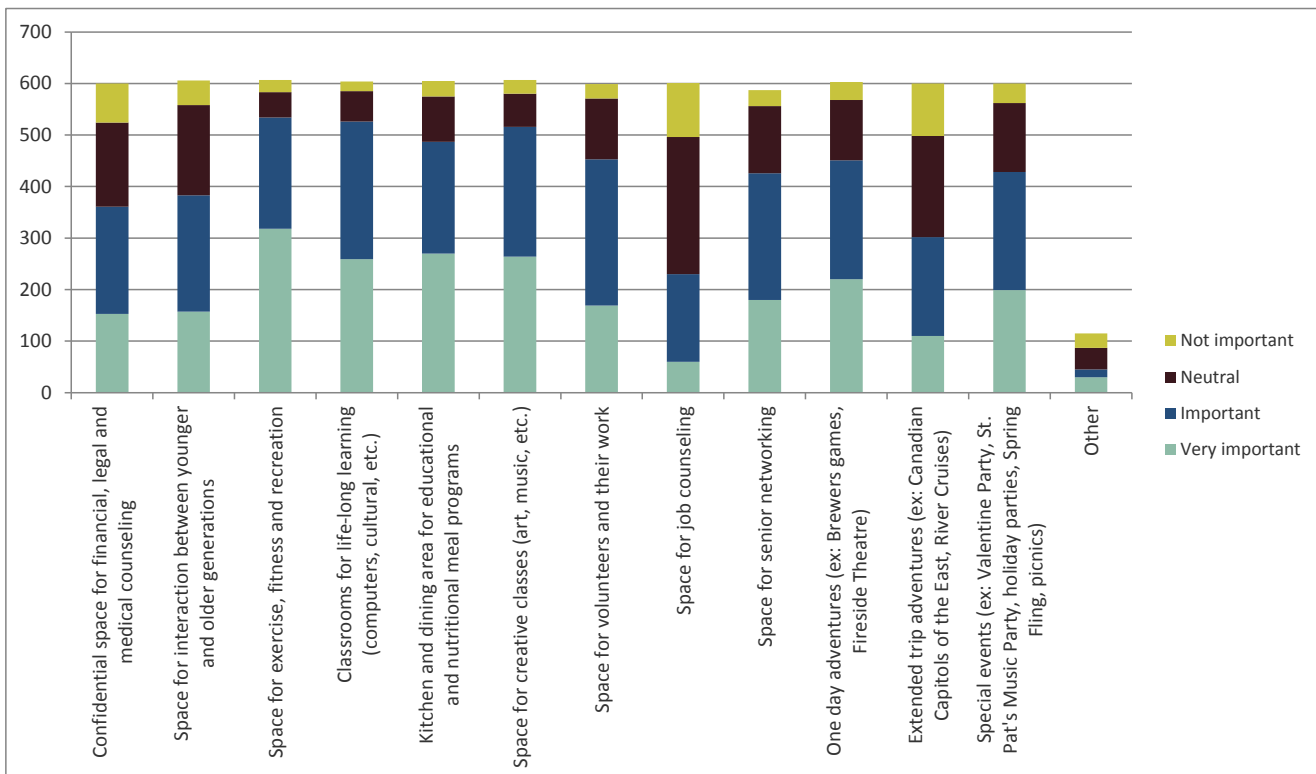
Ozaukee County. By far, the most popular open-ended response to this question was to construct/purchase a multi-purpose community center.

To survey respondents, the most important functions of the Center are shown in Figure 2.4. The top functions considered “important” or “very important” included space for exercise, fitness and recreation, classrooms for lifelong learning, a kitchen and dining area, space for creative classes, and one-day adventures.

Future Facility Funding

About half of respondents stated they would be either “likely” or “very likely” to support a fundraising campaign to build a new Center though a personal monetary donation. The most common amount respondents noted they would be willing to contribute was between \$1 and \$100. Approximately one-third (36%) of respondents would support an increase in property taxes to offset a portion of the cost of building a new Center. A higher percentage (44%) of respondents

Figure 2.4, Community Survey Results: Please select how important the following functions are to you in an Adult Community Senior Center.



said they would support an increase in property taxes if the additional taxes were used to offset a portion of the cost of building a new multi-purpose Community Center that included space for general community, senior, and recreational programming.

Other Comments

At the end of the survey, respondents were asked to describe their ideal Community Center, in an open-ended format. These were among the top most desirable features:

- » Community Center with multi-generational activities
- » Adequate, accessible parking
- » Single-floor facility
- » Provide meals/kitchen
- » Contain rooms available for multiple uses

2.2 FOCUS GROUP MEETING SUMMARY

A focus group meeting was held July 7, 2015 at the Center to review survey results and discuss space in the community for Center programs. Twenty-six people attended the meeting representing the Ad-Hoc Strategic Planning Committee, other departments within the City, the School District, current Center members, and others.

Key discussion items included:

- » **Outsourcing Activities to Third Party Locations (i.e. no dedicated Center):** The general consensus was that transportation would be challenging to get to each services and that marketing would be difficult. Attendees also felt that the current socialization members get simply by being at the Center would be lost. It was also mentioned that for some individuals, entering a church or apartment building can be uncomfortable to participants, so locating City sponsored services to these facilities should be avoided.
- » **Moving the Center:** Several ideas were mentioned such as partnering with the YMCA or developing further partnerships with the School District beyond current opportunities. Participants were leery of renting another existing building that would require additional funding to renovate the space for accessibility and programming needs, particularly if those funds could not be recouped in the event a lease is not renewed.
- » **Programming:** To get a better idea of additional programming that is popular, attendees suggested looking at other community centers/seniors centers to see what they offer. Specific activities that were recommended included craft space, a workshop, opportunities for older generations to teach younger, and vice versa, activities for all ages, and considering what future seniors may need.
- » **Desirable Locations for a new Center:** Several potential new sites that are available for development were discussed for where a new Center could be located.

2.3 EXISTING CENTER PROGRAMMING

Activities

The Center offers a variety of activities including physical wellness, enrichment, off-site trips, and other activities. Members can also rent the facility for parties. A full listing of Center activities/programs as of April 2015 is shown in Figure 2.5.

In 2014 the Center scheduled 22 day trips (3 of which were cancelled). Participation for these activities ranged from 13-56 participants. The activities with the most participants were a trip to the Ho-Chunk Casino and the musical revue Smokey Joe's Cafe. Four extended trips were also offered. Participation in the extended trips ranged from one to 24 attendees. The most highly attended extended trip was the Galena Getaway. Extended trips to locations nearer to Port Washington appeared to be more popular than those further away (e.g. Italy).

According to survey responses and stakeholder meeting participants, current users are generally happy with the existing programs and activities at the Center, however many expressed interest in activities that include younger participants as well. Some also expressed interest in attending activities in the evening and/or on weekends. Currently, the Center does offer several activities Monday and Tuesday nights and Saturday mornings

Facility

One current asset of the Center is that a majority of services/activities are located in one central, dedicated building. According to survey participants, if programs and services were outsourced to other facilities in the community, approximately 60% of respondents would be less likely to participate in Center activities/programming. The single location for most activities is something current users value about the Center.

The idea of piece-mealing Center services to a variety of entities within the community was also discussed at the focus group meeting. Participants agreed that one location for all services is ideal. If services were outsourced to other groups, participants felt transportation between activity locations would

become an issue, marketing of senior services would become more complicated and the socialization aspect of the current Center would be lost.

Among the spectrum of Center user-types (frequent and infrequent), there are deficiencies in the current Center at meeting user needs. Some of the most common responses from survey respondents as to why the current facility doesn't meet user needs included the following:

- » Lack of off-street parking
- » Lack of ADA accessibility

Current users desire a one-story building with an ADA accessible entrance and a larger parking lot.

For current non-users, the most common reasons why people do not use the Center are that they do not consider themselves seniors (55 and older) and they are not interested in the services currently offered. Most survey respondents did not know that classes and programs at the Center are open to those under 55. Respondents also commented that they didn't know what types of programs or activities were offered at the Center.

Survey respondents generally desired a new community center which would have dedicated space for senior activities but also opportunities for seniors to connect with other age groups within the community. Focus group participants also felt that the Senior Center needs a new location. Participants discussed several sites that could be viable, though expensive, to locate a new Center at. These locations included the Flaherty and Piggly Wiggly buildings.

Figure 2.5, Port Washington Adult Community Senior Center Activities/Programs (April 2015)

PHYSICAL WELLNESS

- Aqua Exercise Class
- Strength with Bands
- Beginners Tai Chi with emphasis on Arthritis
- Circuit Training
- Strong Women Class
- Tai Chi Continuing Course
- Zumba Gold Classes
- Hatha Yoga
- Indoor Walking (seasonal)

ENRICHMENT

- Lakeside Tea Society
- Tech Thursdays
- Computer Lab
- Friday Book Talk
- Delta Kappa Gamma Book Discussion
- Ceramic Pottery
- Chicks with Sticks
- Painting Class – All Media
- Handcrafted Greeting Cards
- Watercolor
- Watercolor Studio
- Senior Singers –A Community Service
- “Hand and Foot” or Canasta
- Cribbage
- Pinochle
- Mexican Train: A Domino Game
- Movie Day
- Piano Lessons
- Lessons for various card games as needed (cribbage, bridge, sheepshead)
- Tuesday Night Sheepshead
- Educational presentations/classes on Medical, Financial, Benefits issues
- AARP Driver Class
- Blood pressure checks monthly
- Toe Nail Trimmers Foot Clinic
- Hearing Screening
- Ozaukee Senior Conference
- One Day Adventure Trips & Extended Trips

MISCELLANEOUS

- Special Events with social and entertainment focus (Spring Fling, Picnic, Christmas Luncheon, Casino Night; Memorial Pool Tournament with Chili/Soup Supper; Monthly Birthday Party Sponsored by Friends of the Port Senior Center; Older Americans Month Event and Open House; Holiday parties with music acts
- Office Volunteer Annual Training
- Host AARP Taxes
- VFW group meets at center
- Older Americans Act Nutrition Program through Ozaukee County
- Partnership with St. Matthew’s and the Red Cross hosting blood drives 4-6 times per year
- Coffee Chat with Mayor
- Ozaukee Senior Games
- Concert and Ice Cream Social annually with sponsors

LEAGUES

- Green Felt 8-Ball Fall/Winter & Summer Leagues
- Silver Strikers – Wii Bowling Fall/Winter/ Early Spring
- Horseshoe*
- Bocce Ball *

*Off site due to no green space with previous or current building; in undeveloped park land developed over the years by senior center program needs

Programs are mainly offered during business hours; however, some activities do occur on Monday and Tuesday evenings and Saturday mornings.

2.4 PROGRAMMING RECOMMENDATIONS

Survey respondents were asked what would attract them to use the Center or what services they wished the Center offered (depending on whether or not they currently used the Center). Top responses from both groups included:

- » Inter-generational activities
- » Exercise/health/ wellness activities
- » Arts and crafts

As for the timing of day that works best for survey respondents to attend a program or class, results were fairly evenly split between morning, afternoon, and evening.

Conclusion

In summary, current users are generally happy with programs/services offered at the Center while many feel the existing facility is inadequate. Those who do not use the Center seem to be unaware what activities/programs the Center offers and that activities are open to all-ages, not just seniors. The Center needs to ensure it is meeting the needs of current users *and* future users. Current adults under 55 will eventually be considered seniors and may be more likely to use the Center at that point.

If the Center is interested in increasing participation from the community it should consider the following specific updates to the facility and programs/services (these recommendations are based on feedback from the survey and focus group participants):

1. Having a facility that has better ADA accessibility and more parking: Common complaints from existing users stated that the current Center has too many stairs (although the facility now has an elevator) and that the parking lot does not have an adequate number of spaces.

2. Offering opportunities for interaction among all age groups: The Center could offer new activities which might appeal to a younger crowd or promote

existing activities to include a variety of age groups. The creation of an all-ages community center would also meet this need.

3. Offering more arts and craft activities: Increase offerings of arts and crafts at the Center. This could also mean creating a craft room or workshop space, where members could do various activities such as sewing, woodworking, painting, etc.

4. Offering more health/wellness/exercise activities: Increase current offering of health/wellness/exercise activities. Many survey participants also mentioned they do/are interested in doing the SilverSneakers prevention program at the YMCA, a partnership or cross-promotion of this activity could be of interest to the Center.

5. Increasing service/activity advertising: There were survey respondents who did not know what activities/services were offered and most did not know that activities are open to all ages. Increasing advertising could mean increasing the Center's presence at community events, advertising through social media, print media, or other resources.

6. Offering activities in the evening: For those who are not retired, it can be difficult to attend programs and activities during business hours. The Center should consider holding some events in the evening if they desire participation from those who are still in the workforce.

CHAPTER 3

FUTURE FACILITY AND SERVICES

3.1 Service Coordination
3.2 Case Studies
3.3 Potential Actions

3.4 Funding
3.5 Senior Center Standards
3.6 Summary of Report Findings

The following chapter discusses overlapping/complementary services in Port Washington, discusses nearby senior and community centers and summarizes potential courses of action regarding City-sponsored senior services and facilities.

3.1 SERVICE COORDINATION

The Center currently partners with several entities in the community. These include:

- » **AARP Tax Aide Program** - runs between February and April. Five counselors assist low-moderate income persons with income tax preparation.
- » **Grafton and Cedarburg Senior Centers** - coordinate trips with these groups.
- » **Ozaukee County Aging and Disability Resource Center (ADRC)** - “Senior Dining” program (five days/week), distribution of Senior Farmer Market Vouchers (once/year), and evidence-based classes (six week course).
- » **VFW** - one evening per month for various activities.
- » **Tourism** - regional tour operators use the facility (1-4 times/year) and the Center’s Step-on Guide service.
- » **Red Cross** - four blood drives held at the Center each year.

There are other services/entities in the community that could be mutually beneficial partners. They are already serving seniors and are entities that focus group and survey participants expressed interest in. These entities include:

Port Washington Public Library

Programming and activities for all ages was a popular topic among survey and focus group participants. Libraries are entities that serve a wide age range of participants and host inter-generational activities.

The current Library facility has a Community Room in the current facility which is sometimes filled with up to 250 kids and parents. It is a flexible space, but it is one room and is used multiple times each day. If the Library were to partner with the Center in providing additional services, the Library would need more building space. Currently the Library needs two small meeting rooms (2-6) which can be used for a maker space/crafting/creative room. Similar to what was expressed by survey participants, the Library sees the highest participation rate among seniors in its arts and craft programs. If in the future the Center does expand its arts and crafts activities, a partnership with the Library could be beneficial.

The main disadvantage to a partnership with the Library is that the Library is bound by State statute to not charge a fee for any programs it offers. Any additional funding for program expansion or creation would need to come from fundraising or from the Center’s budget. The benefit to offering free activities is they are accessible to the greatest number of people.

Port Washington Parks and Recreation

The Port Washington Parks and Recreation Department and the Center both currently provide recreation activities to the community and are already partnering on programming and facility use to some extent. Due to this existing connection, expanding the partnership could make sense through a combined community center.

Similar to the Center, the Parks and Recreation Department is dealing with constraints in regards to facility size, insufficient parking, and lack of ADA accessibility at its current location. The Department would like to look for a new space/explore new partnerships to solve some of these issues.

If a partnership for a new facility were to occur between the Center and the Parks and Recreation Department, space for a gymnasium should be considered because it would meet the needs of the Parks and Recreation Department and help meet the need for more exercise/health/wellness activities at the Center, which was identified in the survey discussed in Section 2.1.

A disadvantage to this partnership is that the facility would be shared, so additional coordination would be required so that rooms/spaces aren't double-booked, but this can be managed by city staff.

YMCA

The YMCA estimates that 40% of the clients they serve are over the age of 60. Many clients participate in SilverSneakers, a preventative exercise program for seniors. This program is an insurance benefit that many are able to participate in for free. SilverSneakers members at the YMCA receive the same membership benefits that other YMCA members do (pools, group fitness, exercise equipment, and other programs and services). This allows for inter-generational interaction, which was an important feature to stakeholders.

The Kettle Moraine YMCA is interested in partnering with the City to meet the needs of seniors either in regards to facility space and/or programming. The YMCA's existing facility has one approximately 2,000 SF room that could be used in the afternoon for fitness

or other group activities. Due to limited availability and small size of the space, this space would not meet the Center's needs unless it is decided that all of the Center's programming will be outsourced to multiple third party locations.

In the future, it is possible that the YMCA's 50,000 SF facility could be expanded on its 21-acre lot to include space for a Senior Center. On a lot adjacent to the YMCA, there has been some interest in creation of a senior apartment complex from a developer. All of these projects together could help create a "Senior Community" at this location. Further discussions regarding constructing a senior center on the YMCA property should be discussed to vet the feasibility of this alternative.

School District

The Port Washington School District already partners with the Center in a couple of ways. One is that seniors are able to use local schools for walking in the evenings. The School District also offers Gold Cards to seniors which allows free access to home sporting events and theater.

The Center and School District could also consider introducing some inter-generational initiatives, which are desired by survey and focus group participants. One example of a successful inter-generational initiative is found with the School District/Senior Center Partnership in Louisville, Kentucky*. Initially the partnership started with a Nutrition Program that invited seniors to eat in the school cafeteria. The partnership with the Center became successful and expanded to include a program where seniors tutor students, chaperone school dances, judge homecoming floats, participate in school field trips and audit classes. Students at the high school also deliver meals to home-bound seniors once per week.

Any of these inter-generational initiatives could be considered in Port Washington. The only drawback to these additional partnerships is that they would require time and resources from both entities. With a current focus on school budgets being cut across the State, inter-generational initiatives may not be a priority at this time.

* Source: <http://www.ncef.org/pubs/agewave.pdf>

3.2 CASE STUDIES

To help inform Port Washington’s decision about the future of the Center, the Directors of several nearby senior centers and a community center were interviewed about community/senior center facility sizing, programming/activities and funding. The four facilities that were interviewed are each discussed briefly below:

Generations - an Intergenerational Center (Plymouth)

Generations is run by the Plymouth Intergenerational Coalition (PIC), which is a nonprofit. The mission of the group is to “maintain and promote opportunities that build and honor relationships between generations through positive educational and social experiences.” The facility rents space to entities in the community, which currently includes the following:

- » Safe Harbor
- » New Life Community Church
- » Family Resource Center
- » Growing Generations
- » Head Start
- » Head Start Pals
- » Adult Community Center
- » Lutheran Social Services

The facility itself is 29,000 square foot building owned by PIC. Constructed in 2011, the total land and construction costs were \$4.2 million dollars. Approximately \$1.1 million dollars were received in stimulus grant and the State supplied an \$18,000 planning grant. The remainder of the fundraising was raised through a capital campaign.

The Center’s 2014 operating costs were approximately \$500,000 and capital expenses (repairs, maintenance, and janitorial) were \$27,000. These annual operating and capital expenses are funded by donations, membership dues (see Figure 3.1), special events and fundraisers. The Center has also established an endowment. According to the Center, many of their capital needs were met through donations of goods. Membership fees range from \$25-\$45 a year for residents and \$30-\$55 a year for non-residents.

Although the Center offers activities/programming for all ages, the most popular type of senior activity/program at Generation is exercise classes (Generations is a SilverSneakers location). The meal program is also popular.

Waunakee Senior Center

The Waunakee Senior Center offers a variety of programs and activities for Seniors. The types of programs offered include: entertainment, fitness, health & wellness, skill development, and social & recreation. For certain programs and services at the center (e.g. home-delivered meals, transportation and case management) the users must be 60 or older. For most trips, education and recreational programs, participants can be any age.

The Senior Center is located inside of the Village Center (a community center), which is 45,000 square feet. Approximately one-quarter of the facility’s space is dedicated as space for senior activities and programming. The Senior Center shares computer lab, activity room, yoga studio and community room space with the community center.

Figure 3.1, 2015 Generations Membership Fees

2015 MEMBERSHIP FEES	
City Residents.....	\$25/individual, \$22/family
Non-Residents.....	\$30/individual, \$55/family
Lifetime Membership.....	\$300/individual, \$500/family

The total cost to purchase the land and construct the facility was \$6.8 million dollars. The land used was an old canning factory site. The City received three brownfield grants, a stormwater grant, a stewardship grant, and CDBG funding for a total of \$1.25 million. This grant funding was primarily used for site acquisition, demolition, site clean-up and infrastructure improvements. In addition to grants, the City financed the remainder of the facility by creating a TIF district, collecting impact fees, contributions from the neighboring Town of Westport, and borrowing.

In 2014, the Center's operating costs were \$485,000 and capital expenses were \$3,000. These expenses were funded by general property taxes (76%), Dane County Case Management and Nutrition Program (12%), and programs, fees, and room rental revenue from other municipalities (12%). There are no membership fees, however some services/programs charge small fees to cover their costs (e.g. \$5 for a ROMEO - 'Retired Older Men Eating Out' breakfast)

The nutrition and meal programs (both at the Center and home-delivered) are the Center's most popular programs. The fitness center in the community center (a separate membership fee is required) is also popular with seniors.

Grafton Senior Center

The Grafton Senior Center provides a variety of activities and classes for seniors. Current Senior Center offerings include: Fireside Dinner Theatre excursions, meals, trips/events, learning opportunities, parties, health and wellness activities, and other social events. Grafton's membership fee is \$15 per individual and \$25 per non-resident.

The facility is estimated to be 4,500 square feet. It is unknown what the cost to construct the facility was.

In 2014, the Center's operating costs were \$102,078. These operating costs include 1.1 FTE (two positions - Senior Coordinator/Recreation Supervisor and Senior Center Assistant). Operating expenses are funded through the Village budget, membership fees, and special program fees. Membership is \$15 for a resident

and \$25 for a non-resident. Membership is required to participate in all activities. Some programs are paid by membership fees while some programming is paid for by special fees. Capital expenditures in 2014 were \$2,235.

Cedarburg Senior Center

The Cedarburg Senior Center provides a variety of activities for those age 55 and older. If there is space available in a program/activity, the Center will allow those under 55 to participate. Current activities include self-enrichment and leisure programs, transportation services, lectures, trips, tours and a noon catered meal. The Center also offers a lounge for members to socialize in.

The facility is 9,000 square feet and is a one-hundred year old school building that is owned by the City. It is located in the "City Hall Complex", next to City Hall and the Community Center Gym.

In 2014, operating expenses were \$77,341. All maintenance is provided by the City Public Works Department, which is not included in the Center's budget. Information on capital expenses for 2014 was unavailable. Annual operating and capital expenses are all part of the City's budget. The budget includes a stipulation that the Center will provide revenue from operations back to the City. This revenue is from programs, tours and events. The Center does not charge membership fees, however participants can become "investors" and make a voluntary yearly contributions to the Senior Center.

The most popular activities/programs at Cedarburg's Center are trips, van transportation, special events, art and music appreciation classes, fitness classes, cards and games and pickleball.

Westfield Senior/Community Center

In 2011 the Village of Westfield completed construction of a new senior/community center. The facility is more modest in size, 6,075 square feet, compared to the facilities in Plymouth and Waunakee. The cost of construction, was \$965,000. The Village obtained a \$560,000 CDBG-PF grant as part of the project. The facility also includes Village administrative offices.

3.3 POTENTIAL ACTIONS

This study reviewed six options for the future of the Center. Each of these options has certain benefits as well as drawbacks:

Continue to rent the existing facility

The Center would stay where it is and continue to lease the building from whomever purchases the property. In 2016 the Center will need to pay \$68,400 total in rent. Besides the high rent amount, choosing this option means the facility will stay in the multi-story building with its limited parking lot. Many survey respondents and focus group participants did not feel the accessibility and available parking at the current facility were acceptable. As a benefit, maintaining status quo would mean that current services and programs would not be interrupted. It is unclear at this time whether the new building owner would extend the Center's lease and at what annual cost to the City.

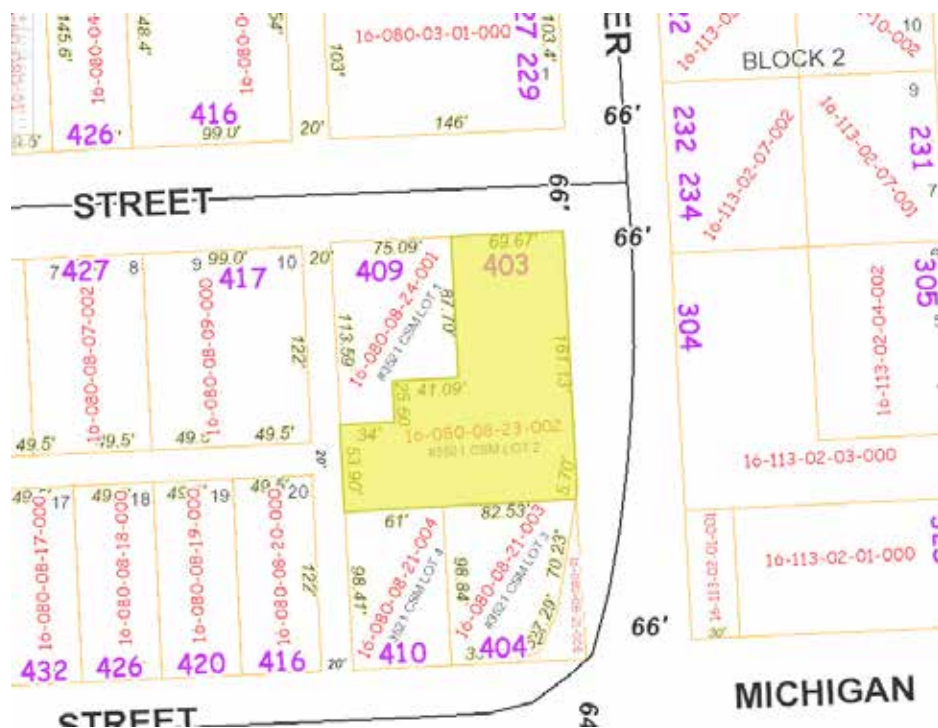
- » **Pros:** uninterrupted services, continued benefits of renovations
- » **Cons:** high rent, accessibility, parking

Buy and further renovate the existing facility

As of July 2015, the current Center building is for sale, the asking price is \$599,900. Instead of paying what many consider a high rental fee every month, an investment could be made and the existing building could simply be purchased. The Center has added about \$210,000 in renovations to the building, of which about half of which was an elevator. If the Center were to move, this investment would be lost. The Center could stay and rent the building and make monthly mortgage payments instead of rent payments and continue to benefit from the elevator improvements and uninterrupted services.

If the City purchases the building at the current asking price of \$600,000 and borrowed the funding with an annual fixed interest rate of 4.25% over 20 years, the annual cost would be approximately \$44,600, or \$891,700 over the course of 20 years. If the City were able to purchase the building at a lower price, for example \$500,000, and get a 10 year loan fixed at 3.5%, the annual cost would be \$59,300, or \$593,300 over the course of 10 years. Discussion with the existing owner regarding an acceptable purchasing price was not part of this planning study. The figures provide are informational only to demonstrate potential annual costs to buy the property using loan terms and interest rates are based on State Trust Fund rates.

Figure 3.2, Ozaukee County Online Parcel Map View



If the City does purchase the existing lot the Center is on, it could also consider purchasing between one and three of the surrounding lots (Parcel IDs 404, 409 and 410 in Figure 3.2). None of these lots are currently for sale, though the City could still consider making the property owners an offer. Parcel 404 is 0.159 acres and is assessed at \$261,700. Parcel 409 is 0.171 acres and is assessed at \$160,100. Parcel 410 is 0.138 acres and is assessed at \$223,900. Purchase of any one of these three parcels would provide a location for additional off-street parking which is deemed a disadvantage of the existing site. In addition, to the purchase cost the City would have additional expenditures for building demolition, site grading, and parking lot construction.

- » **Pros:** uninterrupted services, benefits of renovations, potential lower annual mortgage costs vs. rent costs, no rent/mortgage costs after loan is paid off.
- » **Cons:** accessibility, parking, two story building, difficult to expand building/programming space

Buy or rent another facility for the Senior Center

A facility that has improved accessibility and a more adequate parking lot could be found instead of continuing to use the current facility. Options could also be evaluated and different rent prices compared to try and find what some would consider a more reasonable rent.

At the focus group meeting there were several potential locations that were brought up including the Flaherty, St. Matthew, Aurora and Piggly Wiggly. The drawback being that both Flaherty and Piggly Wiggly are both priced at over one-million dollars. Aurora and St. Matthews are not currently for sale but may become available in the future. In addition to the high cost of other potential locations, choosing an already constructed facility could result in the City having to yet again reconfigure another building to meet the Center's needs.

If this option is chosen, the City should establish a lease-to-own provision to acquire the property at a future date if renting. The City should also consider

making lease or purchase agreements contingent on building improvements by the owner necessary to meet the needs of the users, or alternatively addressed through a reduced sale price.

- » **Pros:** accessibility, parking, lower annual costs
- » **Cons:** interruption of services, renovation, high capital costs if purchasing

Build a new Senior Center

This option would allow for the facility to be customized to meet the needs of members. The Center could create sufficient parking and build a single-story building, as desired by survey and focus group participants. This option provides the opportunity to build a facility that meets the needs of members, but does address meeting program/activity needs any differently. This option will be one of the more costly. If a new Center were constructed at the same size as the current Center (11,000 square feet), the total cost could be around \$2 million dollars, or \$170 per square foot*. This does not include the cost of land.

- » **Pros:** accessibility, parking, customization
- » **Cons:** interruption of services, high capital costs

Build a Community Center

A Community Center would be a larger facility with dedicated space for senior activities. This would fulfill the need for inter-generational activities that many survey and focus group participants desired.

This will provide the most opportunities for partnerships and growth; however it will also likely be the most expensive option. A Community Center would require the construction of a larger facility; the case studies in Plymouth and Waunakee could be between 25,000-50,000 square feet which increase both land and construction costs from the cost estimate of building solely a Senior Center facility.

- » **Pros:** accessibility, parking, customization, inter-generational activities, opportunity for growth
- » **Cons:** interruption of services, high capital costs

* based on MSA estimates from prior Senior Center design work in Lake Delton and Westfield

Outsource services

This would shift the responsibility to host activities away from the Center to third party locations, which would likely complicate management of senior activities for Center staff. Splitting up services was not something focus group participants desired. Participants thought transportation to each services would become more frustrating, marketing of services would be more complicated and the sense of ownership and constant opportunities for socialization at the current facility would all be lost.

- » **Pros:** no maintenance staff, staff reduction
- » **Cons:** transportation, marketing, fewer opportunities for socialization

Summary

Table 3.1 is a summary of the six options presented above. Each option is evaluated using nine factors. Each factor is rated as either most desirable, neutral or least desirable. The factors are discussed in more detail:

- » **Service Provision** - the ability to provide quality services that will be beneficial and easy for participants to use
- » **Land Cost** - the cost of purchasing land to build a new facility on
- » **Building Purchase/Construction Cost** - the cost of constructing a new facility or purchasing an existing building
- » **Renovation Cost** - the cost of renovating an existing building to meet user needs
- » **Rent Cost** - the cost to rent a facility
- » **Disruption of Services** - whether or not services/programming will be able to continue to operate during a change in action
- » **Accessibility** - is the facility ADA accessible (i.e. one-floor) and a level or ramp entrance to the facility
- » **Room for Expansion** - could the facility be expanded in the future
- » **Adequate Parking** - is there enough parking spaces, including handicapped parking spaces
- » **Location** - is the facility near other amenities that would be desirable to Center users

Table 3.1, Summary of potential courses of action regarding City-sponsored senior services and facilities

	Factor									
	Service Provision	Land Cost	Building Purchase/Construction Cost	Renovation Cost	Rent Cost	Disruption of Services	Accessibility	Room for Expansion	Adequate Parking	Location
KEY										
○ – Least desirable										
◐ – Neutral										
● – Most desirable										
Action										
Continue to rent the existing facility	●	●	●	●	○	●	◐	○	○	◐
Buy and renovate the existing facility	●	●	○	●	●	●	◐	○	○	◐
Buy or rent another facility for the Senior Center	●	◐	◐	○	◐	○	●	●	●	◐
Build a new Senior Center	●	○	○	●	●	○	●	●	●	◐
Build a Community Center	●	○	○	●	●	○	●	●	●	◐
Outsource services	○	●	●	●	○	○	◐	○	◐	○

3.4 FUNDING

Many of the actions in Section 3.3 involve purchasing or building a new facility. Purchasing is a greater up-front cost in the short-run, but as demonstrated could end up being cheaper in the long-run. In order to finance costs of constructing or purchasing a new Center facility, in addition to borrowing, there are several funding mechanisms available that the Center could choose to use:

Community Development Block Grant - Public Facilities (CDBG-PF)

The CDBG-PF program is administered by the U.S. Department of Housing and Urban Development. Construction of a senior center is an eligible activity in the grant program because it primarily serves persons age 65 and over, who are considered limited clientele. A community center is not an eligible activity in Port Washington because the center would benefit the entire community, the entire community must be at least 51% low to moderate income persons, which Port Washington is not. However, it is likely that the portion of the costs of a community center that is directly related to the senior center use would be eligible for grant funding. The grant requires at least a 50% local match with a maximum grant amount of \$500,000, although funding may vary from year to year.

Tax Increment Financing (TIF)

TIF is a tool the City can use as a subsidy to finance redevelopment, infrastructure and other community-improvement projects. TIF may be an option for the purchase of property and preparing the site to shovel ready status. TIF cannot be used to construct new public buildings.

Impact Fees

Impact fees are payments required by local governments on new developments for the purpose of providing new or expanded public capital improvements that will benefit the new development. Portions of the cost to construct a new Center could be reimbursed through impact fee assessments on new development. The City would have to analyze what the proportionate share of the costs would be appropriate to charge as an impact fee.

Capital Campaign

A capital campaign is a fundraising effort designed to raise a specific amount of money for a defined need. The Center could do this through a variety of venues; direct household mailings, fundraising events, approaching major businesses in the community and others. The Center could also explore unique campaigns, such as Waunakee's campaign for its new Center. The Center offers engraved 24" by 24" tiles which can be engraved and are placed on the Center's patio. A full tile costs \$500 and a half tile is \$300.

National Coalition on Aging (NCOA)

Federal funding is available for some senior center programs through the Older Americans Act (OAA). NCOA provides online resources which further explain what the program funds. The primary funding categories include: nutrition services, supportive services for senior centers, national family caregiver support programs and senior community service employment programs. More information about OAA funding can be found here: <https://www.ncoa.org/national-institute-of-senior-centers/tips-for-senior-centers/federal-funding-for-senior-centers-101/>

3.5 SENIOR CENTER STANDARDS

If the City decides to continue to provide a Center for senior activities, the Center should strive to meet standards of excellence. To improve the quality of Senior Centers in the US, the National Institute of Senior Centers (NISC) developed a program with nine standards of excellence for senior center operations. These standards serve as a guide for senior centers to improve their operations and plan for a sustainable future. NISC created nine standards of excellence which centers must meet in order to become accredited (see Figure 3.3 on page 24).

The process of accreditation typically takes between six months to a year for completion. The application is a two-phase process consisting of:

- 1. Community Self Assessment:** NISC's standards of senior center operation are addressed by senior center board members, staff, participants, stakeholders, etc.
- 2. Accreditation:** Supporting documentation is compiled related to the self assessment and the National Accreditation Manual and an on-site review of these materials and the Center facility is held by a certified Peer Reviewer. Lastly, the Peer Reviewers' findings are reviewed and a recommendation for accreditation is given by the National Accreditation Board.

Once a Center is accredited, accreditation is good for five years. After five years, there is a slightly modified process for renewing accreditation.

Port Washington's Center should plan to go through the accreditation process in the future. Accreditation means that a senior center has met a national standard of excellence and that the center has a sustainable plan in place for operating in the future. The accreditation process is challenging but the rewards and planning that take place can be a boon to the success of the Center.

Figure 3.3, National Institute of Senior Centers' Nine Standards of Excellence

STANDARD 1: PURPOSE

A senior center shall have a written statement of its mission consistent with the senior center philosophy. It shall also have a written statement of its goals and objectives based on its mission and on the needs and interests of older adults in its community or service area. A senior center shall have written action plans that describe how its program will achieve goals and objectives. These statements shall be used to guide the character and direction of the senior center's operation and program.

STANDARD 2: COMMUNITY

A senior center shall participate in cooperative community planning, establish service delivery arrangements with other community agencies and organizations, and serve as a focal point in the community. A senior center shall be a source of public information, community education, advocacy, and opportunities for older adults.

STANDARD 3: GOVERNANCE

A senior center shall be organized to create effective relationships among participants, staff, governing structure, and the community in order to achieve its mission and goals. The organizational structure of a senior center is vital to its success.

STANDARD 4: ADMINISTRATION AND HUMAN RESOURCES

A senior center shall have clear administrative and human resource policies and procedures that contribute to the effective management of its operation. It shall be staffed by qualified personnel - paid and volunteer - capable of implementing its program.

STANDARD 5: PROGRAM PLANNING

A senior center shall provide a broad range of group and individual activities and services that respond to the needs and interests of older adults, families, and caregivers in its community or service area.

STANDARD 6: EVALUATION

A senior center shall have appropriate and adequate arrangements to evaluate and report on its operation and program. Through the self-assessment process, a senior center looks at its ways of work.

STANDARD 7: FISCAL MANAGEMENT

A senior center shall practice sound fiscal planning and management, financial record keeping, and reporting. Because of the multiple streams of funding, fiscal management can be complex and arduous. However, the lifeblood of the senior center is highly dependent on sound fiscal planning and management, fiscal record keeping, and reporting.

STANDARD 8: RECORDS AND REPORTS

A senior center shall keep complete records required to operate, plan, and review its program. It shall regularly prepare and circulate reports to inform its governing structure, its participants, staff, funders, public officials, and the general public about all aspects of its operation and program.

STANDARD 9: FACILITY

A senior center shall make use of facilities that promote effective program operation and that provide for the health, safety, and comfort of participants, staff, and community.

Source: www.ncoa.org/national-institute-of-senior-centers/standards-accreditation/senior-center-self-assessment-guidelines/

3.6 SUMMARY OF REPORT FINDINGS

Residents 55+ made up 26.6% of the population in Port Washington in 2010. The percentage is projected to increase to 34.2% by year 2040.

Analysis, survey data, and the focus group meeting have all revealed that there are issues with the current Center - inadequate parking, adequacy of the building design in relation to building use, and high rent cost. However, some of the benefits to the current facility include its central location within the City, services are provided in one dedicated space, and the City has already invested funding for renovations.

The current Center facility is for sale. This presents the City with at least two options; continue renting with whomever purchases the building or purchase the building itself. It cannot be determined at this time whether a new owner would agree to a new lease when the current lease expires December 31, 2016. If the City were to purchase the facility at its current listed price of \$600,000, annual loan payments would be approximately 35% less than the Center is currently paying in rent considering a 20 year loan at 4.25%. Reductions in the sale price and different lending terms could offer additional cost savings.

The Center could also consider purchasing or renting another existing building in Port Washington which could solve the accessibility and parking issues, but could leave the City in a position where it needs to reconfigure another building to meet user needs. Also, according to real estate agents in the community, many of the currently available properties in Port Washington that would work for a Senior Center facility are very costly (over \$1 million dollars) to purchase. If this option is pursued the City should consider lease to own options and making lease agreements contingent on improvements by the property owner.

Another option is to outsource senior activities to other entities within the community. This would alleviate stress on the currently limited Senior Center staff, however it would spread activities throughout the community which makes transportation more of an issue. This option was undesirable among survey respondents and focus group participants. Participants

also felt the social benefits of having a single facility would be lost.

Even if the City doesn't consider outsourcing services, it should still consider service partnerships with other entities in the community. The entities that survey and focus group participants most desired partnerships with were the Library, YMCA and the School District.

Other alternatives include constructing either a new Senior Center or a multi-use Community Center. Either one of these options would allow the City the most flexibility to meet the needs of the community, however they are also going to be the most costly options. Building a Community Center would also meet a need for intergenerational activities and interaction, which was brought up many times in the focus group meeting and in survey responses. It's possible the City could phase construction of the building to include a smaller first phase senior center followed by a future expansion to a larger recreation/community center. Additional studies, beyond the scope of this planning process, such as a space needs and site location analysis would offer additional insight regarding the estimated costs of these options.

Regardless which options the City pursues, a majority of those who participated in the survey regardless of age and Center use feel the City isn't spending too much on Center operations and that membership fees are currently reasonable. Approximately half of survey respondents would support a fundraising campaign to build a new Center, even non-users, though to a lesser degree. Both non-users and users would be more likely to support an increase in property taxes if the funds were used to offset the cost of a multi-purpose Community Center, as opposed to solely a Senior Center facility.

Only 3.6% of survey respondents felt existing Center membership fees are "too high". A cross tab analysis of the survey results revealed 3.0% of respondents under 55 in age and 3.2% of non-users (i.e. didn't use the Center at least once in the last year) felt membership fees are "too high."

Only 8.9% of survey respondents felt current operating expenditure allocations for the Center were “too much”. A cross tab of survey results revealed 8.6% of respondents under 55 in age and 9.9% of non-users felt current operating expenditure allocations for the Center were “too much.”

51.3% of survey respondents stated they would be either “likely” or “very likely” to support a fundraising campaign to build a new Center through a personal monetary donation. The most common amount respondents noted they would be willing to contribute was between \$1 and \$100. A cross tab of survey results revealed 38.4% of respondents under 55 and 40.0% of non-users state they would be either “likely” or “very likely” to support a fundraising campaign to build a new Center through a personal monetary donation.

35.7% of survey respondents indicated they would support an increase in property taxes if the additional taxes were used to offset a portion of the cost of building a new Adult Community Center. A cross tab of survey results revealed 27.5% of respondents under 55 and 28.1% of non-users would support the same measure.

44.2% of survey respondents said they would support an increase in property taxes if the additional taxes were used to offset a portion of the cost of building a new multi-purpose Community Center that included space for general community, senior, and recreational programming. A cross tab of survey results revealed 48.3% of respondents under 55 and 41.5% of non-users would support the same measure.

Specific programming modifications that should be considered as recommended by survey and focus group participants included health/wellness and arts and crafts activities. Participants also mentioned that they weren't seeing enough advertising from the Center to know what is offered, so the Center could consider increasing or finding alternative methods to advertise. And since Center activities are open to all ages, some of the programs/activities should continue to be offered in the evening so that non-retired community members can participate.

Another theme that was evident among participants was that the Center should not only plan to meet the needs of current seniors in the community, but also for those who will be seniors in the future. There are a couple of things the Center/City should do to plan for these needs. One activity is to have the Senior Center go through NISC's accreditation process. This will ensure the Center has a sustainable plan for operating into the future and will ensure it is meeting national standards of excellence.

The City could also consider transforming the Center into a 21st Century Wellness Center, as described by a 2011 study funded by AARP and Caesar's Foundation: <http://www.aarp.org/content/dam/aarp/livable-communities/act/civic/transforming-senior-centers-into-21st-century-wellness-centers-louisiana-aarp.pdf>. The study addresses changing demographics and needs placed on Senior Centers. It discusses how Senior Centers can be transformed using new operational models which have been tested by other Centers.

Another activity that could be done is have the City go through the process of becoming part of the AARP Network of Age-Friendly Communities. This AARP program is a part of the World Health Organization's Age-Friendly Cities and Communities Program. The program focuses on both the built and social environment to make communities more livable for those 50+ and their families. AARP provides a tool kit for guiding, implementing and evaluating age-friendly initiatives. The tool kit also explains the milestones and provides guidance for becoming an Age-Friendly Community. There are over 60 communities currently recognized by this AARP program. Port Washington could become the first community in Wisconsin to be certified as an Age-Friendly Community. More information can be found at: <http://www.aarp.org/livable-communities/network-age-friendly-communities/>

This planning process and summary report was not intended to result in a final recommendation by MSA, the Ad Hoc Strategic Planning Committee or by the City Council. Rather this report serves to provide a foundation from which to review and evaluate options for the future of senior services and the Adult Community Senior Center. Other alternatives than those discussed in this report may become viable before the current Center lease expires and should be vetted by the Ad Hoc Strategic Planning Committee.

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