

## TOWN OF SUDBURY

Office of the Town Manager

[www.sudbury.ma.us](http://www.sudbury.ma.us)

Melissa Murphy-Rodrigues, Esq.  
Town Manager

278 Old Sudbury Road  
Sudbury, MA 01776-1843

978-639-3381

Fax: 978-443-0756

Email: [townmanager@sudbury.ma.us](mailto:townmanager@sudbury.ma.us)

Board of Selectmen  
278 Old Sudbury Road  
Sudbury, MA 01776

*Delivered Electronically*

Fairbank Community Center Task Force  
278 Old Sudbury Road  
Sudbury, MA 01776

April 10, 2017

Dear Honorable Members,

Attached please find a copy of the internal working group's recommendation for the future of the Fairbank Community Center.

Over the past ten weeks, this team has met weekly to review the current building, discuss current needs, extrapolate future needs, determine future space requirements, discuss phasing and study funding.

Our approach has been reasonable and holistic. We took a step back to determine where we are today, and where each of the user groups will be heading in future years. This exercise allowed the team to best understand our current constraints and how we can best utilize our current footprint while building on what the space is currently lacking.

Through every step of this process, we concentrated on the needs of our seniors, our pool patrons, our Park and Recreation members and our taxpayers. We respected the needs and wants of all parties, while recognizing the necessity to be conservative and steady in our planning.

I am proud of the report and I am excited to share it with you and to see what the future of the Fairbank Community Center holds.

Best,

Melissa Murphy-Rodrigues, Esq.  
Town Manager

***Fairbanks Community Center Internal Working Group Report***  
***April 10, 2017***

**Task**

Town employees from various departments collaborate to make a recommendation on the future of the Fairbanks Community Center.

**Process**

The Town Manager, Assistant Town Manager, Finance Director, Facilities Director, Recreation Director and the Director of the Senior Center (the internal working committee) met weekly over an eight-week period to discuss topics that included current and future financing sources, current and future needs, projections, conditions and phasing.

**Recommendation**

The internal working committee is recommending that the Fairbank Community Center be renovated in its current facility using the space being vacated by the Sudbury Public Schools with an appropriate size addition as dictated in this report.

Future architectural review may determine that certain sections of the building will require more extensive renovations.

**Funding**

Currently the Senior Center and the Recreation Center are funded differently than most Town Departments.

The Senior Center staff are funded through the tax levy and the MetroWest Regional Transit Authority (MWRTA). Four office staff are paid through the tax levy and two van drivers are paid through reimbursement from the MWRTA.

The Senior Center FY 2018 budget is approximately \$250,000, which includes a small account for expenses such as office supplies and software renewals. Senior Center Programs are funded through a combination of participant fees, Friends of Sudbury Seniors' gifts, Sudbury Cultural Council sponsorship, BayPath Elder Services sponsorship and grants.

The Senior Center utilizes two revolving accounts for transportation and programs. The MWRTA Revolving account receives funding from the MWRTA that pays for the two van drivers' salaries, benefits and OPEB, along with fuel. In addition, the Senior Center vans receive maintenance and repairs through the MWRTA. The COA Program Revolving Account receives funds paid by participants in programs and classes. The Revolving account funds then pay instructors and entertainers for programs and entertainment.

These revolving accounts and their spending limits are authorized each year at Town Meeting. In Fiscal Year 2016, the COA Program Revolving account paid out \$31,825 to instructors and entertainers, \$3,357 to supplies as General Expense and \$35,093 was received in fees from participants. The MWRTA (transportation) Revolving account paid out \$106,124 in salaries and expenses, and received \$107,751 in revenue to operate two handicapped accessible vans.

It is important to remember that the funds generated in and expended from these revolving accounts are not available to offset any future capital expenditures for the Fairbank Center. Rather, these revolving accounts are limited by their nature to only be used for the named intent—programs, activities, special events, wheelchair accessible van transportation, fitness classes, and arts classes.

The Recreation Center funding mechanism is quite similar to the Senior Center. The FY18 Operating Budget for the Recreation Center funds a portion of the Recreation Department employees and no expenses or programming. There is not a single employee in the Recreation Department that is funded entirely by the tax levy. The Operating Budget funds \$147,605 of the Recreation Department Budget.

The Recreation Department is unique in that two whole portions of its operation are funded by user fees through an enterprise fund. Only one of those enterprise funds effect the Fairbank Community Center. The Pool Enterprise Fund, which budget is \$574,000, is funded entirely by the users of the pool. The funds generated by the pool go directly into a separate account to be used to pay for the salaries, operation and maintenance of the pool as well as pool programming. These funds are appropriated by Town Meeting each year. Funds can be appropriated in the pool enterprise fund for capital projects related to the pool. The rates for the pool are directly related to the appropriation made at Town Meeting and the rates must cover the appropriation or there must be retained earnings to offset any deficit.

The Recreation Center programming is funded entirely by the revolving accounts. The Recreation Center has several revolving accounts including; Teen Center Revolving, Youth Commission Revolving, and Rec Programs revolving. The Recreation Center generated over \$650,000 in programing revenues in FY16. These revenues are used to fund programming costs, office expenses, some building maintenance expenses and staff costs. None of these revenues could be used to offset the capital costs of building a new facility.

Even more importantly, none of the revenues generated by Recreation or the Council on Aging can be used to offset increased costs caused by the construction of the new center. If programming increases or there are more users, the revenues generated by that will be used in these enterprise funds to pay for programming and/or staff. If the new construction created a need for additional programming those costs could be absorbed by the revolving accounts.

### **State of the Building**

As is common knowledge, the condition of the building is of a major concern to town staff and building users. New issues continue to develop, but the most pressing issue is the condition of the roof. The roof continues to deteriorate despite repairs resulting in frequent leaks and other building issues. The repairs are a temporary remedy to a larger problem.

The Town receives many complaints about the condition and layout of the locker rooms, and with this project pending has been hesitant to invest funds in anything rather than regular maintenance. There are also several handicap accessibility issues, which would be addressed in construction.

More information on current building conditions are available in other existing reports.

### **Needs**

As part of this exercise, the Director of the Council on Aging and the Director of Parks and Recreation submitted written documentation of their current and proposed future needs. Their proposals, attached here as Appendix A and B, are thoughtful, conservative and respectful to the needs of their patrons as well as to the taxpayer. The proposal further discusses the current challenges both departments face due to their space condition, size and layout.

The main concern voiced by both Departments is the limited space. Currently, the building is laid out in such a way that space cannot be optimized and storage is nearly impossible. There are many different uses, but not one seems to be in a space that is suitable for current needs or that meets the expectations of users for the present or future.

### **The Senior Center**

The Senior Center provides a variety of services and programs for Sudbury Seniors, a population that the Town is recognizing as continuing to grow. As we know from census data, when the Senior Center addition was built in 1989 there were 1,625 residents over 60. In 2016, the 60 and over population is 3,815 and makes up over 20 percent of the Sudbury population.

Based on demographics data and population projections, the number of seniors is expected to continue to increase in coming years. The increased population has resulted in a greater demand for programming and staff thus exacerbating the space deficiencies.

Currently approximately 1,600 different individuals use the Senior Center each year; and there are approximately 24,000 visits or service units per year (this is expected to increase every year).



### **Existing Conditions at the Senior Center**

The Commonwealth of Massachusetts has recommended that Senior Centers should have approximately four square feet per senior. (Appendix C) The Town currently has approximately 1.25 square feet per senior. The space is approximately 4,750 square feet of dedicated senior space.

The Senior Center does not have adequate storage space and lacks a basement. Currently, the Senior Center is storing equipment in the Flynn Building cellar, where it is very difficult to retrieve.

Currently, the Senior Center has two program rooms, one reception area, four offices, and a small lounge area abutting the reception area. They share three programming rooms and the small gym along with the other users of the Fairbank Community Center. The Center has six full time staffers (4 in the office, 2 driving the vans) and over a dozen part time staff. In addition, there are more than 25 older adult volunteers who assist with everything from event set up and cleanup, to Front Desk reception, to creating soup for our Soup's on events<sup>1</sup>. The current office space is filled with the full time staff and there is not a space for part-time staff to effectively work.

### **Needs**

The Senior Center sees their current and continuing needs as follows:

Reception space

7 offices

Gym space/Other Large Room

Large multipurpose room with appropriate technology

Large storage room

Walk in storage closet

Wellness room

Four Programming rooms

Fitness Studio

Lounge

Handicap accessible Catering/Teaching Kitchen

Staff break room

---

<sup>1</sup> This does not include the over 200 volunteers who assist with FISH volunteer medical rides, sand bucket delivery, the In Home Fix-it program, shopping for seniors, and other volunteer programs in the community.

Handicap accessible bathrooms

Companion Accessible Bathroom

Closet/Lockers

More information about the space needs can be found in Appendix D.

### **Recreation Department**

The Recreation Department of the Town of Sudbury serves all demographics. The Recreation Department provides 690 programs serving 9,700 participants. There were over 72,000 users of the pool in 2016. The current space is approximately 28,000 square feet including the pool and shared space. The Recreation Department runs not only regular recreation programming, but also houses a teen center, preschool, a pool, summer camp and increased programming on Wednesdays when Sudbury Public Schools have a half day. The Recreation Department is inclusive and welcomes all users.

### **Existing Conditions at the Recreation Center**

The space consists of four rooms, a small gym, bathrooms and minimum storage. The rooms are categorized as a craft room with sink, a little gym, the arcade room and the preschool room. The gym is used as a multipurpose room and hosts most of the fitness classes. There is a front desk/reception area, three offices, two small storage closets, makeshift break room, 2 sets of bathrooms, pool, locker rooms and pump room.

The locker rooms receive the most complaints due to conditions and footprint. The town has seen increased calls for a family restroom.

### **Current and Continuing Needs**

Lobby and reception area

Pool

Mechanical Pump Room

Viewing space

Locker rooms

Family bathroom with showers

First Aid station near pool

Pool office

Office space for 6 staff

Preschool room with bathroom and sink

Fitness studio: mirrored walls and fitness bar specifically for fitness-oriented programming

Arts and Crafts programming room with sink

3 multipurpose rooms

Large gym with netting/dividers

3 bathrooms

break room

storage closets

More information about these needs can be found in Appendix E.

### **Emergency Shelter**

Currently the Fairbanks Community Center serves as the Town's Emergency Shelter site. The site lacks sufficient storage for shelter supplies and large portions of the building do not have a generator. Both of these issues should be considered in the renovation. We should consider building a large storage closet for the shelter supplies or applying for grants for offsite trailer storage if necessary.

### **General Space Needs and Mechanical Needs**

Boiler room

HVAC

Information technology space/server area

Janitor closets (3)

Dedicated electrical closet

Water service

Sprinkler room

Exterior maintenance storage

Outdoor equipment storage

## **Summary**

It is the opinion of the working group that the needs of the two departments could be met in a renovation that would include the administration space currently occupied by the Sudbury Public Schools (approximately 6,000 square feet) and would include an addition with new locker rooms, a pool viewing area, and a large gymnasium. The new locker rooms, pool viewing area and large gymnasium would be located to the right of the natatorium.

The working group suggests that in order to accomplish the goal of having a true community center where people of all ages are encouraged to come and intermingle, and in order to make the best use of limited space, the facility should have a common lobby and reception area, but would also have an alternative entrance and parking for the Senior Center that is handicapped accessible and accessible to the Senior Center vans.

The space where the locker rooms currently exist and the space where SPS currently occupies would be used in order to best achieve the needs presented by the two departments. Current spaces would be reworked to make the space less fragmented and more usable. The introduction of much needed storage space would allow for less clutter in both departments make the spaces more functional and more enjoyable.

Some of the needs of the two departments are similar in nature, including the need for a break area, the fitness studio and the large un-programmed space of the new gym and large multi-purpose room. The working group recognizes that those spaces could be effectively shared with a proper use agreement between the two departments.

The pool and the pump room would undergo renovation as well, and the town now has an analysis of current pool conditions to guide exactly what renovations to the structure and systems are needed. (Appendix F)

## **Phasing**

The working group is optimistic that we could phase the construction to minimize impact to our user groups. The group recommends starting with the pool and addition. Users of our pool would be able to use the pool in Wayland per our current agreement with that Town. By starting in this way, we would have the new locker rooms created and a large space in the new gym to help with relocation as the rest of the renovation gets underway.

The group suggests phasing the rest of the project by department, with departments moving around to fill spaces not currently under construction. We anticipate three construction phases, which allow programming to continue and be the least disruptive for users.

## **Future Operating Costs**

With the new space, there will be increased future operating costs. As explained in the funding section of this report, neither department located at the Fairbank Community Center will be bringing in

increased revenue to offset these additional costs. It is important to remember that aside from the pool, town departments are service oriented and that few, if any, of town departments bring in enough revenue to offset their costs. The working group thinks it is important to recognize that increased or improved space will not lead to more revenues for the Town. While increased revenues may be realized, those revenues are used to pay for the programming costs.

The Town anticipates that there will be increased costs to correlate with the increased size. These costs will include maintenance, gas, electricity and water. We also recognize that with improved systems that are more energy efficient those costs could be lessened, however we still anticipate a budgetary impact.

Based on this proposal, the town does not anticipate the need to hire additional staffing to program the facility. However, we do recognize that we will need increased maintenance and custodial staff to maintain this asset. We estimate a cost of \$225,000 per year to hire sufficient maintenance and custodial staff, including benefits, for that building, which we think would be the equivalent of three full time personnel. This building is unique as it is open 15.5 hours per day and houses showers, bathrooms and equipment that requires specialized knowledge to maintain.

These costs would require funding within the general operating budget and would likely require an operating override. The addition would be the driver of increased costs as the new space. We would continue to seek alternative funding sources in the future to help offset these increases.

This is a preliminary design estimate of future costs. Future exploration and documentation will better clarify costs.

### **Capital Costs**

The working group recognizes and appreciates the various input that has been received in regards to the capital costs from the Finance Committee and the Park and Recreation Commission.

We share the concerns of both of these committees in regards to the appetite for such a project and what tax burden residents would be willing to bear.

This proposal is a more modest plan than those previously discussed, but adds a gym, viewing area and new locker rooms.

We suggest that the PBC be engaged to provide a cost estimate for this group's recommendations.

Based on the working group's preliminary research it appears that the Town may be eligible for low interest loans from various governmental and private organizations. This project would require financing through a bond of up to thirty years.

Next steps

The working group suggests that this preliminary proposal be presented to the Fairbank Task Force, the Council on Aging, the Recreation Commission and the Board of Selectmen. With support, we recommend that Town Staff, in collaboration with the Permanent Building Committee, work with an architect to draft preliminary schematics and cost estimates based on this recommendation and board/commission input.

The findings of this exploratory work could then be shared with all interested parties and the project should continue to progress.

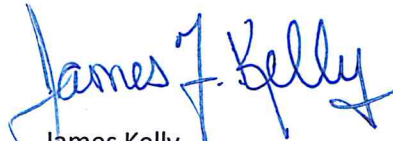
We appreciate all the hard work of the Fairbank Task Force that helped us to reach these recommendations.

Thank you for your consideration of the working group's plan. We are proud of the work we have done and we feel we are uniquely positioned to know what the Town's needs are for a Community Center. We are honored to serve the Town of Sudbury and thankful for this opportunity.


Sincerely,



Melissa Murphy-Rodrigues, Esq.  
Town Manager



James Kelly  
Facilities Director



Maryanne Bilodeau  
Assistant Town Manager



Kayla McNamara, CPO  
Director of Parks, Recreation, & Aquatics



Dennis Keohane, CPA  
Finance Director



Debra Galloway  
Director of Senior Center



**Sudbury Senior Center  
Debra Galloway, Director  
February 2017**

## **Sudbury Senior Center Space Needs**

**Current and Future Needs of Older Adult Population in Sudbury  
Senior Center Current Space and Staff  
Inadequate Space to Meet Needs  
Recommended Space Needs for Current and Future**

### **Current and Future Needs of Older Adult Population in Sudbury**

The Senior Center addition to the Fairbank building was built in 1989, when there were 1,625 residents aged 60 and older. Twenty-six years later, the 60 and older population is 3,815 older residents, more than doubling or 134% more. This means Sudbury residents who are 60 years of age and older now make up just over 1/5 or 21% of 18,247 total Sudbury residents. This number will continue to increase dramatically over the coming years due to several factors: the aging of the baby boomer cohort, the increase to average lifespans, the addition of 55+ housing in Sudbury with at least two or three more 55+ housing developments coming soon. Please see Attachments on Mass. Population Growth (U.S. Census), Growth of Older Adults – Sudbury (Town Census), and on Age Restricted Developments in Sudbury (source Town Planners office).

The Senior Center is already seeing increases in the use of Senior Center programs, especially health insurance counseling (SHINE), Outreach and Information and Referral, medical equipment loans and transportation. In order to continue providing programming and services for the growing population, the Senior Center is in desperate need of more space.

Just as there are special needs for schooling and other amenities for those who are young and growing up, there are also needs for space for those who are older and growing older. As people get older, they may have differing needs; for opportunities for social connection, recreation, arts, lifelong learning classes, volunteering, legal help and more. For some retirement means a shift in income, and they need access to low or no cost classes and programs. In addition, many may need guidance for future planning: for living space, legal issues, or health insurance; and some need more intense assistance or services: such as those with chronic health issues, medical equipment needs, counseling, or those who are temporarily or permanently homebound.

The Senior Center mission is to provide programming and services to support and maintain health and wellness for seniors in many aspects of life, for those who are active and out and about and those who are not. The following are a few of the areas of programming that we seek to provide:

- Education – Lifelong learning (academic) and community education
- Wellness – fitness, nutrition, health monitoring, preventive health
- Information/Resources – Medicare/health insurance information, retirement, financial information/resources, tax help, legal advice
- Recreation/Arts- cards, bridge, other games, art and craft classes/groups
- Socialization – lunch, luncheons, special events, lounge area, coffee, all of the above
- Support – with loss, caregiving, chronic illness, support groups for bereavement, caregiving, other issues; and individual consultations
- Opportunities to volunteer and/or work and continue to contribute

#### **Senior Center - Current Space and Staff**

The Senior Center has two program rooms: the Sudbury Pines room: a larger room with a projector, screen, room darkening shades, dvd player, and computer access, a microphone and assisted listening headphones, along with more comfortable chairs (54 chairs) and carpeting; and the Van Houten room: a smaller room with about 25 plastic chairs and a tiled floor, and a small sink area. The Senior Center has a reception office area with desk and phones, as well as 3 offices behind it, and then a separate office down the hall. In addition, we have a small lounge area right in front of our Reception Desk (which creates noise issues when on the phone). We share the Fairbank Gym and three program rooms with the Sudbury Park and Recreation department.

The Senior Center has a 6 full-time and many part-time staff, and part-time volunteers.

#### **Full-time Staff:**

Director, Administrative Assistant, Program Coordinator, Outreach Information Specialist, and two full-time van drivers who are generally not in the office.

#### **Part-time Office Staff and Volunteers:**

Part-time Front Desk Receptionists (staff/volunteers), Volunteer Coordinator, 2 SHINE Counselors, 2 Legal Clinic Elder Law Attorneys, 2 AARP Tax Return Aides, Board of Health Nurse – Blood Pressure and Wellness Clinic, Intergenerational Coordinator, Support Group Facilitator, Tax Work-off Coordinator.

## **Inadequate Space to Meet Needs**

The full-time staff and certain volunteers who provide services or consultations must be in the office to offer their services. We are trying to make do with what we have for space but it is not great. I do hear from senior participants who are uncomfortable with the space we are using.

As we just hired a full-time Outreach Specialist (which is very much needed and we are very grateful for), we have filled all of our 4 offices with full time staff. This means the part-time Volunteer Coordinator, SHINE Counselors, Board of Health Nurse, Attorneys, and Tax Return Aides do not have access to an office unless a staff person moves out temporarily. Because of this, we have asked many of the part-timers to start using the shared program rooms, which are not offices. These rooms do not have desks, computers, or phones and lack the guarantee of privacy. The part-time staff and volunteers who use these spaces must use older tables that are often paint covered as the spaces are often used for preschool art. The staff and volunteers must bring laptops and hope the wireless connections are strong. Currently, the SHINE Health Insurance Counselors cannot use these rooms as we are waiting for a extra phone to use in these rooms. I have heard many complaints about lack of privacy, and cold air recently, as we have started using some of the shared program rooms for these types of programs.

Our main programming categories and space needs:

### **1. Education:**

All education classes, informational talks and seminars, dvd series, movies, must be in the Sudbury Pines room, as this is the only room that has the projector and laptop connections. Many classes fill the Sudbury Pines room, we could use a larger room with the same technology as the current room. For smaller classes with more unique programming, a smaller room with technological capability is also needed (this smaller room could be used for the many small meetings that take place with the Council on Aging and Friends). Both of these needs could be fulfilled by a multi-purpose room with a divider.

### **2. Wellness:**

A wellness room is needed for the Board of Health Nurse (blood pressure, glucose checks, wellness consults); podiatry and dental consults, and other health related consultations or treatments. The Board of Health nurse currently uses a staff person's office or a shared program room for her blood pressure and other consults. Neither of these rooms is designed for this use. When the nurse is using the staff person's office, she and her visitor sit on desk chairs in front of the staff person's desk. Meanwhile the staff person is not able to get her work done (and must be careful that no confidential information is left in view). When the nurse

uses a shared program room, seniors are not guaranteed privacy, the room may be cold, and the space is large and just not amenable to a health consultation.

Fitness rooms – The gym is good, but too large (and sometimes cold or hot) for some classes. Most of these classes could use a room about half the size of the gym to keep people warm and to make it easier to hear the teacher, among other things. As mentioned elsewhere, the Senior Center may lose access to the gym due to other Park and Rec classes during regular weeks, or school vacation weeks, along with all summer (when we also are not able to use Program rooms). In the summer, the Senior Center must either put the fitness classes into the regular two Senior Center program rooms and cancel programs in them, or move them out of the Senior Center, or just cancel them outright.

### 3. Information/Resources:

There is a need for at least 2 additional office/consultation spaces for the consultations offered for health insurance (SHINE), elder legal advice, tax return help, and for part-time staff to use for their work, along with interviews (interviews of prospective volunteers, or applicants to the Tax Work-off program).

Often the Tax assistance appointments, meetings with prospective volunteers and Property Tax Work-off program applicants have to be moved to a borrowed Park and Rec room (Room 1 or 3). This means that the Volunteer Coordinator and Property Tax Work-off Coordinator rarely have a private space to interview volunteers/applicants. The rooms that we share with Park and Rec are not in the best of shape for interviews and meetings, though we do use them. Room 3 is set up for Teen Center and has multiple video games, pinball machines, foosball tables, air hockey etc. Room 1 is smaller and has tables covered with art and crafts paint as it is used for young children's art classes. The room is also right next to the gym so there is sometimes music and talking coming through the door.

Kayla, Park and Rec Director, is working to improve Room 3 in particular to make it more modern, more spacious and more useful for both children and older adults. This will be great for recreational use, for games such as pool and ping pong, which we have a demand for, but will not help with office space needs.

### 4. Recreation/Arts:

Our current arts classes and cards and games programs use a room that doubles as our coffee and goodies area (Van Houten). This means that activities in this room are interrupted by staff making coffee and bringing out baked goods, along with senior participants who are visiting and

coming to get coffee. There is not adequate storage for the arts classes to keep supplies or projects week to week.

Bingo is held in our main program room (Sudbury Pines) because that is where the microphone is, which means that we are not able to schedule a class or movie for that room during bingo. This room gets a lot of use as it is the only room with technology (projector, screen, dvd player, laptop access). It would be great to hold Bingo in another room, so that the room with technology is available another morning of the week.

#### 5. Socialization/Special Events:

An important purpose of the Senior Center is to create a space for older adults to have an opportunity to socialize in various forms. As we get older, we may not have the same opportunities for socialization that we did as younger adults, such as work, other parents, physical activities, etc. The Senior Center offers opportunities for meeting new people, and visiting with those you already know. A lot of socializing goes on before and after classes, but people also enjoy coming to a special event or luncheon.

The Fairbank gym is used for large luncheons. There is enough space for about 100 people, there's a stage for entertainment, a kitchen to keep food hot. On the other hand, it also has high ceilings, has lighting that is not amenable to slide shows, and is not easy to decorate and create ambience. The noise level is really high when people are eating and talking, making it difficult for those with hearing issues to hear friends or announcements. A large room with lower ceilings, no basketball hoops, and with neutral walls would be so much more amenable to having special luncheons and make it easier for people to hear.

#### 6. Individuals with Chronic Illness or Memory Challenges and Their Caregivers

Persons who have chronic illness or who have early and moderate memory loss still need to get out of the house, socialize, and be active as long as possible. Their family members, whether a spouse, or adult child, may be accompanying them. The caregiver may need to get out of the house and socialize as much or more than the person with the illness. In this situation, the chronically ill person may need assistance in the bathroom. The Senior Center does not currently have a "family" bathroom where a person and their caregiver can be in one room with privacy. The Senior Center has had requests for this type of help, and we expect that the need for a family bathroom will grow.

#### Loss of Shared Space

The Senior Center loses access to the gym and 3 shared program rooms for half of June, all of July and August, as well as before and during election days, or when Park and Rec has a school

program running in the gym (most school vacation weeks (December, February, April)). Additionally, there are Park and Rec programs that run during non-school vacation weeks that may mean the shared program rooms are busy.

#### New Senior Centers in the Area

Many new Senior Centers have been built in the local area in the last few years and they have a lot more space than we do. A good example is the Marlborough Senior Center. The Marlborough Senior Center is 24,000 square feet (sf), and serves a population of about 8,370 seniors which equals about 2.9 square feet (sf) per senior. On Attachment 4, please see a comparison of square footage and senior population for several surrounding towns. In Sudbury, we have about 4,750 sf (including the kitchen, but not including shared space) which translates to 1.25 sf per senior, which is on the very low end of square footage (with shared space included we have 2.6 sf per senior, still on the lower end). The Executive Office of Elder Affairs has recommended 4-5 sf per senior when building Senior Centers today.

#### **Recommended Space Needs for Current and Future**

To summarize what we think is needed to meet current needs:

**A Large multi-purpose room that can be split into smaller rooms – with technology for projection and for closed captioning, assisted listening, etc.**

This will be used for larger academic style classes, informational seminars and talks, special event luncheons, Soup's On events.

**Three additional program rooms (at least one with technology for projection and both with storage for fitness or other materials) (this is in addition to two Senior Center program rooms)**

These will be used for Art classes, special healthy aging workshops, smaller fitness classes, meeting space, recreation, cards/games, other classes and workshops, support group meetings, and backup office and meeting space.

#### **Large Storage Room for Medical Equipment Loans:**

Storage for our Medical Equipment Loan program which is growing in use. We had 191 people use 432 pieces of medical equipment last year. The equipment is currently stored in a basement room at the Flynn building. The Volunteer Coordinator must access it via a ramp that is not covered during the winter or in rain, which means it is possibly slippery when he is carrying equipment up and down. In addition, it means that he is constantly going back and



forth between the Senior Center and the Flynn building with equipment, as people drop off their equipment at the Senior Center (and we don't have the best storage space for it either).

**Two additional Offices at minimum, three offices would be better:**

The offices are needed for part-time staff to use for phone calls, emails, and other work as well as consultations and interviews.

**A Wellness Room:**

This will be used for the Board of Health Nurse blood pressure and glucose monitoring, and wellness consultation; as well as podiatrist and dental consultations/visits and vision/hearing tests.

## Senior Center Current Usage of Space

The Sudbury Senior Center purpose is broad and includes providing for the social, educational, informational, and recreational needs of older adults and their families in Sudbury.

| Current program  | Space  | frequency   |
|--|--|---|
| <b>Lifelong Learning Classes</b><br>Including history, music, science, music history, culture, literature and more | Sudbury Pines Room   | Ongoing throughout the year, times and days vary. Series may be 3-12 weeks long. Examples include: The Skeptics Guide to American History, 9/11: Fifteen Years Later, Presidential Wives, The Hubble Telescope, Poetry of Robert Frost. |
| <b>Educational Talks and Workshops</b><br>Health, aging issues, nutrition, rehabilitation, language, etc.          | Sudbury Pines Room   | Ongoing throughout the year, times and days vary. Examples include: Beginning Spanish, Can You Hear Me?, Low Vision Tips, Recovering from Hip Replacement, The MIND Diet, Downsizing, Beginner Bridge, etc.                             |
| <b>Informational Talks and Workshops</b><br>Including wellness, legal, health insurance, fitness, etc.             | Sudbury Pines Room   | Ongoing throughout the year, times and days vary. Examples include: Legal Update, Brain Healthy Meals, Medicare 101, Fitness Exercises for Anyone, Legal Update, etc.   |
| <b>Fitness programs</b><br>Tap Dance, aerobics, strength and balance, Yoga, Tai Chi, and more                      | Fairbank Gym when available, or one of the shared program rooms, or one of the two Senior Center program rooms (not ideal) | Tap Dance – Thursdays 9:30 AM<br>Fit for the Future aerobics – M, W, F 11:00 AM<br>Better Bones (strength/bal.)- M 1:00 PM<br>Yoga – T 9:40 and 11:00 AM<br>Tai Chi M 2:15 PM; T 1:30 PM<br>Ageless Grace – coming in September         |
| <b>Legal Clinic</b> with Elder Law Attorney  | Room 1 (shared room) or a staff person's office  | 2 <sup>nd</sup> Tuesday of the month 1:00-3:00 PM   |
| <b>Caregiver Programs</b><br>Comfort Food Caring Cafe  | Sudbury Pines or Van Houten Room   | Caring Café is the 4 <sup>th</sup> Monday of each month; 12:00-2:00 PM. For caregivers and their family members with memory impairment. We also offer other programs for caregivers.  |
| Bereavement Group  | Sudbury Pines or Van Houten Room   | 2 <sup>nd</sup> Monday of the month; 10:00-11:30 AM; January - June   |
| Chronic Pain or other Workshops  | Sudbury Pines Room   | Times and days vary. Currently, M 9:30 AM-12:00 PM  |
| Matter of Balance or other workshops   | Sudbury Pines or Van Houten Room   | Times and days vary.  |

|                                       |   |  |
|---------------------------------------|---|--|
| Buried in Treasures Hoarding Workshop | Sudbury Pines or Van Houten Room                                    | Times and days vary. Currently, Fridays 1:00 – 3:00 PM.  |
| Arts Classes and Workshops            | Van Houten Room   | Ongoing throughout the year. Watercolors F 11:30 AM or 1:45 PM Drawing Workshop T 12:30 PM Other class times and dates vary.                                 |
| Teen Tech Workshops                   | Senior Center Lounge, as a program room is rarely available         | 2 <sup>nd</sup> and 4 <sup>th</sup> Wednesday of the month during school year. High schools students assist seniors with tech devices.                       |
| Crafty Jewelry Group                  | Van Houten Room   | 3 <sup>rd</sup> Thursday 10:00-11:30 AM  |
| Senior Notes: Singing Group           | Fairbank Gym or Sudbury Pines Room                                  | 3 <sup>rd</sup> Thursday 12:45-2:30 PM   |
| Connection Circle                     | Van Houten Room   | Thursdays 2:30-3:30 PM   |
| Special Musical Events                | Sudbury Pines Room or Fairbank Gym                                  | Times and days vary. Examples include: Songs Celebrating America, Harpist Rebecca Swett, Guitar and Song, etc.   |
| Special Luncheons                     | Fairbank Gym  | 6 – 8 times each year. Typically use the gym from 10:00 AM – 3:00 PM. Fitness program must move to a shared room.  |
| Bingo                                 | Sudbury Pines Room  | Fridays 9:30-11:30 AM  |
| Card Games                            | Van Houten Room or Sudbury Pines Room                               | Cribbage – T 9:00 – 11:30 AM<br>Bridge Playing – T 12:30-3:30 PM<br>Bridge Lessons – W 1:00-3:30 PM  |
| Book and Short Story Groups           | Sudbury Pines, Van Houten Rooms or if not available Room 1 (shared) | Book Group: 2 <sup>nd</sup> Wednesday 1:00 PM<br>Short Story Group: 2 <sup>nd</sup> and 4 <sup>th</sup> Thursday 1:00 PM                                     |
| Current Events Group                  | Sudbury Pines Room, or Room 1                                       | Thursdays 10:00-11:30 AM   |
| Various Smaller Special Events        | Sudbury Pines Room or Van Houten Room                               | Times and days vary. Examples include: Year End Wrap-up, Chili Fest, Salt Potato Fest, Red Sox and Hotdogs, Design a Silk Scarf                              |
| Movies                                | Sudbury Pines Room  |  |
| Garden Club Projects                  | Van Houten Room   | Times and days vary. Examples include: Container planting, Holiday Boxwood   |
| Soup's On                             | Van Houten and Sudbury Pines rooms                                  | Hot homemade soup and salad; then a guest speaker. One Thursday per month. !2:00 – 2:00 PM   |
| Trip Meetings                         | Sudbury Pines Room  | 6-8 x each year; times and days vary.  |
| Impromptu Social Groups               | Van Houten, Sudbury Pines Room, or Lounge                           | After fitness or other classes, participants may meet informally to talk, have coffee or tea. Many informal groups have formed that meet on a regular basis. |
| Flu Vaccine Clinics                   | Sudbury Pines and Van Houten Rooms, simultaneously                  | One or two days in September or October from 12:00-4:00 PM and 6:00-8:00 PM  |

|   |   |   |
|---|---|---|
| Intergenerational Programs<br>LINC, Sudbury Preschool                 | Sudbury Schools,<br>Sudbury Pines Room,<br>Van Houten Room                    | LINC is held for 5 weeks at an elementary school, with the 6 <sup>th</sup> week being a celebration at the Senior Center. Several times each year, Park and Rec preschoolers visit with seniors at the Senior Center for an arts project. |
| <b>Services That Need Private Consultation Space</b>                  | <b>Office Used</b>  | <b>Schedule</b>   |
| <b>Health Clinics</b><br>blood pressure, glucose, wellness screenings | One of our staff person's offices   | Tuesdays 8:30-10:30 AM  |
| <b>SHINE Medicare</b><br>Insurance Counseling                         | One of our staff person's offices   | Weekly: T 10:45 AM -1:30 PM; Th 9:00-12:00;<br>From October – December (Medicare Open Enrollment period) SHINE is offered 2+ full days each week.   |
| <b>Nutritionist</b> Consultations                                     | A staff person's office or program room                                       | Wednesday or Thursday, 1x month, 12:00- 4:00 PM   |
| <b>Legal Clinic</b> with Elder Law Attorney                           | Room 1 (shared room) or a staff person's office                               | 2 <sup>nd</sup> Tuesday 1:00-3:00 PM  |
| <b>Tax Return</b> Assistance  | Room 1 (shared room); or Senior Center program room; or staff person's office | February – April; M and F 9:00 AM -4:00 PM  |



## Current Community Center Usage

Currently on the Park and Recreation side of the Fairbank Community Center, there are four rooms, a gym, bathrooms, and minimal storage. Room 1 is the "arts & crafts" room that is used as a multipurpose room, room 1 has a sink in it, tables and chairs, and a storage cabinet that remain in the room at all times. Room 2 is "the little gym" also used as a multipurpose room. In room 2 there are currently 2 pool tables, a ping pong table, and old jut box, some tables and chairs and a very small storage cabinet that remain in the room at all times; limiting the multipurpose uses. Room 3 is the "arcade room" that has limited use because of the current state. Room 3 has several old arcade games, a dance game, two foosball tables, and air hockey table, tables and chairs, two couches and 4 coat racks that remain in there at all times. Room 3 is used only when needed due to limited space and ability to rearrange that room. Room 4 is the "Preschool Room" and only used by the preschool or toddler programs due to the set up. The gym is not a normal gym size and has a stage in it. The gym is used as a large multipurpose room/space.

Below is a list of current programs run in house at the Fairbank Community Center throughout the year, as well as how often it is run; there are additional seasonal programs that get added throughout the year.

### Parks & Recreation

| CURRENT PROGRAM                 | SPACE  | FREQUENCY  |
|---------------------------------|--|--|
| Preschool                       | Room 4 – preschool room<br>Room 2 – mini gym | Monday – Friday 9:00am-12:00<br>Monday – Friday 11:00-12:00<br>This follows the SPS school calendar  |
| December Break Multi sport camp | Gym  | Tues-Friday 9:00am-3:00pm<br>December school vacation week   |
| Childhood Adventures            | Room 4 – Preschool Room<br>Room 2 – mini gym | Monday – Friday 9:00-12:00<br>Monday – Friday 9:00-12:00<br>This program is every school vacation week while preschool is closed   |
| Alien Planet                    | Room 1                                       | Tuesday – Friday 9:00am-12:00<br>School vacation weeks   |
| All sports clinic               | Gym  | Tuesday – Friday 9:00am-2:00pm<br>When Curtis Gym isn't available  |
| Animal Antics                   | Room 1                                       | Tuesday 10:00-11:00am for 5 weeks every season except summer<br>Saturday 9:00-10:00 for 5 weeks every season except summer   |
| Tiny Tumblers                   | Room 2 – mini gym                            | Tuesdays 11:00-12:00 for 5 weeks every season except summer<br>Thursdays 10:00-11:00 for 5 weeks every season except summer<br>Saturdays 9:00-12:00 for 5 weeks every season except summer |

|                              |                                   |   |
|------------------------------|-----------------------------------|---|
| Drop in Play time            | Room 2 – mini gym                 | Tuesdays 9:30-10:45 year round except summer  |
| Pre-k Basketball             | Gym                               | Saturday's 11:00-12:00 5 weeks every season except summer   |
| Mini Sports                  | Gym                               | Saturday's 10:00-11:00 5 weeks every seasons except summer  |
| Jump, Roll & Sing            | Room 2 – mini gym                 | Wednesday's 9:30-10:30 Year round (except summer)   |
| Discovering Dr. Seuss        | Room 1                            | Wednesday's 10:00-11:00 5 weeks every season except summer  |
| Pint Size Picasso            | Room 1                            | Wednesday's 10:00-11:30 5 weeks every season except summer<br>Saturday's 10:00-12:00 5 weeks every season except summer       |
| Summer Soccer Starts         | Gym                               | Thursday 3:00-6pm Winter<br>Sunday 9:00am – 12:30 winter  |
| Viking Basketball            | Gym                               | Saturday's 12:00-5:00 Winter  |
| Video Game Design            | Room 3                            | Tuesday's 5:00-6:30 12 weeks (couple times a year except summer)  |
| Lego Robotics                | Room 3                            | Tuesday's 4:00-5:00 12 weeks (couple times a year except summer)  |
| Drama Kids                   | Gym                               | Tuesday's 5:00-6:00pm 12 weeks (couple times a year except summer)  |
| Drama Kids Academy           | Gym                               | Tuesday's 6:00-7:00pm 12 weeks (couple times a year except summer)  |
| Pottery Painting             | Room 1                            | Thursday's 4:00-5:30pm 6 weeks each season except summer  |
| Basketball Shooting sessions | Gym                               | Sunday's 8:00-9:00am 8 weeks winter   |
| Motion Commotion             | Room 1                            | Monday's 4:00-5:30 6 weeks winter   |
| Girl's Science club          | Room 1                            | Monday's 5:30-6:30 6 weeks winter   |
| Wild Wednesday               | Room 1<br>Room 2<br>Gym           | Every SPS half day Wednesday 12:00-6:30<br>Every SPS half day Wednesday 12:00-6:30<br>Every SPS half day Wednesday 12:00-6:30 |
| Babysitter Training          | Lobby                             | Wednesday's SPS early release days 12:30-6:00pm   |
| Home Alone Workshop          | Lobby                             | Thursday 5:00-7:00pm a couple times a year  |
| Code Camp for Kids           | Room 2                            | Tuesday's 5:00-6:30 14 weeks (couple times a year except summer)  |
| Teen Center                  | Gym<br>Room 1<br>Room 2<br>Room 3 | 1 Friday a month 7:00-9:30pm  |
| Super Soccer Stars Shine     | Gym                               | Sunday's 12:15 – 1:00 12 weeks winter   |



|                               |                                   |  |
|-------------------------------|-----------------------------------|--|
| Holiday Cupcake decorating    | Room 1                            | 6:15-7:00pm 1 day workshops throughout the year          |
| Drawing & Painting            | Room 1                            | Monday's 5:00-6:00pm 5 weeks each season except summer   |
| Joy of Dance                  | Gym                               | Tuesday's 7:00-8:00 8 weeks each season except summer    |
| Sneaker Prom                  | Gym<br>Room 1<br>Room 2           | 1 Night a year 7:00-9:00pm                               |
| Tap Dance                     | Gym                               | Monday's 6:30-7:30pm 6 weeks each season except summer   |
| Yoga                          | Room 2                            | Monday's 7:00-8:15pm 5 weeks each season except summer   |
| Sudbury Summer                | Gym<br>Room 1<br>Room 2<br>Room 3 |  |
| Pre school Pals               | Room 4<br>Gym                     |  |
| Sudbury Adventure             | Room 3                            |  |
| Summer Extended Day           | Gym<br>Room 1<br>Room 2           |  |
| Triple Threat Basketball      | Gym                               | Saturday's 9:00-10:00 6 weeks Fall                       |
| Kitchen Chemistry Little Chef | Room 1                            | Thursday's 9:30-10:30 5 weeks every season except summer |
| Drama Kids Intro to Improv    | Stage/Gym                         | Tuesday's 5:00-6:00pm 10 Weeks Fall                      |
| Basketball Basics             | Gym                               | Thursday's 5:00-6:00pm 6 weeks Fall                      |
| Prep for Tryouts              | Gym                               | Friday's 5:00-6:00pm 6 weeks Fall                        |
| Archery                       | Gym                               | Thursday's 7:00-8:00 4 weeks every season                |
| Skits and Mini Plays          | Gym                               | Wednesday's 7:00-8:00pm 8 weeks Fall/Every season        |

The above space does not include office space. Park and Recreation department currently has a front desk/reception area shared for the whole building, office for Director, admin, assistant director, youth coordinator, program coordinator, part time desk area, 1 small storage closet in the gym, 1 medium size storage area in a hallway, 1 makeshift lunch room, small lobby, 1 set of bathrooms near the preschool room (the old school side bathrooms which are shared with the school department and public), 1 set of bathrooms near pool that are shared between staff and public.

Senior Center Programs – Not all programs

| CURRENT PROGRAM            | SPACE  | FREQUENCY   |
|----------------------------|--------|---|
| Yoga for living well       | Gym    | Tuesday's 9:00-12:00 8 weeks each season except summer  |
| Tai Chi                    | Gym    | Monday's 2:15-3:15 8 weeks each season except summer  |
| Beginner Tap Dance         | Gym    | Thursday's 9:00-9:30 8 weeks each season except summer  |
| Tai Chi for Healthy Living | Gym    | Tuesday's 1:30-2:30pm 8 weeks each season except summer   |
| Intermediate Tap Dance     | Gym    | Thursday's 9:30-10:30 8 weeks each season except summer   |
| Better Bones               | Gym    | Monday's 1:00-2:00pm 8 weeks each season except for summer  |
| Fit for Future             | Gym    | Monday 11:00-12:00 Ongoing monthly except summer<br>Wednesday 11:00-12:00 Ongoing monthly except summer<br>Friday 11:00-12:00 Ongoing monthly except summer |
| Tax Help                   | Room 1 | Tax Season  |

Programs unable to offer due to space

| CURRENT PROGRAM                          | SPACE                    | REASON  |
|--|--------------------------|---|
| Adult yoga – daytime                     | Gym or Multipurpose room | Senior programming or toddler programming already using space during daytime  |
| Stroller Strides                         | Gym                      | Gym not large enough and being used almost every day some mornings some afternoons  |
| Drop in Playtime – multiple times a week | Mini Gym/Mat room        | Toddler and preschool programs already using the room multiple times a week   |
| Drop in Open Gym                         | Gym                      | Gym being used by other senior programs or recreation programs  |
| Adult fitness classes – day and evening  | Multipurpose room        | Other popular programs already using current space  |
| Adult basketball league                  | Gym                      | Gym not large enough (normal size) Rec league currently held at school  |
| Pickle ball                              | Gym                      | Gym is not large enough for full size pickle ball court to be marked. Gym also already in use most of the day   |
| Parent & Toddler Classes                 | Multipurpose room        |   |
| Multiple outdoor programs                | Rain location needed     | Fairbank Community Center is the rain location for programs run at Haskell and in the Fairbank backfield. If it rains, there would not be enough space for multiple programs in the gym |
| STEM for Tots                            | Multipurpose room        |   |
| Multiple afterschool programs            | Multipurpose room        |   |
| Kickboxing                               | Multipurpose room        |   |
| Badminton                                | Gym                      | Gym already in use and not proper size for safe use   |
| Music Classes                            | Multipurpose room        | Other popular programs already using current space – no storage for musical instruments   |

# Current Recreation Department Staff

---

## **Full time**

- Park, Recreation Aquatic Director
- Recreation Assistant Director/Therapeutic Specialist
- Recreation Program Coordinator
- Recreation Youth Coordinator
- Recreation Administrative Assistant
- Aquatic Supervisor/Assistant Director
- Aquatic Supervisor
- Head Lifeguard

## **Part-Time**

- Front Desk Receptionist (Monday, Wednesday Friday 9-3)
- Front Desk Receptionist (Tuesday, Thursday 9-3)
- Front Desk Receptionist (afternoons and weekends) - 6
- Preschool Director
- Preschool Teachers – 4
- Aquatic Supervisors (nights and weekends) – 5
- Recreation Staff – 5-10
- Lifeguards - 25
- Water Safety Instructors - 6
- Swim Aides - 5
- Recreation Program Instructors - 4
- Aquatic Program Instructors – 3

## **Seasonal Staff**

- Summer Camp Staff - 50
- Office Assistant – 1-2
- Front Desk Staff (summer only) – 2-3
- Lifeguards (summer only) – 3-5

The Recreation Department also works with a great number of vendors to run programs year round.

---

# Senior Center Practices

## INTRODUCTION

In the states and territories senior centers offer older Americans a comfortable place to participate in activities, socialize with their peers, and share a meal. Senior centers, supported by funding from various sources including the State Unit on Aging, are often coordinated by Area Agencies on Aging. Although all states have senior centers, they vary greatly. Several states and territories are developing statewide standards for their senior centers. Implementation of state standards ensures that each senior center offers appropriate and consistent services. Senior center standards often regulate hours of operation, set forth requirements for nutrition programs, provide for handicap accessibility, and prescribe social, health and wellness activities.

NASUA surveyed the states concerning funding sources, operational guidelines for senior centers, and services deemed necessary. 38 states responded to the survey. Of those responding, 16 states offer guidance for their senior centers.

### **Funding Sources**

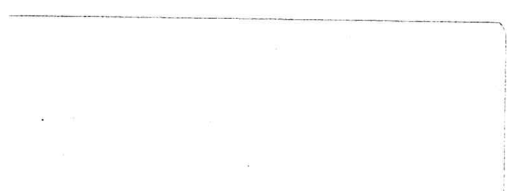
The variation of funding for senior centers is quite broad, often including multiple sources of funding, as single funding sources often do not cover all of the expenses.

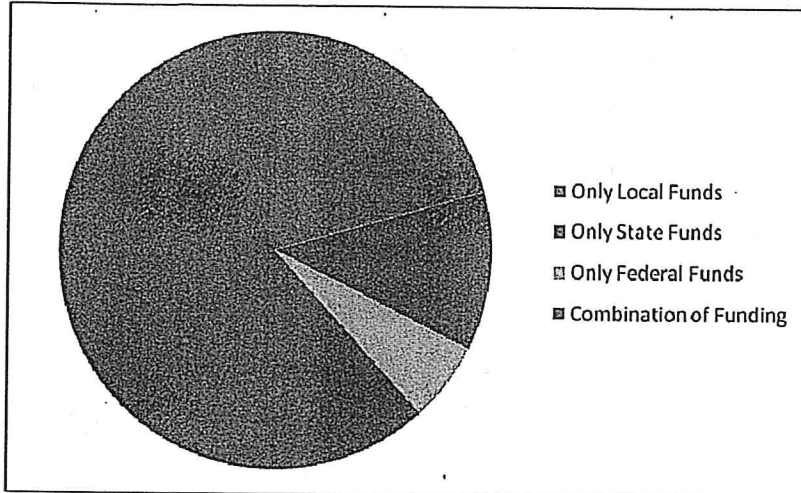
Federal funds are the exclusive source of funding for senior centers in Arizona and Illinois.

Exclusively state funded senior centers exist in Louisiana, Hawaii, Ohio, and Tennessee.

Local funding exclusively supports senior centers in California, Minnesota, New Jersey, North Dakota, the Northern Mariana Islands, Wisconsin, and Vermont.

21 states' senior centers are funded by a combination of federal, state, local and private funds. These states include: Alabama, Arkansas, District of Columbia, Florida, Georgia, Kentucky, Michigan, Missouri, Mississippi, Montana, Nebraska, Nevada, New Hampshire, North Carolina, Oklahoma, Rhode Island, Texas, Utah, Virginia, West Virginia, and Wyoming.



*Sources of Funding for Senior Centers<sup>1</sup>*

### Handbook, Guidelines and Standards

Of the states that responded to the NASUA survey, 16 states provide guidance for their senior centers in the form of a handbook, guidelines, regulations or standards for the operations of their senior centers. State guidance often includes staffing requirements. Guidelines may include requirements of structural features, such as handicap accessibility, safety measures, and adequate lighting. Programming elements such as activity categories, schedules and variety may also be included. Please see the appendix for examples of guidance from the states.

The following states offer guidance for senior centers in the form of information on standards and procedures: Alabama, Arizona, District of Columbia, Florida, Georgia, Illinois, Mississippi, North Carolina, and Tennessee.

Kentucky and Missouri have adopted regulations for senior centers, which are enforceable by law.

Texas senior centers are required to adhere to an administrative code. North Dakota has a policy for construction or acquisition of a senior center, but everyday operations are not standardized or monitored. Nevada senior centers are expected to meet service specifications. Utah has rules for nutrition, but does not standardize other services and activities.

### Hours of Operation

Of the 38 states that responded to the survey, only seven states regulate the hours of operation. Each state approaches hours of operation differently.

Alabama requires senior centers to remain open from 9:00 am-1:00 pm daily, although many are open longer. North Carolina requires senior centers to be open for 40 hours a week, excepting holidays and inclement weather. Oklahoma requires its senior centers to be open for 30 hours a week, unless it has a waiver approved by the State Unit on Aging. Mississippi suggests hours, but has no requirements. In Georgia, senior centers are required to be open four hours a day, and serve one meal a day five days a week. In Illinois, centers must be opened seven hours a day for five days a week.

<sup>1</sup> This chart represents the states that responded to the NASUA survey.



All of the states that do have standards for hours of operation allow for some flexibility.

### Promising Practices

The states were asked to share their promising practices, and the greatest senior centers successes.

Many states are moving towards a wellness approach to encourage active lifestyles that includes physical and intellectual pursuits. Arkansas is using the seven dimensions of wellness as a basis for its programs: Emotional, Environmental, Intellectual, Occupational, Physical, Social and Spiritual Wellness. The Northern Marianas also encourage physical and intellectual pursuits by offering aerobic exercise, dancing, and internet skills workshops. New Jersey and Massachusetts have introduced Wii video games as a source of exercise. Missouri has a campaign for healthy lifestyles titled *Live Like Your Life Depends On It*.<sup>2</sup>

Many states also report program management promising practices. Wyoming requires quarterly reviews, including fiscal and programmatic accountability, site visits and quarterly reports assisting the state unit to remain in contact with their senior centers. New Hampshire offers grants to senior centers for demonstrated best practices to incentivize the senior center administrators. The grants can be used for programming or an evidence based program. Many senior centers have used these to implement strength and conditioning programs.

“We do our best to make sure they (senior centers) are physically accessible, clean and attractive, with great food!”

-Beth Batman, Oklahoma

Many states offer certifications and continuing education to their staff and volunteers to ensure quality. North Carolina offers its senior centers voluntary certification; there are two levels of certification- Center of Merit and Center of Excellence. This program is based on a self-assessment instrument, the Senior Center Operations and Program Evaluation or SCOPE tool, which serves as a standard for practice in five major operational areas:

- outreach and access to services
- programs and activities
- planning, evaluation, and input from older adults
- staffing
- operations and physical plant.

North Carolina also offers an *Institute for Senior Center Management* at which senior center staff learns management skills, update credentials and enhance professionalism. Texas also offers training opportunities for staff. The District of Columbia and Arizona senior centers have a senior advisory board/council that provides direction to the management.

### Conclusion

Senior centers offer a sense of community to each state's aging population. Seniors may share a meal with their peers, learn a new skill and participate in physical activities. Of the 38 states that responded to our survey, 16 provide guidance to the senior centers in the form of a handbook, guidelines, standards or regulations. Only 2 states have regulations that are enforceable by law.

<sup>2</sup> To learn more about the campaign: <http://www.lifedependsonit.com/>

## MASSACHUSETTS SENIOR CENTER STANDARDS

## Design Considerations for Senior Centers

## Parking

Van or emergency access. Allow 1 parking spot/100 gsf.: less with good public transport and/or if walking is a feasible option. No parking islands! Consider: covered ramp, enclosed (lit) entryway, ensure adequate lighting.

## Entry, Enclosure

Enhance visibility, identification of center. Conserve energy. Maintain even lighting transition (exterior--interior). Assisted/automatic doors are *valued*. Consider *separate* exits for home delivered meals, durable equipment loan storage.

## Greeting/Waiting

PROMINENT sign-in registration/security area. High/low countertops may include horizontal cubbies for popular brochures, flyers and handouts. Coat storage. Seating area. Use for groups awaiting departure.

## Display

Consider enclosed bulletin board, display rack, and/or cork strips for notices, volunteer recognition.... Allow for wheelchair viewers. Display sensitive materials (e.g., elder abuse brochures) *in lavatories*. Re-sale shop?

## Recreation &amp; Assembly

Multi-use space: meals, presentations, assembly, exercise/fitness, line dancing, etc. Chair mix (with & w/o arms); interlocking chairs may be required for public assembly. Test chairs (with live seniors!) *in advance*.

## Auditorium/Main Room

Noiseless (prefer ball-bearing hinges on large) doors. Space should be divisible (60/40 or 1/3rds) with an overhead, divisible sound system based on your (soundproof) partitions. Locate floor plugs/jacks on both sides of partitions—near center of wall. Provide for natural exits, pass throughs. (Automate) curtains, partitions. Storage closets for chairs, dollies, etc. Stage Ramp access. Consider storage, toilets, wheel-in shower, dressing room/s.

## Dining

Avoid institutional feel (round/folding tables [wheeled legs], colorful decor, "café" canopies, and adequate space for wheelchairs & service). Consider: access to outdoor areas. Consider "picture rails" at 7-8 feet above floor.

## Kitchen

Refrigerated, dry and temporary storage. Ventilation for dry foods: 2" from walls, 6" from floor and ceiling: plastic DIY shelving is OK. Use a "pass through" for serving/food return. Restaurant style appliances, sinks, dishwashers. Sep-a-rate clean // soiled dishes, utensils. Use *Food Service Manager* or

*professional chef* (not an engineer!) for kitchen design consult.

#### Classes

Multi-use space: adult education, training, rehearsals, music, sink/s, lockers.

#### Arts & Crafts

Seasonal and other storage(!) Dedicated space: computers, pottery/kiln.

#### Lounge and Furnishings

Quiet spots; conversation, cards, reading. Use a *Physical or Occupational Therapist* to design/suggest supportive (read: firm) furnishings. Consider washability, #250 capacity & no protruding legs. Elders to pre-test samples!

#### Lavatories

Typically, *twice* as many women attend senior centers as do men! Locate "handicapped accessible" lavatory/ies near function room, along lengthy corridors, near front entrance &/or elevators. Consider assisted doors, emergency call devices in lavatories. Use contrasting wall color behind commodes!

#### Fitness/Recreation

Consider cushioned floor in exercise room (& storage for mats). Allow (some) visibility for passers-by. Consider walk-in shower/s.

#### Supportive Day Care

Allow 50 SF per participant. A walk-in shower and washer/dryer (and hairdressing sink!) may be helpful. Consider keyed doors, digital recording.

#### Site movement

Encourage walking (e.g., to lavs) that pass activities. Use translucent/clear panels in solid doors to reduce collisions. Consider interior blinds for support groups/programs. Use mini track lighting behind (deep) handrails/ chair rails. Consider: wide corridors to allow *two* wheelchairs to pass.

#### Building Services

Corridors "short, wide, eventful." Carpeting to have color changes near (the) walls. Consider (recessed) benches; mini-lighted railings. Fixtures to be operable with a *closed* fist. Provide separate HVAC controls in computer, exercise rooms. Lockers for volunteers. Tool storage closet. Locate defibrillator near telephone jack (for automatic dialing when case is opened.) Do *not* place fire department signal plate near the plate/s that opens the automatic doors! Suggest two-hour firewalls in multilevel buildings and extra soundproofing if "noisy" activities are near "quiet" ones.

#### Administration

Staff, board meetings/special functions; individual (private) consult space. Use of glass/blinds/curtains to

allow seeing “through” rooms. Computer/ copier accessibility. Separate lavatory for admin staff... & frig/microwave break room, esp. in an administrative wing. Intercoms. Supply storage.

#### Outdoor Recreation

Consider: fitness path, wheelchair garden, stretching stations or quiet areas.

#### OTHER

Maximize space possibilities through floor-ceiling (movable) partitions. Design for *ultimate* use of five to six (gross) square feet (SF) per elder (more SF in towns with fewer than 1000 seniors, a little less SF for 6000+ seniors). Add 1 SF per elder for self-prep kitchen, supportive day programs. If you can't build to these guidelines, “stub” utilities and specify reusable windows in area/s logical for future expansion. If you build it, they will come.

Allow up to 30% of designed space is needed for storage! The users will thank you!

Review the number/spacing of outlets: use *commercial*, not home, specifications.

Automate curtains, drapes, partitions – especially if you have no janitor. Cathedral ceilings have strong appeal, but consider energy costs (reversible fans) and light bulb changing issues.

Design logically for ease of use. Include someone from your Disabilities Commission on your building committee. Fitness is probably more popular than you initially thought.

A building committee should include engineers, architects, interior designer professionals, as well as someone familiar with adult/supportive day care. Your building committee is NOT your fund raising committee.

Ask architect for a list of current/recent projects and permission to speak with the principals at those sites.

A project manager/clerk of works is strongly advised. Document all changes, understandings and/or assumptions as they occur w/ respect to design re-work. Talk to directors in new(ish) facilities: needs/requirement/priorities may have shifted since completion!

#### **Special, Non-typical or Occasional Uses Found at Senior Centers in Massachusetts**

Supportive Day Care (or Adult Day Health – medical model) Standalone/integrated space.

Fitness Center (uses equipment that may require initial assistance with operation)

Arts & Crafts (particularly a kiln and dedicated storage/lockers)

Woodworking

Small household items repair workshop

Private counseling and group support

Computer training (may need separate cooling system in room)

Greenhouse

Kitchen for “cooking for one”—or large scale ovens;

also café style enclosure (low bookcase/planters & awnings)

Durable Medical Equipment Loan “closet”

Pool/table tennis

Bowling Alley (in community center)

Diving/swimming pool (in community center)

Video production

Stage (accessible)

Gym (with Park/Rec or community center); Lockers; Showers – wheel in type.

Police sub-station (bicycle or regular patrol—good for elder abuse reporting issues, scams & related matters, RUOK telephone reassurance calls)

Other health & human service agencies (can be for profit...), or  
“Friends of COA” space (rental)

Resale Shop(pe)

Library (lending, including videos: may be good for outreach)

Walking trail

Emergency Support (heating/cooling—“homeland defense”; use as emergency shelter?)  
(defibrillator)

Breakfast services (e.g., “coffee shop” – run by COA)

Physical exterior spaces (e.g., dining, raised bed gardening)

Aquarium (good in conjunction with supportive day/adult day programs)

## Community Center Needs

This is a listing of space needs of the Sudbury Senior Center in order to continue to provide appropriate programs and services for the growing older adult population of Sudbury.

### Sudbury Senior Center

| SPACE   | REASON   |
|---|--|
| Front Desk/Reception                                | To welcome participants, register for classes, answer questions. This would be a smaller separate entrance that is easily accessible by the Senior Center handicapped accessible vans. |
| Central Reception                                   | Entrance with central reception for Senior Center and Park and Recreation Department.  |
| Lounge/Library                                      | Waiting room, social area, coffee/tea, newspaper, book exchange, public computer, home away from home for some.  |
| Offices   | 7 total: 1-Director, 1-Administrative Assistant, 1- Program Coordinator, 1-Outreach Information Specialist, 1-Volunteer Coordinator, 2-Part-time staff.                                |
| Wellness Room                                       | For use of Board of Health Nurse, for health screenings and consultations. Also for nutrition and podiatry consultations.  |
| Medium Program Room with sink                       | Arts and crafts room – designed with appropriate storage for supplies and artwork, as well as a sink. Could be shared with Park and Recreation.  |
| Medium Fitness Room                                 | For smaller fitness classes such as Yoga, Tai Chi, Strength and Balance, etc. (shared)   |
| Medium Program Rooms (2)                            | Various group meetings and classes, such as Bridge lessons, Current Events group, language or ESL classes, support groups. Cards/games. Also serve as backup fitness rooms.            |
| Medium multipurpose room                            | Room that is outfitted with technology, Uses would include smaller classes, events, speakers, computer/laptop/tablet classes, intergenerational activities.                            |
| Gym   | For larger fitness classes, such as aerobics, tap dance. Shared space with Park and Recreation.<br>Able to use divider to separate space into two rooms when needed.                   |
| Large Multipurpose Room w/stage                     | Outfitted with appropriate technology. Would be used for large academic classes, popular speakers, special events, special luncheons, intergenerational events.                        |
| Handicapped Accessible Bathrooms                    | Accessible bathrooms   |
| Handicapped Accessible Companion Bathroom           | Bathroom with space for aide or family member to assist  |
| Catering Kitchen/<br>(Teaching Kitchen if feasible) | Lunch, home delivered meals, possible cooking classes ("cooking for one", "cooking for diabetes", etc.) Shared with Park and Recreation.   |



|                      |  |
|----------------------|--|
| Large Storage Room   | Needed not only for office supplies, but for party and event supplies, as well as arts and crafts, and fitness equipment, extra tables and chairs. |
| Walk-in Storage Room | Medical Equipment Loan Closet  |
| Staff Break Room     | Shared with Park and Recreation Department.  |
| Closet/Lockers       | Place for coats, fitness gear (such as weights, so students don't need to carry them each week)  |



## Community Center Needs

Below is a list of the Park, Recreation and Aquatic Department needs concerning a new facility. Many of the needs come from the shortage we currently have at the Fairbank Community Center, while others come from overall programming needs to build the department. The Park, Recreation and Aquatic Department is currently in a static state, unable to build or grow due to many of the space/storage issues.

The Below list has been prioritized 1, 2, 3 with 1 being the highest priority and a necessity; an \* meaning not needed just able to create with better space.

### Parks & Recreation

|   | SPACE                           | REASON  |
|---|---------------------------------|---|
| 1 | Front Desk/Reception            | One entrance with central reception for Parks, Recreation, aquatics & Senior center   |
| 1 | Offices                         | 1-Director, 1-Assistant director Recreation, 1- Program Coordinator, 1-Youth Coordinator/Teen Center Director, 1-Administrator, 1-Seasonal Staff  |
| 1 | Storage                         | Needed throughout the facility for Teen Center, Recreation Programs, Summer Programs, preschool programs, and pool  |
| 1 | Copy/Fax/Mail room              | Common area need, accessible for pool, parks & recreation, preschool and senior center. Separate room would provide security and lessen office interruptions. As well as hold office supplies |
| 1 | Large Multipurpose Room         | Programming needs – Shared space with senior center   |
| 1 | Large Multipurpose Room w/stage | Programming needs – Shared Space with senior center   |
| 1 | Medium Program Room             | Programming needs- not shared, kept set up as mini gym used for preschool and programs  |
| 1 | Medium Program Room w/sink      | Programming needs – Shared Space with senior center<br>Art programs, sensory programs, general programs/classes   |
| 1 | Medium multipurpose room        | Programming needs – Fitness studio type room Shared Space with senior center  |
| 1 | Preschool Room w/bathroom       | Programming needs - Bathroom in preschool rooms specifically for the students.  |
| 1 | Gym                             | Programming needs – Shared space with senior center<br>Able to put curtain down middle to divide space into two when needed   |
| 2 | Common Office/Meeting Room      | For staff meetings, interviews, etc.  |
| 2 | Medium Program Room             | Programming needs – Shared space  |
| 3 | Separate Preschool entrance     | Controlled area for drop off and pick up, better access in and out of building for outside playtime, added security for pick up and drop off  |

|   |                             |   |
|---|-----------------------------|---|
| * | Therapy room                | Allow for more/specific adaptive and therapeutic programs. This could be the medium program room not shared and set up as a mini gym – not necessarily a separate room needed |
| * | Kitchen/lunch room/teaching | Lunch area for staff, but also accessible for teaching classes – shared space with senior center. If current Kitchen was updated/working                                      |

The Park and Recreation department currently has a front desk/reception area, 1 office shared between Director and admin, 1 office shared between assistant director, youth coordinator, program coordinator, part time desk area; 2 small/medium multipurpose rooms, 1 small/medium game room, 1 medium/large preschool room. 1 smaller than normal size gym, 1 stage (in the gym). 1 small storage closet in the gym, 1 medium size storage area in a hallway, 1 makeshift lunch room/therapy cool down room, small lobby, 1 set of bathrooms near the preschool room (the old school side bathrooms which are shared with the school department and public), 1 set of bathrooms near pool that are shared between staff and public; double as family changing rooms.

The main areas of concern or that we are lacking with the current facility include storage, private meeting room/conference room, a multipurpose gym/normal size gym, and general multipurpose rooms for shared space. Another concern that has been brought up by parents is not having a separate bathroom for preschool.

I have also attached recent schedules to highlight how the rooms/spaces are currently being used and shared. I believe by adding a few more multipurpose rooms, both the senior center and Park and Recreation Department will be able to fill their need.

## Aquatics

| SPACE |                                      | REASON  |
|-------|--------------------------------------|---|
| 1     | Offices                              | 1-Assistant Director, 1-Aquatic Supervisor<br>(This can be a shared larger office for the two staff)  |
| 1     | First Aid Station                    | Facility needs – between the programs running in the building and pool a first aid station is of great importance   |
| 1     | Member Locker rooms                  | Pool needs  |
| 1     | Family locker rooms/Kids locker room | Set area for families to change and go to the pool together. Could also be used for kids during programs and camps, so they don't disturb members         |
| 1     | Accessible Filtration Room           | Pool needs (for current pool) Additional filtration room would be needed for any additions to the pool  |
| 1     | Storage                              | Needed for first aid supplies, pool supplies, program supplies, part time staff lockers while working   |
| 1     | Lap Pool                             | Pool needs (existing needs updates)   |
| 1     | Dive Well                            | Pool needs (existing needs updates)   |
| 1     | Lobby                                | Pool/class needs  |
| 2     | Viewing area                         | Current viewing area is the lobby but not enough – particularly for swim meets and competitions   |
| *     | Staff locker rooms                   | Just an area where lockers can be put for staff – many of them come right from school and their bags are all over the lobby                               |
| *     | Medium Multipurpose room             | This can be a multipurpose room from the park and rec side that is close to the pool – for lifeguard training, classes, swim meets, and birthday parties. |

The Aquatic Department currently has a front desk/reception (shared with park and rec), 1 office for assistant director and supervisor, part time desk area; medium lobby which doubles as the viewing area for meets, 1 set of locker rooms, 2 small closets for storage, a small shed behind the building for chemical storage and pool supplies (shared with park and rec). 1 Not easily accessible and not properly sized filtration/pump room, 1 eight lane lap pool, 1 dive well w/ two diving boards (not acceptable for larger meets).

The main areas of concern or that are lacking with the current facility include an aging pool (30years old) that is not easily fixable if something goes wrong due to age, storage, and viewing areas. Also the locker room status; many of our members have complained or left because of the locker rooms. There are children of all ages in the locker rooms with adults; or many kids when there is summer camp or a program going in the locker room while our members are in it.





12 Esquire Road, North Billerica, MA 01862  
Toll Free- 800.649.8080 Fax- 978-670-6319  
WWW.SSGPools.com

4/6/2017

Atkinson Town Pool

Visual Assessment of Lap pool and Dive pool

Lap Pool:

The interior is all tile and in good condition, re-grouting the interior is highly recommended as several areas of missing grout was visible from the surface  
The finger grip tile around the edge of the pool is missing or in need of repair, about 10'-15' will need to be repaired

There is a visible crack in the top step of the stairs near the aquatic office, this appears to be a structural issue as the crack extends through the top gutter area

The existing starting platforms are in fair condition for their age, installing new "Track Start" starting platforms with adjustable starting wedge is recommended

The existing filtration system is original to the pool and should be replaced as soon as possible, the filter is starting to show signs of corrosion and many of the valves are not functioning well.

The addition of a medium pressure ultra violet sanitation system is highly recommended to improve air and water quality. Medium Pressure Ultra Violet systems are also recommended by the current CDC Model Aquatic Health Code.

Dive Well Pool:

Dive pool has similar issues with tile and grout

The depth markings will need to be replaced they are missing in some areas

Both diving boards should be replace soon, as the top "anti slip" coating has been worn off

Replacing the filtration system is also recommended

Adding a medium pressure ultra violet sanitation system

Adding a Accu-Tab feeder similar to the Lap pool system

Rick Mahr  
Commercial Development  
Guarino's Swimming Pool Service Inc.  
South Shore Gunitite Pools and Spas Inc.  
12 Esquire Rd.  
North Billerica MA. 01862  
[rmahr@ssgpools.com](mailto:rmahr@ssgpools.com)  
781-480-7031 direct  
978-888-7541 cell