

# Community Needs Assessment & Project Design and Draft Budget

## *For a Possible Senior Center in Lake Arrowhead, California*

Summer, 2024

**DRAFT:** Suggestions, edits, donations or questions may be submitted via email to: [thelagatheringplace@gmail.com](mailto:thelagatheringplace@gmail.com) or <https://lakearrowheadrotary.net>



*The Lake Arrowhead Gathering Place*  
*Sponsored by the Lake  
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The Lake Arrowhead Gathering Place

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## COMMUNITY OVERVIEW

Lake Arrowhead, California, is a small rural community nestled in the San Bernardino Mountain Range, sitting approximately one mile above sea level.

For about five months of the year, the area is characterized by snow, ice, fog, and low-lying clouds, which significantly hinder visibility due to the high elevation (5,174 feet above sea level.)



According to the most recent US Census (2020), Lake Arrowhead has a full-time population of 10,189, with **45.8% of the population being over the age of 50<sup>1</sup>**. Among this demographic, approximately 1,144 individuals report having a disability (as per the US census).

Lake Arrowhead is an unincorporated area within the largest county by land mass in the United States (San Bernardino County.) Access to most county-provided services involves a one-hour drive down a narrow, winding mountain road, with no available public commuter transportation.

Many seniors reside on privately-owned, narrow access roads, which are often steep and in disrepair, as these homes are less expensive compared to those on publicly maintained streets. This situation contributes to isolation and mental health challenges among seniors.

The community is served by the Mountains Community Hospital and its Rural Clinic, which is funded through property taxes, grants, fundraising efforts, and donations. While the hospital offers basic care, seniors must commute down the mountain for specialty care like cardiology.

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<sup>1</sup> US Census Bureau data

The population swells to over 21,178 residents during peak holidays and summers, with many homes being rented out as short-term rentals or serving as second homes for non-residents (10,000). In 2023-2024, there were 1,268 Short-Term Rental permits issued. The influx of holiday and part-time rentals brings in over \$1,550,000 in annual revenue for the County of San Bernardino.

The challenging mountain terrain, combined with many vacant homes, winter snow, ice, and fog, exacerbates the isolation of many seniors. During heavy snow, it is impossible to walk or drive to a neighbor's house – which is most likely vacant. This isolation underscores the urgent need for enhanced services and support within the community to address the physical and mental health needs of its senior population.



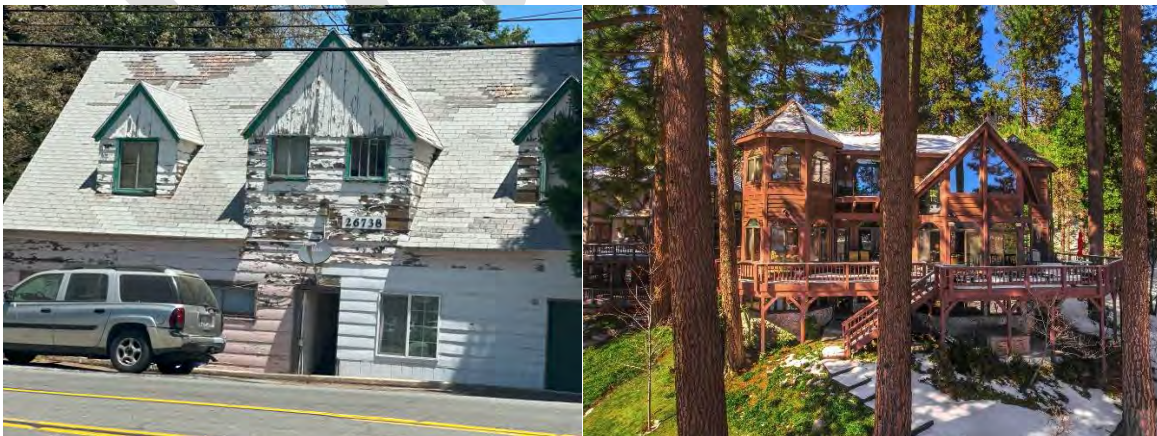
Senior snow removal



Access road meets county road

## Income

Lake Arrowhead full-time residents have a **high 12.9% poverty level** ... contrasted with lakefront homes that are owned by high-income earners.



**Both Ends of the Spectrum: Low-Income and High-Income residents.**

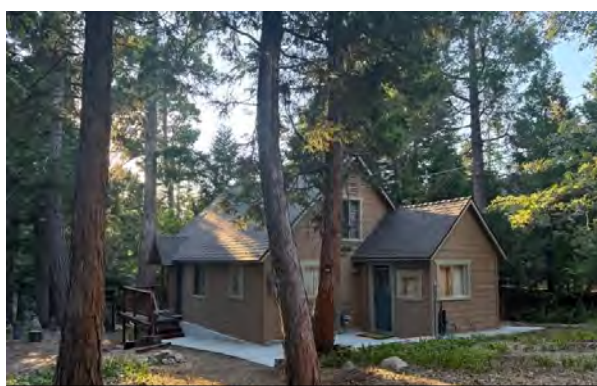


## The wealthy skew the median income statistics in Lake Arrowhead Basin.

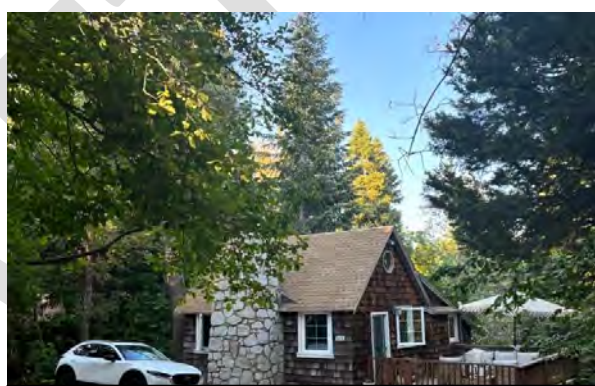
There are numerous small cabins and apartments that are occupied by seniors on a fixed income.

Many seniors have moved to Lake Arrowhead because homes are less expensive than many other California locations:

A 1,000 square foot home  
in Pasadena is estimated to cost **\$700,000**  
in Lake Arrowhead it is **\$300,000**



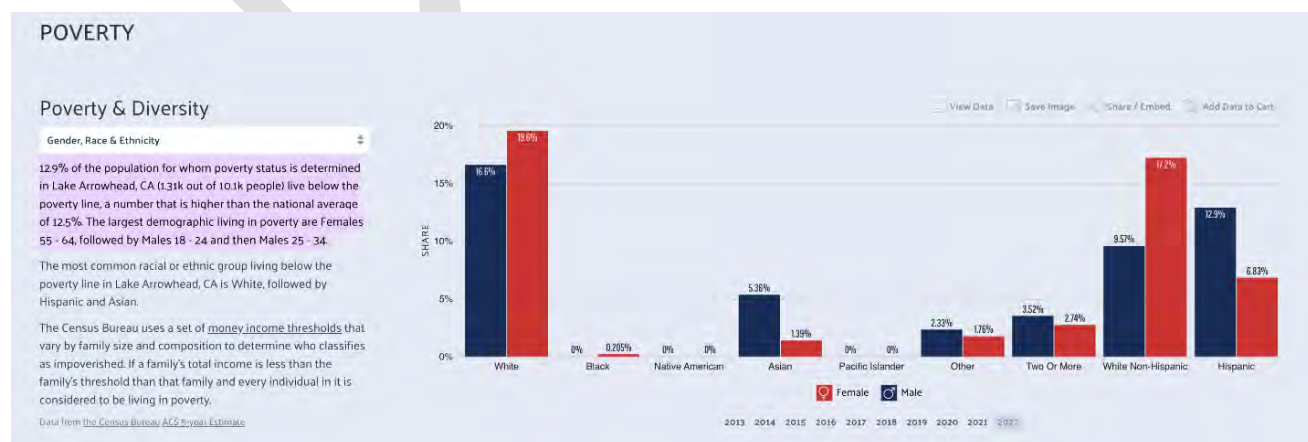
900 sq. ft. Part-time resident over 50- unmaintained 90-yard access road

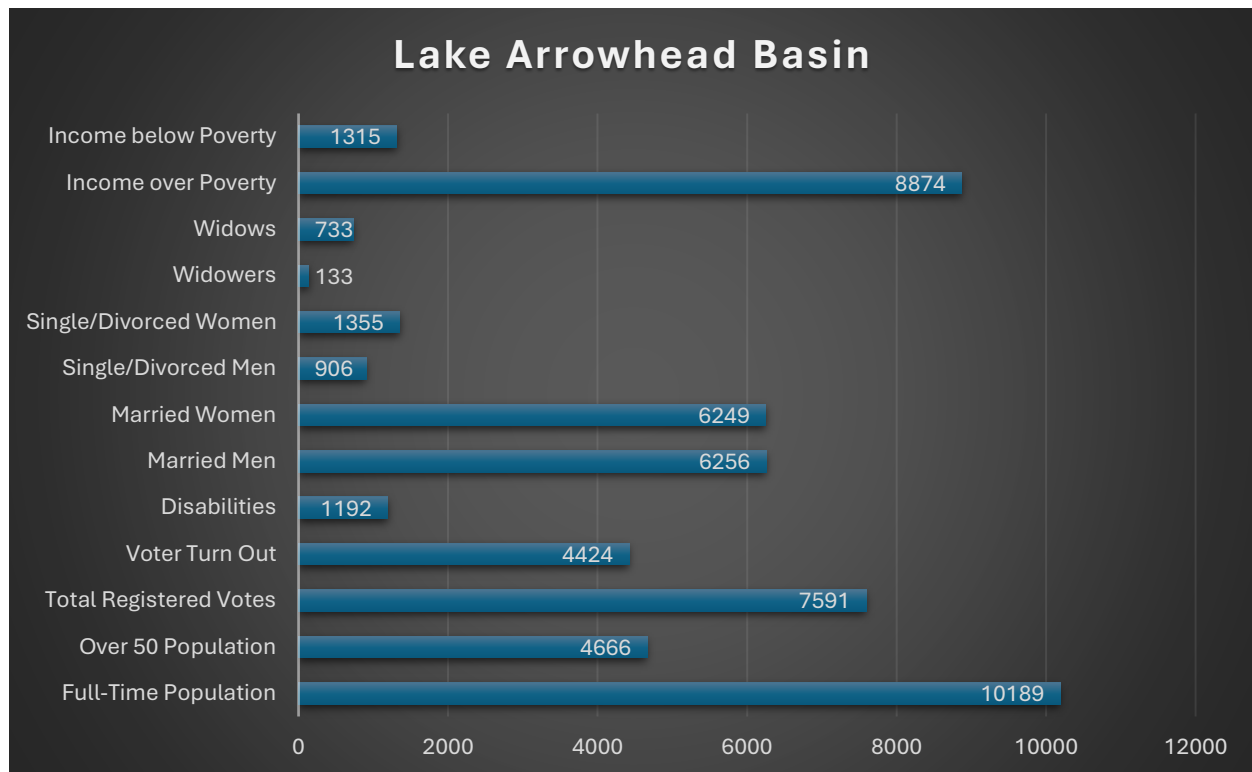


1100 sq. ft. Full-time residents over 50- unmaintained 100-yard access road

**Lake Arrowhead Basin's 12.9% Poverty Level is higher than the national average.**

**The Largest demographic living in poverty are Females aged 55 – 64.**





**45.8% of the population is over the age of 50** in the Lake Arrowhead Basin  
**35% is California's** percentage

**Disabled Seniors: 11.2% of the population** (and also over the age of 50.)

**Isolation: 50% to 70% Homes are Vacant / Second Homes or Short-Term Rentals**



This house has been vacant for many years, as reported by their next-door neighbor; a common circumstance where there is a lack of neighbors to establish relationships with.

Less than half of the homes in Lake Arrowhead are occupied by full-time residents.

This results in the absence of permanent neighbors and a fragmented community fabric.

Many children of our long-time residents have moved out of California due to the high cost of living and the ability to work remotely, leaving their aging parents in an even more isolated state.

During heavy snowfalls, it is impossible to get any help because the roads are impassable until they are plowed, and the snow is too deep to walk in.

This growing isolation among our residents underscores the critical need for initiatives that foster community engagement and support. Establishing a senior center, for instance, could provide a much-needed hub for social interaction, healthcare resources, educational and recreational activities, helping to mitigate the adverse effects of this isolation.



## COLLECTING COMMUNITY ASSESSMENT DATA

### Methodology

The Community Assessment was conducted in the Spring of 2024 by a team of Rotarians and others led by Rotarian Joyce Patrick Eckert. The approach was highly strategic and leveraged high-profile marketing techniques, enabling us to engage a significant number of community members in the assessment process.

To maximize participation, we utilized multiple outreach methods. We published informative articles in local news media, we produced large banners that were prominently displayed at our major intersection and near the local hotel. We also sent emails to all non-profits and organizations on the mountain, and made presentations at various club and community meetings, thereby reaching a diverse audience.



These efforts were instrumental in ensuring a comprehensive and inclusive assessment, providing us with valuable insights into the needs and concerns of Lake Arrowhead.

## 1. Asset Inventory:

The results showed very few **Senior Services** available in the Lake Arrowhead basin, even though Seniors over 50 years of age represent very high **45.8%** of the population, and Lake Arrowhead has a population of 10,189.

Senior Activities and Services offered in neighboring communities include:

- **Crestline** (561 feet lower than Lake Arrowhead with a 15 to 35-minute drive via narrow mountain roads, which can be foggy, and in the winter are icy or snowy.) Population 11,650, over 50 years of age is 4,084. Percentage of Seniors in Crestline and nearby Valley of Enchantment (VOE) and Cedar Pines Park (CPP) is **35.6%**
  - **Crest Forest Senior Center:** The County provides a very low-cost building for \$100 a month; very low-cost programs are funded by a volunteer thrift shop staffed by volunteers from the Crest Forest Senior Citizens' Club
  - Offers senior mental health, educational, and physical low-cost activities.
  - The total current roster for 2024 is 310.
  - **San Moritz Lodge:** Senior Luncheons provided twice weekly by the County Department of Aging and Adult Services and managed by the Crest Forest Senior Citizens' Club. Penny Schubnell manages the center and is the county's "Seniors Affairs Commissioner" for the Crest Forest Center. The goal of the county is to, *"Provide nutritious meals and socialization opportunities for seniors, aiming to enhance their quality of life and promote healthy aging."*
- 2. **Running Springs, Golden Oaks Senior Club** (856 feet higher than Lake Arrowhead with a 15 to 35-minute drive on mountain roads, which can be foggy, and in the winter are icy or snowy.) Population 4,589, over 50 years of age is 1,581. The percentage of Seniors in Running Springs and nearby Arrow Bear and Green Valley Lake is **34.45%**.
  - Has over 330 active members

- They offer very low-cost programs for an annual membership of \$10.
- Currently, they offer some free classes are Yoga, Senior Movement, Tai Chi, Line Dancing, Monthly Senior Luncheons, Picnics, Field Trips, Potlucks, Chili Cook Offs, Bunco, Bingo as well as holiday gatherings.
- The Hootman Community Center is now owned by the Rim of the World Recreation and Parks Department (it was deeded to the District 27 years ago)
- There was no fee for using the facility in the past, the new fees will be \$5,400 a year.
- **Twin Peaks** (669 feet higher than Lake Arrowhead with a 5 to 20-minute drive via narrow mountain roads, which can be foggy, and in the winter are icy or snowy. The State Highway (CA-189) is notorious for huge potholes, which can stay unfilled and unrepaired by CalTrans for many months. There was a dedicated Senior Center in the neighboring community of Twin Peaks, where the Sheriff's Station is located. This center was deeded to the Rim of the World Recreation and Parks District 27 years ago, has now been re-designated as a "Community Center", and the fee for rental is increased effective August. There has been a small group of seniors that met there for bingo and line dancing (no education or referral services.)
- **Lake Arrowhead (Zone 7 of the Federal census- includes Blue Jay & Twin Peaks)**, with a senior population of 4,666, has the largest concentration of seniors in the area. Remarkably, individuals over the age of 50 constitute 45.8% of our total population of 10,189. Despite this significant demographic, Lake Arrowhead lacks a dedicated Senior Center to support and engage our aging residents.

**Services provided within Lake Arrowhead for All Ages (including Seniors):**

- Mountains Community Hospital and Rural Health Clinic (available to all ages)
- County Library Lake Arrowhead Branch, Blue Jay (available to all ages)
- County Sheriff (available to all ages)
- County Special Districts offers outdoor Pickle Ball Courts and a walking track with stationary equipment at MacKay Park (available to all ages)
- Rim Family Services

- A non-profit organization located “on the Rim” in Skyforest to serve people who live in the greater San Bernardino Mountain area. They help with counseling and alcohol and drug abuse prevention. Their mission is to *provide the highest quality mental health and substance abuse counseling services and family strengthening programs for our Rim Communities residents.*
- Rim of the World Recreation and Parks District
- A special district formed in the 1980s relies on the original \$22 per year annual parcel tax to fund projects which has not increased in the last 40 years, which restricts what they are able to provide to the public. *They provide “facilities and programs that will provide and enhance creative, wholesome and imaginative leisure time living patterns.”* The District serves a vast area of approximately 110 square miles, or more than 70,000 acres. Boundaries of the District includes several communities, Blue Jay, Crestline, Green Valley Lake, Lake Arrowhead, Rimforest and Running Springs.
  - Indoor Pickle Ball is offered in Crestline
    - 3 mornings a week (provided by Rim Recreation & Parks District, on Rim Unified School District property)
    - \$15 a month, which will go up in August 2024 62.5% to \$40 a month.
- **Private Clubs**
  - Lake Arrowhead County Club (\$15,000 minimum initial buy-in and \$650 monthly.) High income individuals, which include a percentage of Seniors have their physical exercise and social / mental engagement needs met by joining the Country Club
  - UCLA Conference Center and Lodge invites UCLA professors to speak, and there is an opportunity to partner with them to have professors or other speakers present to the Senior Center before or after their presentation at the Conference Center
  - Arrowhead Lake Association – Property owners near the Lake are eligible to become members and use the privately-owned lake. Property owners outside of the radius may not join, nor may they use Lake Arrowhead, its trails or facilities.
  - Yacht club is focused on Arrowhead Lake Association affluent members.

### **Gyms / Fitness Centers:**

- Altitude Physical Therapy & Fitness (\$80/hr. for Physical therapy, \$10 a class)

- Arrowhead Fitness (\$10 a class)

### Service Organizations

- Arrowhead Arts
- Meals on Wheels – limited to 40 meals with an ongoing waiting list
- Operation Provider (*provides food, clothing, and other essential services to individuals and families in need*)
- Rim Fire Safe Council (provides a chipping and shredding service)
- Rotary (there are 2 clubs in Lake Arrowhead)
- Soroptimist
- Women's Club of Lake Arrowhead

### Transportation

- Mountain Transit – Dial-a-Ride, Fixed Route Services for the Mountain Community
  - Does not go down to San Bernardino, where most County services are located

### Museums

- Mountain History Museum
  - Open late spring to mid-fall on Weekends (11a – 4p)
  - Staffed by volunteers from the Rim of the World Historical Society
  - When open, the museum offers exhibits including history of the indigenous people of the mountain region, including the San Manuel Band of Mission Indians. Information includes Native American villages, culture and artifacts.

### Where do people gather?

- **Post Office:** Mail is not delivered to homes because of the rural nature of Lake Arrowhead, and the majority of homes are not occupied. People frequently pass by others they know when picking up or dropping of mail.
- **Grocery Stores:** We have 2 grocery stores, where you might “bump into” someone you know.
- **Churches:** There are approximately 8 churches that serve Lake Arrowhead and provide social and educational activities for their congregations and the greater community.



- **Concerts at Lake Arrowhead Village:** Tables to rent are available on Friday and Saturday nights during the summer (presold in the Spring for \$8000 per table per season.)
- **Concerts at Sky Park:** Membership (\$179 per person annually for local Seniors) must be purchased to attend.
- **Non-Profit Fundraisers:** Many non-profits hold fundraiser events, including the Arrowhead Arts Gala, Hospital Fundraisers and the like (attended by wealthier residents)
- **Mountain Thrift Shoppe:** This non-profit located in Blue Jay supports 10 local charities. The President reports that on a daily basis, volunteers see many lonely seniors come in and want to talk, and family members who are donating belongings of deceased or that have been moved to long term care.

This short list of where seniors can have chance encounters with each other in Lake Arrowhead (unless they are wealthy) highlights the unmet need of a Senior Center in the Lake Arrowhead basin where enriching relationships and activities can be created.



## 2. Surveys: Summary

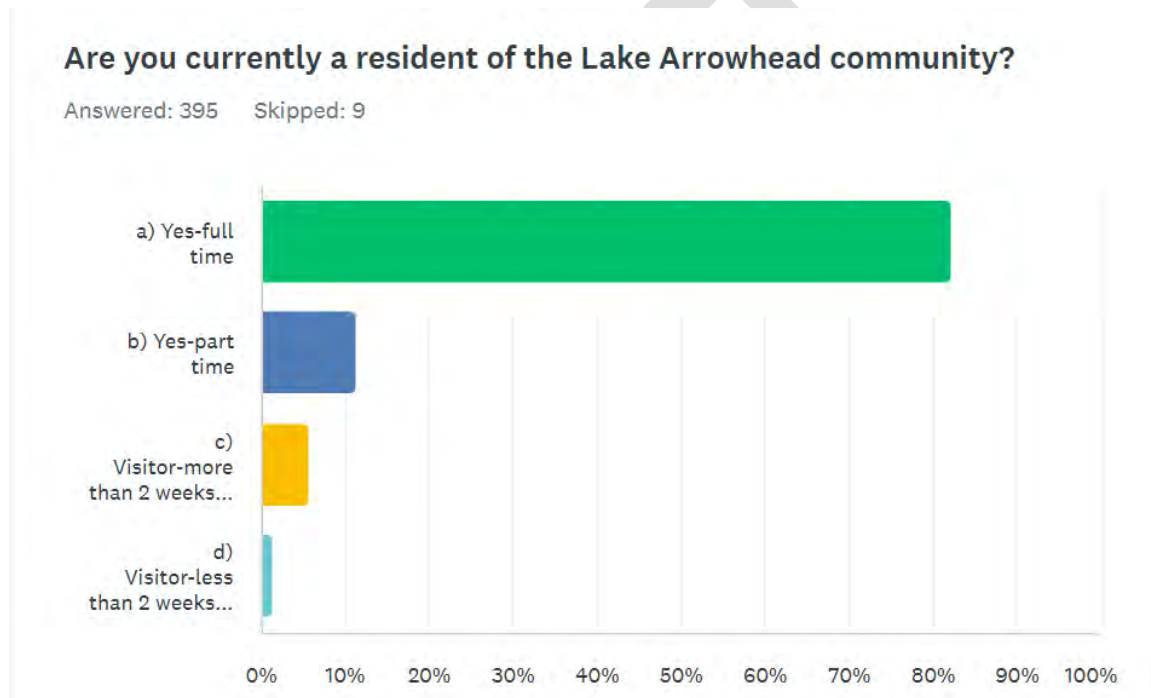
Surveys were conducted via Survey Monkey and via paper surveys passed out at various meetings and e-mailed to all churches and non-profits in our greater mountain community. Our outreach to seniors not involved in community organizations included sitting in front of our two grocery stores (on Senior Discount Day offered by one of them.)

Over 400 responses were received:

- 100% completion rate for the Survey
- 98% were 55 years of age or older
- 82% were full-time residents of Lake Arrowhead
- This represents 9% of the Senior Population in Lake Arrowhead

This report presents five of the key insights from the surveys; there were 20 questions that related to the subject in Appendix A.

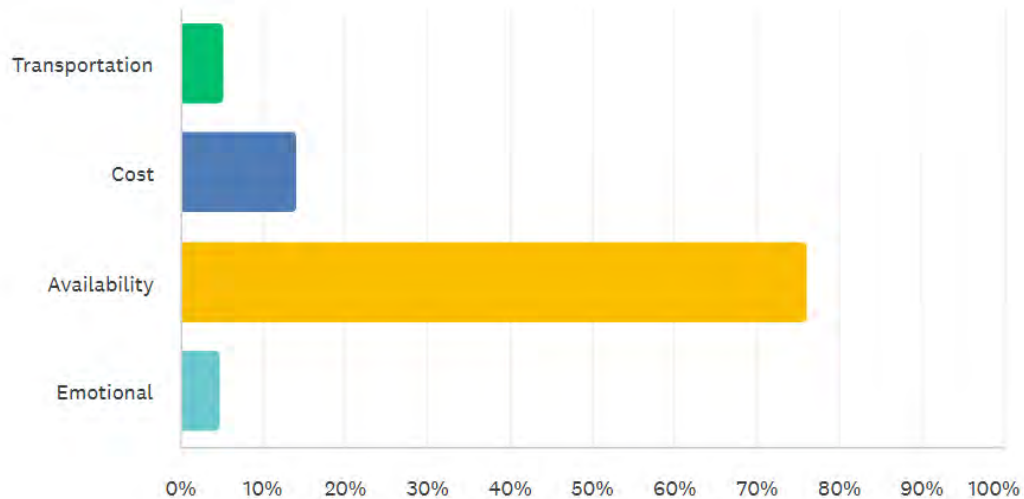
**The primary take-away from each response is in bold under each response.**



**82% of Survey responses were from full-time residents of Lake Arrowhead**

### What are the barriers for you to engage in social activities within...

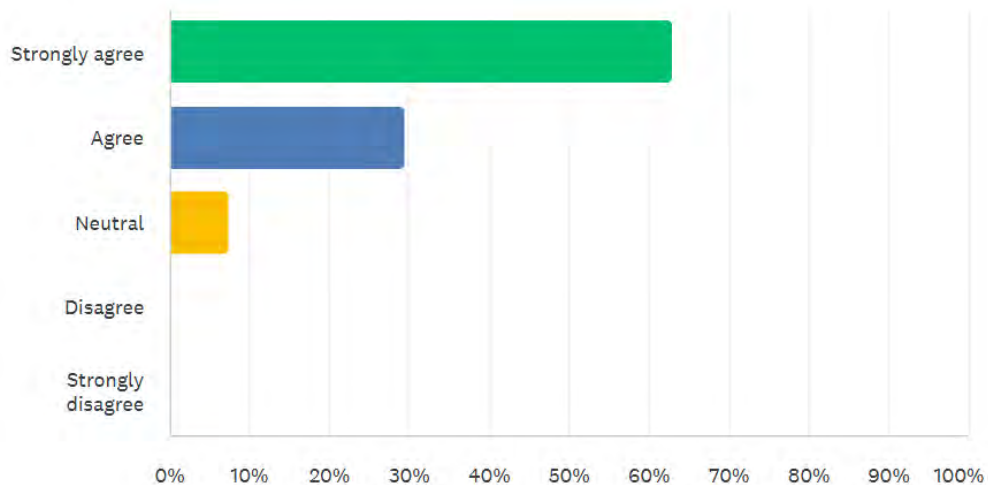
Answered: 363 Skipped: 41



**76% The Barrier to Engage in Social Activities is .... Availability**

### There is a need for a senior center in the Lake Arrowhead comm...

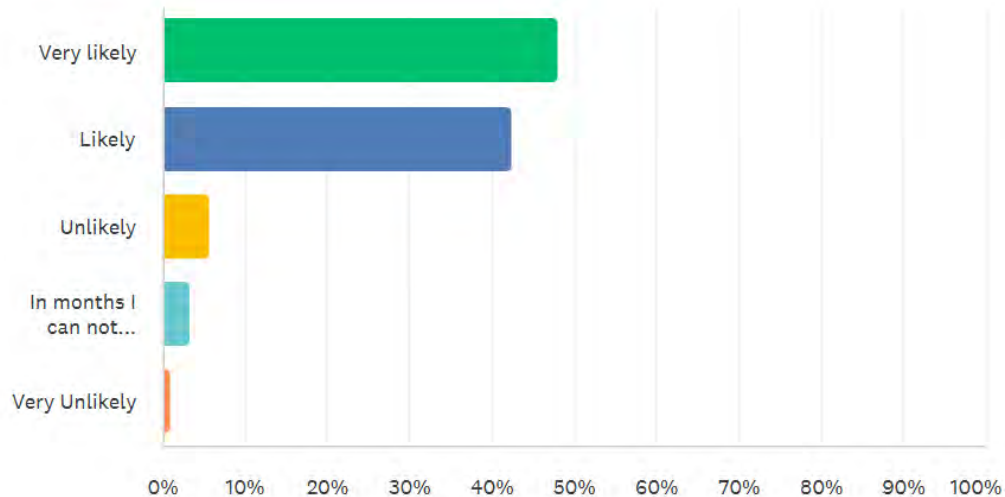
Answered: 399 Skipped: 5



**92% Strongly Agree or Agree there is a need for a Senior Center in Lake Arrowhead**

### How likely are you to utilize a senior center if one were establish...

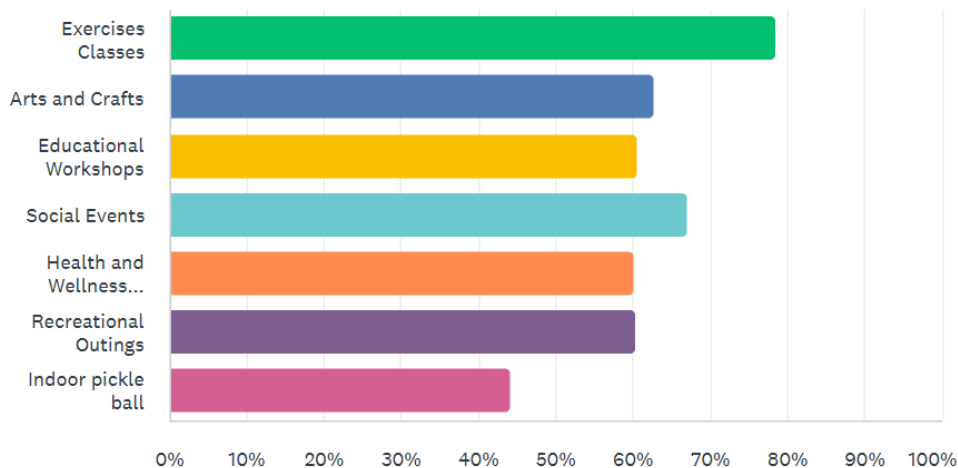
Answered: 396 Skipped: 8



### 90% Very Likely or Likely to Use a Senior Center in Lake Arrowhead

### What types of activities would you like to see offered at a senior ...

Answered: 397 Skipped: 7

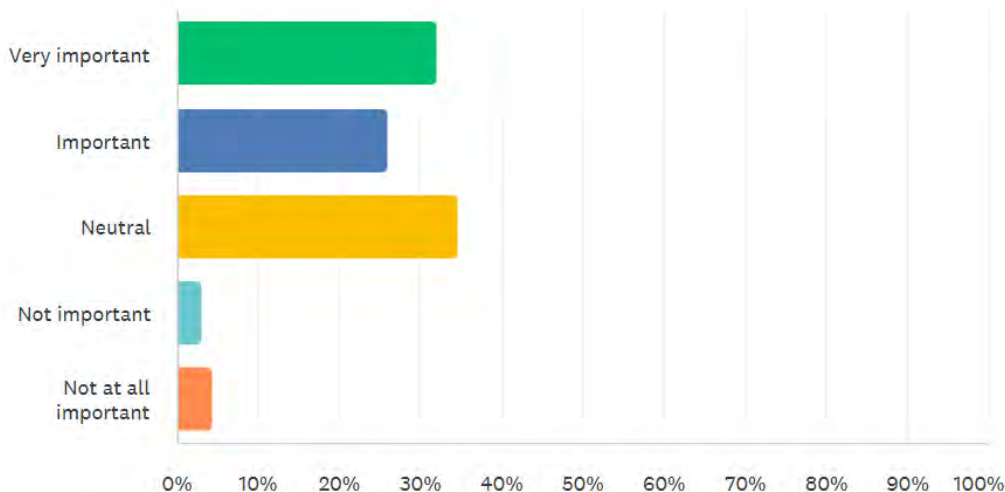


### Different Activities all had Strong Interest Levels: 78% Exercise Classes, 67% Social Events, 63% Arts & Crafts, 61% Educational



### How important is it for the senior center to offer meal services t...

Answered: 393 Skipped: 11



**58% felt it was Important to offer meal services from the County's free meal service program.**

*See Appendix A for all questions and details from the Survey.*

### 3. Community Mapping: Summary

**Lake Arrowhead basin (includes Blue Jay):** County Library in Blue Jay and the Mountains Community Hospital (MCH) and the Rural Clinic

**Skyforest ("on the Rim"):** Rim Recreation and Park District Offices and Rim Family Services

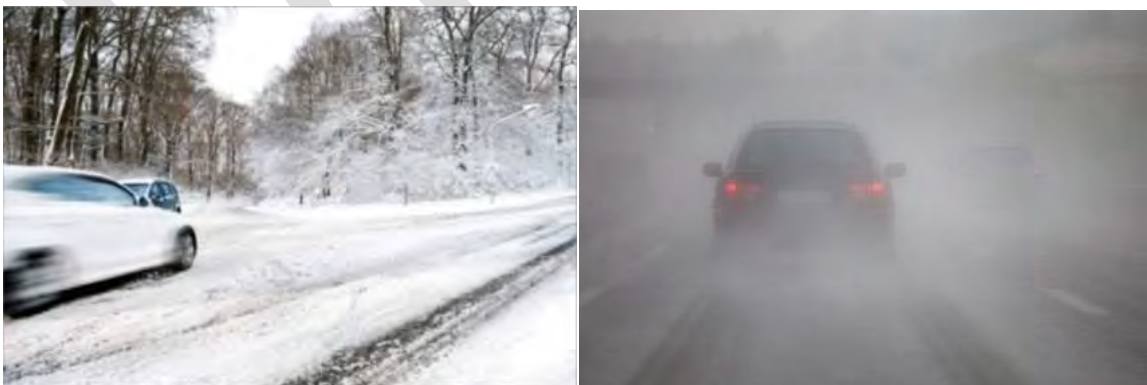
**Twin Peaks:** (669 feet higher than Lake Arrowhead with a 5 to 20-minute drive on mountain roads.) County Sheriff's Station that includes satellite offices for the County Assessor and County Building and Safety. The Community Center owned and operated by the Rim Recreation and Park District is also located in Twin Peaks. To main road in Twin Peaks, State Highway (CA-189), is notorious for huge potholes, which can stay unfilled and unrepaired by CalTrans for many months.

**Crestline:** (561 feet lower than Lake Arrowhead with a 15–35-minute drive on mountain roads): Crest Forest Senior Center, San Moritz Lodge offers Senior Luncheons twice weekly provided by the County.

**Running Springs:** (856 feet higher than Lake Arrowhead with a 15–35-minute drive on mountain roads): Golden Oaks Club operates a thrift shop that they own and rent the Hootman Community Center from Rim Recreation and Parks District.



**San Bernardino:** (4,074 drop in elevation, approximately 1 hour drive) is the County seat, with departments including Department of Aging and Adult Services, and other County Services, Hospitals that provide specialties not provided in the rural Mountains Community Hospital, like cardiology.



Crestline, Lake Arrowhead, and Running Springs residents do not typically drive to each other's mountain communities because of the mountain roads.

#### 4. Professional Interviews: Summary

Out of the ten different meetings that were held with various professionals in our community, the most promising / significant advice and opportunities to date included:

- **Rim of the World Recreation and Parks District.** General Manager Jennifer Hueter offered the district's *full support* to the need for a stand-alone Senior Center in Lake Arrowhead. Because of their 40-year-old funding structure, the district is very restricted in their ability to provide low-cost programming to Seniors.
- **Mountains Community Hospital (MCH).** CEO Mark Turner, and Director of Community Development Kim McGuire fully support the idea of a stand-alone Senior Center in Lake Arrowhead.
- **County Sheriff's** Captain Craig Harris supports a Senior Center; one benefit to the Sheriff's department is they anticipate a reduction in the welfare checks at senior residences that they are requested to perform.
- **Gerontologist Jacqueline Lauder.** Jacqueline has recently retired from the Center on Aging and holds a master's degree in Gerontology.
  1. Create a Master plan in line with the requirements for funding.
  2. Understanding a senior center is to first help seniors understand and how to access resources.
  3. In general, a senior center is NOT a service provider but a contractor for services.
  4. A key element is offering what is being funded
  5. Intergenerational programs
  6. A Virtual Senior Center
  7. The first priority would be to help seniors understand and how to access resources (a high number of our Seniors do not know how to use smart phones – if they have them – nor computers.
- **San Manuel Band of Indians.** Albert Jasso is the Director of Philanthropy for San Manuel Band of Indians, Melissa Castro is the Strategic Program Officer (Expiring Life Pillar)
  - They were supportive and asked for a copy of the Community Needs Assessment and Plan when available
  - The Senior Center must be financially sound for them to support it.

- **Mountain Transit / Dial-A-Ride** offered to modify their routes to include a Senior Center pickup and drop off locations, if a facility can be acquired that is not on their current route.
- **Superintendent of Rim of the World School District, Dr. Paul Sevillano**, The Rim of the World School District received a “senior reading” grant and is excited about the seniors of Lake Arrowhead becoming more involved with school-age children.

*See Appendix B for detailed information, and summaries of other meetings held with additional professionals.*



## 5. Community Meetings: Summary

Two Community Meetings were held; both were well attended. The detailed minutes and documentation of the community members ideas and are located in Appendix C. Representatives from our local news media also attended these meetings.

A structured question and answer format was used to ensure the issue and ideas were explored to the fullest extent by the participants.

One of the findings was made during our meetings and process of gathering survey data: Most Seniors attending the meeting did not know how to use Smart phones (and some did not own a smart phone.) We ended up giving an impromptu lesson on how to point the smartphone camera on a QR Code to access our survey. This highlights the need to provide training on skills on smartphones and computers to the seniors residing in our community.

Lack of knowledge on how to use smart phones and computers significantly limits:  
 Access to resources  
 Access to information about resources



Communication with the younger members of their families

**Common Requests were:**

- Level parking with many handicapped spaces
- Facility in Lake Arrowhead basin
- Mountain Transit Route / Dial-A-Ride Access
- Many physical activity programs (yoga, tai-chi, indoor pickle ball for winter months, etc.)
- Many Health Referral / Advice / How to Access
- Financial Management advice / classes
- Large and small rooms (activities like cards or puzzles taking place at the same time as a class, for instance)
- Mental Health classes and how to access Counseling services
- Cultural Activities and Education (Native American Indians in particular have a long history that precedes modern times)
- How to order groceries delivered on smart phones or computers
- Interaction with younger adults / multi-generational programs
- Luncheons with Speakers
- Dances
- Indoor pickle ball, indoor bocce ball
- Gardens / Gardening Club
- Wade pool / physical therapy pool
- Insurance Education

**Common Concerns were:**

- Isolation and Loneliness, especially in Winter (don't want to drive)
- Weather: concern about fog, snow, ice, steep, curving roads. Many did not like locations "on the Rim" (Sky Forest, etc.) because of frequent heavy fog which would keep them from going to the facility, even on Mountain Transit.
- Many seniors feel left out, especially if they do not have enough money to join non-profits or the Country Club
- Lack of opportunities for physical or social activity during winter months

*See Appendix C for detailed questions and answers by participants.*



## 6. Focus Group for Stakeholders and Community Leaders: Summary

We invited the leaders from all major organizations and businesses in our community to our focus group meeting and were pleased with the high level of participation from all stakeholders.

- Alma Borcuk - **LAGP (Lake Arrowhead Gathering Place) Executive Board Treasurer**, Treasurer of the **Mountain Arts Network**
- Angela Harrington - **Mountain Counselling Director**
- Captain Craig Harris - **Twin Peaks Sheriff (County of San Bernardino)**
- Cecilia Ponce DeLeon - **Lake Arrowhead Chamber of Commerce President**
- Dr. Paul Sevillano - **Superintendent of the Rim of the World School District**
- Elizabeth O'Neil - **Morning Sunrise Rotary Incoming President**
- Jay Rynda - **Rotary Club of Lake Arrowhead Incoming President, LAGP Director**
- Jennifer Hueter – **Rim of the World Recreation and Parks Director**
- Joyce Patrick Eckert – **LAGP Executive Board President**
- Laura MacFarlane Donohoo – **President of the Mountain Thrift Shoppe, LAGP Director**
- Penny Shubnell – **Crestline Senior Center Director**
- Ron Manning – **Running Springs Golden Oaks Senior Club**
- Scott Rindenow – **Lake Arrowhead News.com, LACCC Government Affairs, Lake Arrowhead Municipal Advisory Council Director, past ALA director**
- Teri Ostlie – **Rotary Club of Lake Arrowhead President**

*See Appendix D for detailed information*

## TARGET POPULATION

The target population for the Community Needs Assessment are **full-time residents of Lake Arrowhead who are over 50 years old.**

This age group is selected because individuals become eligible to join AARP at this age, marking a significant stage in their lives where they may begin to require more community and health services.

## COMMUNITY STRENGTHS, NEEDS, PRIORITIES

We held numerous meetings with community and business members during our assessment, in addition to the over 400 survey responses we received.

### Strengths

Our strengths lie in clear mountain air, beautiful forest trees, and relatively low cost of housing (as compared to other locations in California.)



**Frequent Disasters have drawn full-time residents together.** During significant snowstorms and major fires, many residents have shown kindness and generosity at taking care of each other while we wait for assistance.

Lake Arrowhead also counts these in our Assets:


- Support from **our County and State to clear snow and ice from public roads, our Library, our Sheriff's Department to keep our community safe,** and other services

- Support from **Rim of the World Recreation and Park District** not only for the need to establish a stand-alone Senior Center in Lake Arrowhead, but they offered the following:
  - The offer of temporary use of two small rooms in their District Office. Although not located in Lake Arrowhead – it is located “on the Rim” in Skyforest which has the highest instance of foggy days (making the location not desirable for a Senior Center), it could be an interim solution for the provision of a limited number of services.
- Excellent potable (drinking) water and sewer services provided by **LACSD (Lake Arrowhead Community Facilities District)**, so we have clean water and our land and lake stay healthy and clean.
- **Electricity services have dramatically improved** in the past 10 years, and electricity is more reliable (because Edison has made significant investments in managing electrical lines and poles.)
- **Mountains Community Hospital** and their Rural Clinic that has support from the Community.
  - They are focusing on meeting earthquake retrofit mandates and new acute care wing (emergency room.)
- **Many Non-profits** contribute what they can to various social and community needs.



### **Weaknesses:**

- Lake Arrowhead is **not an incorporated City** and does not receive various sources of revenue to enable it to acquire property and provide a Senior Center through the method most communities use (through a Parks and Recreation Department of a City.)
- **Lake Arrowhead is private**, and many residents in the Lake Arrowhead Basin cannot use the trails, beaches, or lake (only residents that own or rent property within the “Lake Arrowhead Woods” can use the lake, shore, trails, and the Beach Clubs are an extra annual fee. Even paddle boards and kayaks have to pay a fee and are required to have a boat driving license.)




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### 2024 Annual Membership Fees

All Arrowhead Woods property owners choosing to be members of ALA must pay Membership fees in one of the following amounts.

Our online service accepts credit cards, debit cards, and ACH payments.	
General Membership	ALA Fee
	\$160 per year
Beach Club Membership	\$445 per year
Each Slip Right / Dock (Due Date: April 1 of each year)	\$1,110 per year

- **Recreation and Park District was formed over 40 years ago** and has had no increases in the \$22 per year parcel tax and other than raising fees. The district does not receive other tax-supported revenue, so it is difficult for them to be able to provide low-cost senior classes, much less a new a Senior Center in the Lake Arrowhead basin.
- **Foggy, Icy, Snowy, narrow, winding, steep, confusing mountain roads** with tall pine trees.



- **No sidewalks or streetlights to make walking safer.**
- **Very few flat parcels of land.**
- **Insufficient money** to purchase a facility in Lake Arrowhead suitable for a Senior Center at this time.

**Needs and Priorities** were surprisingly consistently and strongly communicated:

- 1. A location for moderate to low-income seniors to go to visit with others to overcome the loneliness and isolation from living in the Mountains.**
  - a. Most are not able to use computers well
  - b. Location must be close to their home (they do not feel comfortable driving to Crestline or Running Springs because winding, narrow roads, and fog, ice and snow)
  - c. Location must be ADA accessible
  - d. Location must be easy to locate (narrow, winding, steep mountain roads with tall pine trees.)
  - e. The location must have adequate parking (difficult to find in Lake Arrowhead.)
- 2. Low-cost programs for a variety of interests.**
  - a. Physical Activity (Yoga, Tai-Chi, Line Dancing, Indoor Pickleball, etc.)
  - b. Mental Activities: Weekly Trivia night, monthly crossword contests
  - c. Educational workshops
    - i. Especially Computer and Smart Phones, which many have seniors a very low skill level, limiting communication with the younger members of their families. Tech Scam education and prevention.
  - d. Luncheons- Monthly theme and culturally based luncheons.
  - e. Field Trips- Local cultural destinations.

**What Issues will the Project Address, and how does the community currently address those issues?**

- **No local facility for seniors of moderate to low-income to meet.**
- The unique mountain geography makes this especially important during the **winter months for physical, social and mental health.**
- Lake Arrowhead has a wealthy segment of the population that can join the private Country Club and other non-profit organizations, but many **moderate to low-income Seniors cannot afford** to become members, or do not feel comfortable just showing up to a meeting of these non-profits (“cliques” were mentioned)
- Many Seniors **do not know where to go for referrals or assistance.**

## CONCLUSIONS FROM THE COMMUNITY NEEDS ASSESSMENT

A significant unmet need exists in the Lake Arrowhead basin for a facility that functions as a Senior Center:

- **Very High population over 50: 45.80% of the population**
- **Isolation** in wooded mountains.
  - 50% - 70% of residential homes are unoccupied, occupied seasonally, or by Short Term Rentals (STR).
  - Isolation is especially acute during the snowy / foggy months, when these homes are not occupied.
  - Lack of a Heating Center, especially during winter months when electric power goes out during storms



- **Most County Offices are approximately 1 hour away, over 4,200 feet drop in elevation using windy, narrow roads** which are frequently foggy, icy or snowy (except for the County Library in Blue Jay and the Sherriff Station in Twin Peaks, which also has satellite offices for the County Assessor and Building & Safety.)

Note that CA-189 is notorious for huge potholes, which can stay unfilled and unrepaired by CalTrans for many months.

- **The Recreation and Park District charges substantial fees** because their only revenue source is a \$22 annual parcel tax implemented in the 1980s. Because of their fiscal constraints, the district is very restricted in their ability to provide low-cost Senior programming. They are trying to negotiate discounted rates to the Senior non-profit groups that used to use the facility at no charge.
  - Community Center rental standard rental fee: \$150/hr.
  - Indoor Pickleball: \$40 a month for 9 hours a week
- **Cultural Resources are lacking**
  - Volunteer History Museum is open only during the summer, and only on weekends.
  - Rich Native American Cultural History reaches a small percentage of full-time and visitor populations
- **Senior Centers in Crestline Basin and Running Springs basin have proved financially sustainable** in providing low-cost senior programs with very active membership bases run by a volunteer non-profit organization such as we are proposing
- **Lake Arrowhead Basin does NOT have a Senior Center**, but it does have:
  - The **HIGHEST Senior Population**
  - The **HIGHEST Number of Registered Voters**
  - The **HIGHEST Voter Turnout**

COMMUNITY / BASIN	Population	# of Registered Voters	% of Registered Voters	% of Voter Turnout	# over 50 years old	% over 50 years old	Senior Center?	Senior Lunch Program?
<b>Lake Arrowhead</b> (includes Blue Jay & Twin Peaks)	10,189	7,591	74.50%	58.28%	4,666	45.80%	No	No
(Twin Peaks Only)	included in above	included in above	included in above	included in above	included in above	included in above	Rec & Park District now owns the building, re-named it a Community Center, rental fee is now \$150 an hour	No
<b>Crestline</b> (includes VOE & CPP)	11,650	6,291	54.00%	50.80%	4,084	35.60%	Yes	Yes
<b>Running Springs</b>	4,589	3,642	79.36%	54.61%	1,581	34.45%	Rec & Park District now owns the building, re-named it a Community Center, rental fee is now \$150 an hour	No

- **There is Inadequate Funding and/or Donations for a Suitable Senior Center Facility in Lake Arrowhead basin** with ADA access and adequate parking,



- Estimated purchase, permitting & remodeling costs: **\$2 - \$3 million dollars**
- Estimated long-term least, permitting & remodeling costs: **\$500,000 + \$42,000 - \$60,000 annually**
- **The Lake Arrowhead Rotary Foundation has fully embraced this project as their large community service project;** however, it does not have all of the funding or other resources to make the vision come to fruition alone.
- **The Project Design is Flexible** to provide opportunities for others to assist in purchasing or leasing a facility, and/or subsidizing operational costs, and/or providing missing resources to support a potential Senior Center (if and when they are needed.)
- **The Rotary Team and the Gathering Place Team** are working (and having fun) while trying to bring missing services to the Seniors residing in Lake Arrowhead.





## **PROJECT DESIGN: Flexibility, Strategic Partnerships**

The Trustees of the Lake Arrowhead Rotary Foundation decided early in the process that they did not have the skills, ability, nor the desire to manage and program a Senior Center, even if it was an unmet need for our community.

The Board therefore decided to fund the creation of a new non-profit to do this: Currently, it is named “The Lake Arrowhead Gathering Place” and is Sponsored by the Lake Arrowhead Rotary Foundation.

Since Lake Arrowhead currently does not have a building or facility that can be used as a Senior Center, we have designed a project for both a property purchase, which is our first choice, and a long-term lease, which is our second choice.

The project does not consider constructing a new building because of the sensitive natural environment we are privileged to live in.

Because our community is rural and the mountain terrain provides very few level lots, there are a limited number of properties in the Lake Arrowhead Basin that would achieve all of the project’s goals; many such properties are not currently for sale or lease.

We are keeping a flexible and open mind about partners in making this important project a reality, since the Lake Arrowhead Rotary Foundation, which is sponsoring this project, does not have all the funding that is required to make the vision of creating a Senior Center alone.

The Lake Arrowhead Gathering Place (the new non-profit created by the Rotary Foundation to manage and program a possible Senior Center), and the Lake Arrowhead Rotary Foundation are not relying on the Foundation’s assets and other partnerships or grants but have plans to do various fundraising campaigns to assist in the yearly operational expenses for the Senior Center.

*See Appendix E for the Project Plan and Timeline, which is now designed for a property to be available mid-2025, but of course we can’t predict the future, and this will change as the partners and potential properties change.*

## **DRAFT BUDGET and LEADERSHIP TEAM**

Budgets will need to be revised as partners and locations come available – it is a model that will change and can be used to evaluate what would be needed to make the Center financially stable as different factors change.

Draft Budgets:

- Assumed an 8% inflation rate for expenses
- Includes various fund-raising activities to enable a low-cost annual membership or a day use fee for Seniors.

In either the purchase model or the lease model, the Senior Center can be fiscally sustainable over the long term – while maintain the goal of low-cost programming and high participation levels for seniors in Lake Arrowhead.

A team of dedicated, experienced leaders and managers has been assembled to program and manage a possible Senior Center, led by Rotarian Joyce Patrick Eckert. **The Board of Directors of the Lake Arrowhead Gathering Place** (the new non-profit created by the Lake Arrowhead Rotary Foundation to program and manage a potential Senior Center) include:

- **Joyce Patrick Eckert, President**
  - Business Owner, experienced with lease management, programming and financial management (Rotarian)
  - Owned and managed a martial arts studio in Newport Beach for 8 years
  - As a Tai Chi instructor at both the Crestline and Running Springs Senior Centers, Joyce is the Rotarian who identified, then brought the unmet need in Lake Arrowhead to the Rotary Foundation's Board's attention.
  - She spoke to many seniors in Lake Arrowhead that were not willing to drive to Crestline, Running Springs, nor Twin Peaks to attend classes nor social events prior to bringing the issue to the Rotary Foundation's attention.
  - Joyce is knowledgeable and skilled with the people and operations of Senior Centers in Crestline and Running Springs, and other resources that may be available in Lake Arrowhead that will enable the successful management of a Senior Center in Lake Arrowhead.
- **Alma Borcuk, Treasurer**
  - Treasurer of many local non-profits over many years; currently Treasurer for the Mountain Arts Network, local Realtor
- **Brenda Harrower, Secretary**
  - Former educator and leader in various organizations, including President of the New Jersey Teachers Union
- **Jay Rynda, Director**
  - President of the Lake Arrowhead Rotary Foundation, retired Military Officer and retired United Airlines Pilot (Rotarian)

- **Laura MacFarlane-Donohoo, Director**
  - Experienced in managing many charitable organizations, President, Mountain Thrift Shoppe supporting 10 non-profits (Rotarian)



The Lake Arrowhead Gathering Place has bylaws, a conflict-of-interest code, minutes, and an attorney that has filed with the State of California for incorporation and is now in the Federal IRS process of being issued a 501(c)(3) number.

This team of experts is backed by the **Lake Arrowhead Rotary Foundation**, created more than 30 years ago by the Lake Arrowhead Rotary Club (which is over 75 years old) has **assets over 1 million dollars**. The only allocation of funds the Rotary Foundation has made **to date is \$20,000 for start-up costs**. The Foundation Board will consider additional funding at the appropriate time.

The Board of Trustees of the Lake Arrowhead Rotary Foundation includes experienced, knowledgeable leaders in Lake Arrowhead committed to Rotary International's vision, mission and goals. Rotary International always insists that projects are **financially sustainable and result in lasting change**.



Picture of some Rotary Club of Lake Arrowhead Members.

Current Board of Trustees members of the Lake Arrowhead Rotary Foundation are:

- Jay Rynda - President
- Barry Hoy - Director
- Bob Gladwell - Director
- Charlie Harrison - Director
- Diane Gladwell - Secretary, Chair: Senior Center Exploratory Committee
- Elizabeth Whitney-Olivas – Director
- Geneal Kerr - Director
- JC Eckert - Director
- Jeri Simpson - Treasurer, President-Elect
- Ronda Rynda - Director
- Rudy Haro - Director
- Terry Ebert - Director
- Teri Ostlie - Immediate Past President

This experienced Board is reinforced by our neighboring Rotary Clubs, including the Mountain Sunrise Rotary Club and their Foundation, also located in Lake Arrowhead.

Rotary, International has several layers of support for this effort:

- Joe Ramos is a Past President, and one of our long-time members and has not only served as District Governor, but he is also now serving at the Zone level and has been part of our team providing advice from the inception.
- The Immediate Past District Governor, Jaime Zinn, is a past member of our club now living in Temecula and has also been involved from the start providing advice to our team.



**Purchase a Facility Draft Budget (budget will be revised as options and partners are determined)**

**Lake Arrowhead Senior Center - Lake Arrowhead Gathering Place  
Proposed 5 year Budget - PURCHASE OPTION**

Draft v5 - PURCHASE

<b>DRAFT Budget - PURCHASE</b>	<b>2024</b>		<b>2025</b>		<b>2026</b>		<b>2027</b>		<b>2028</b>
			(Operational Start)						
<b>Income</b>	<b>Amount</b>		<b>Amount</b>		<b>Amount</b>		<b>Amount</b>		<b>Amount</b>
Initial Start-Up donated funds	21,000.00								
Membership Dues & Day Use Fees			25,000.00		45,000.00		50,000.00		54,000.00
Fundraising									
Gala			5,000.00		5,000.00		5,000.00		5,000.00
Go Fund Me			15,000.00						
Special Events / Other Donations			5,000.00		15,000.00		18,000.00		20,000.00
Grants									
Governments			40,000.00		40,000.00		40,000.00		40,000.00
Non-profit Groups			20,000.00		15,000.00		15,000.00		15,000.00
Building Subsidy / Donations / Below Market Rate			2,000,000.00						
Foundation Grants			350,000.00						
<b>Yearly Income Totals</b>	<b>21,000.00</b>		<b>2,460,000.00</b>		<b>120,000.00</b>		<b>128,000.00</b>		<b>134,000.00</b>
<b>Expenses</b> (assumes 8% annual inflation rate)									
Building Purchase, Permits & Remodel			2,350,000.00						
Mortgage? Fixed Interest Rate			0.00		0.00		0.00		0.00
Wages									
Independent Contractors			10,000.00		21,600.00		23,328.00		25,194.00
Support Staff			10,000.00		10,800.00		11,664.00		12,597.00
Advertising/Promotion									
Printing	2,000.00		3,000.00		3,240.00		3,499.00		3,778.00
Digital	1,000.00		1,000.00		1,080.00		1,166.00		1,259.00
Office Supplies									
Office			3,500.00		3,780.00		4,082.00		4,406.00
Postage	500.00		500.00		540.00		583.00		629.00
Equipment			2,000.00		2,160.00		2,332.00		2,518.00
Programs									
Guest Speakers			2,000.00		3,240.00		3,499.00		3,778.00
Class Supplies			3,000.00		3,240.00		3,240.00		3,240.00
Fundraising Expense									
Gala			2,000.00		2,160.00		2,332.00		2,518.00
Travel									
Mileage	500.00		1,000.00		1,080.00		1,166.40		1,259.71
Meals			500.00		540.00		583.20		629.86
Transportation									
Contracted Charter Buses			5,000.00		8,000.00		8,640.00		9,331.20
Travel Reimbursement			1,000.00		1,500.00		1,620.00		1,749.60
Insurance									
Business Facility insurance			5,000.00		5,400.00		5,832.00		6,298.56
Fire Insurance			5,000.00		5,400.00		5,832.00		6,298.00
D & O Insurance			1,000.00		1,080.00		1,166.00		1,259.00
Dues and Subscriptions			1,000.00		1,080.00		1,166.00		1,259.00
Miscellaneous			2,000.00		2,160.00		2,332.00		2,518.00
Utilities									
Electricity			4,000.00		5,400.00		5,832.00		6,298.00
Water			2,000.00		3,240.00		3,499.00		3,778.00
Gas			2,000.00		3,240.00		3,499.00		3,778.00
Trash			800.00		1,080.00		1,166.00		1,259.00
Telephone/Internet			2,000.00		3,240.00		3,499.00		3,778.00
Maintenance/Housekeeping									
Grounds Maintenance			5,000.00		5,400.00		5,832.00		6,298.00
Housekeeping			4,000.00		6,480.00		6,998.00		7,557.00
Snow Removal			4,000.00		4,320.00		4,665.00		5,038.00
Professional Services									
Accountant	1,000.00		2,000.00		2,160.00		2,332.80		2,519.42
Legal	6,000.00		1,000.00		1,000.00		1,000.00		1,000.00
<b>Yearly Expense Totals</b>	<b>11,000.00</b>		<b>2,435,300.00</b>		<b>113,640.00</b>		<b>122,385.40</b>		<b>130,805.35</b>
<b>Net Operating</b>	<b>10,000.00</b>		<b>24,700.00</b>		<b>6,360.00</b>		<b>5,614.60</b>		<b>3,194.65</b>



## Long-Term Lease of a Facility Draft Budget (budget will be revised as options and partners are determined)

### Lake Arrowhead Senior Center - Lake Arrowhead Gathering Place Proposed 5 year Budget - LEASE OPTION

DRAFT v7 LEASE

DRAFT Budget - LEASE	2024	2025	2026	2027	2028
		(Operational Start)			
<b>Income</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Initial Start-Up donated funds	21,000.00				
Membership Dues & Day Use Fees		25,000.00	45,000.00	47,000.00	49,000.00
Program Fees Not Included in Membership		2,500.00	5,000.00	5,500.00	6,000.00
Fundraising					
Gala		5,000.00	5,000.00	5,000.00	5,000.00
Go Fund Me		15,000.00			
Special Events / Other Donations		5,000.00	15,000.00	18,000.00	20,000.00
Grants					
Governments		40,000.00	50,000.00	55,000.00	60,000.00
Non-profit Groups		20,000.00	20,000.00	20,000.00	25,000.00
Building Subsidy / LEASE Remodel Donation		500,000.00			
Foundation Grants		65,000.00	45,000.00	45,000.00	45,000.00
<b>Yearly Income Totals</b>	<b>21,000.00</b>	<b>677,500.00</b>	<b>185,000.00</b>	<b>195,500.00</b>	<b>210,000.00</b>
<b>Expenses (assumes 8% annual inflation rate)</b>					
Building Permits & Remodel		525,000.00			
Rent/Lease (\$5,000/mo - full year lease, operational 6 months)		60,000.00	64,800.00	69,984.00	75,582.72
Wages					
Independent Contractors		10,000.00	21,600.00	23,328.00	25,194.00
Support Staff		10,000.00	10,800.00	11,664.00	12,597.00
Advertising/Promotion					
Printing	2,000.00	3,000.00	3,240.00	3,499.00	3,778.00
Digital	1,000.00	1,000.00	1,080.00	1,166.00	1,259.00
Office Supplies					
Office		3,500.00	3,780.00	4,082.00	4,406.00
Postage / PO Box Rental	500.00	500.00	540.00	583.00	629.00
Equipment		2,000.00	2,160.00	2,332.00	2,518.00
Programs					
Guest Speakers		2,000.00	3,240.00	3,499.00	3,778.00
Class Supplies		3,000.00	3,240.00	3,499.00	3,778.00
Fundraising Expense					
Gala, etc.	1,000.00	2,000.00	2,160.00	2,332.00	2,518.00
Travel					
Mileage	500.00	1,000.00	1,080.00	1,166.40	1,259.71
Meals		500.00	540.00	583.20	629.86
Transportation					
Contracted Charter Buses		5,000.00	8,000.00	8,640.00	9,331.20
Travel Reimbursement		1,000.00	1,500.00	1,620.00	1,749.60
Insurance					
Business Facility insurance		5,000.00	5,400.00	5,832.00	6,298.56
Fire Insurance		5,000.00	5,400.00	5,832.00	6,298.00
D & O Insurance		1,000.00	1,080.00	1,166.00	1,259.00
Dues and Subscriptions		1,000.00	1,080.00	1,166.00	1,259.00
Miscellaneous		2,000.00	2,160.00	2,332.00	2,518.00
Utilities					
Electricity		4,000.00	5,400.00	5,832.00	6,298.00
Water		2,000.00	3,240.00	3,499.00	3,778.00
Gas		2,000.00	3,240.00	3,499.00	3,778.00
Trash		800.00	1,080.00	1,166.00	1,259.00
Telephone / Internet / Cable TV		2,000.00	3,240.00	3,499.00	3,778.00
Maintenance/Housekeeping					
Grounds Maintenance		5,000.00	5,400.00	5,832.00	6,298.00
Housekeeping		4,000.00	6,480.00	6,998.00	7,557.00
Snow Removal		4,000.00	4,320.00	4,665.00	5,038.00
Professional Services					
Accountant / Tax Preparation	1,000.00	2,000.00	2,160.00	2,332.80	2,519.42
Bank / Credit Card Transactions		500.00	750.00	810.00	874.80
Legal	6,000.00	1,000.00	1,000.00	1,000.00	1,000.00
<b>Yearly Expense Totals</b>	<b>12,000.00</b>	<b>670,800.00</b>	<b>179,190.00</b>	<b>193,179.40</b>	<b>207,262.87</b>
<b>Net Operating</b>	<b>9,000.00</b>	<b>6,700.00</b>	<b>5,810.00</b>	<b>2,320.60</b>	<b>2,737.13</b>

**Potential donors and/or project partners can be confident of the long-term success of the project** as demonstrated by the thoroughness and professionalism of the **all-volunteer** effort (with many Board Members previously mentioned in both the Lake Arrowhead Rotary Foundation and the newly formed Lake Arrowhead Gathering Place participating) that started and completed the entire Community Needs Assessment process and the Project Design and Budget with a draft report **within 3 months, in alignment with our project plan in Appendix E.**

The project is also backed by the substantial resources that Rotary brings to the table, and **Rotary's standard of financially sustainable projects that bring lasting change.** Rotary's Vision Statement:

Together, we see a world where people unite and  
**take action** to create  
**lasting change** –  
across the **globe** in our **communities**,  
and in **ourselves**

## **PROPOSED PROGRAMMING AND SAMPLE CURRICULUM**

Our mountain community tends to isolate seniors, especially those living on access roads where homes are less expensive, and neighbors are scarce. This isolation highlights the urgent need for targeted programming and community support to ensure the well-being of our senior residents.

To enhance the lives of our seniors, we plan to engage local youth through the Interact Club (a junior Rotary Club for students aged 14-18), school programs, and other activities that foster intergenerational diversity and interaction. This initiative aims to create a vibrant community dynamic by bringing together seniors and the youth.

Engaging the Interact Club and schools will facilitate easy access to seniors, enabling effective cross-programming that benefits both age groups and strengthens community bonds.

Since there currently is no County / Government office in Lake Arrowhead, the Center will provide much needed referrals and other services to Seniors, in addition to Physical and Mental Health Activities, Education, and Referrals conducted by volunteers or paid contracted instructors in the Center.

Here are three sample offerings:



## **Senior Tai Chi**

**Program Title: Senior Tai Chi for Wellness**

**Schedule: Bi-Weekly (Tuesdays and Thursdays)**

**Location: The Lake Arrowhead Gathering Place**

**Program Overview:** Designed specifically for seniors to promote physical health, mental clarity, and emotional well-being. This bi-weekly class caters to individuals of all fitness levels, providing a gentle yet effective way to stay active and engaged.

**Objectives:**

- **Improve Flexibility and Balance:** The yoga poses and stretches are tailored to enhance flexibility and stability, reducing the risk of falls.
- **Enhance Mental Clarity:** Breathing exercises and meditation techniques help improve concentration and reduce stress.
- **Boost Emotional Well-Being:** The program fosters a sense of community and support among participants, promoting emotional health.

**Instructor:** The classes are led by a certified tai chi instructor with specialized training in senior fitness. The instructor ensures that all exercises are performed safely and offers personalized adjustments as needed.

**Furtheres the Organization's exempt purposes by providing Lake Arrowhead Seniors with:**

- **Physical Health:** Regular practice helps improve cardiovascular health, joint mobility, and muscle strength.
- **Mental Health:** Reduces symptoms of anxiety and depression through mindful movement and meditation.
- **Social Interaction:** Provides a supportive environment for seniors to connect and build friendships.



## **Technology Class for Seniors: Operation and Scam Prevention**

**Program Title:** Smartphones, E-mail, Internet: High School Students Teach Seniors Safe Online Practices

**Schedule:** Weekly (Fridays)

**Location:** The Lake Arrowhead Gathering Place

**Program Overview:** Empowers seniors with essential technology skills, ensuring they can navigate the digital world with confidence. This comprehensive class covers basic device operation (includes smart phones, tablets and computers), internet use, and crucial scam prevention techniques to help seniors stay safe online.

### **Objectives:**

- **Enhance Digital Literacy:** Teach seniors how to operate smartphones, tablets, and computers effectively.
- **Promote Safe Internet Use:** Educate participants on how to browse the internet safely and responsibly.
- **Prevent Scams:** Provide practical tips and strategies to identify and avoid online scams and fraud.

### **Instructors:**

- **Technology Instructor:** Rim High School Students / Interact Students to provide Inter-generational experiences.
- **Cybersecurity Expert:** Specialist in online security and fraud prevention; may include County Sheriff fraud experts.

**Furtheres the Organization's exempt purposes by providing Lake Arrowhead Seniors with:**

- **Increased Confidence:** Gain the skills to use digital devices confidently and independently.
- **Enhanced Safety:** Learn how to protect personal information and avoid falling victim to scams.
- **Continued Learning:** Stay updated with the latest technology trends and safety practices.





Photo credit:  
Hamiinat Magazine

Metate Trail - Acorn Grinding Stones

## **Cultural Luncheon for Seniors / Walking the Metate Trail**

**Program Title: Cultural Luncheon Series**

**Schedule: Monthly (Last Friday of Each Month)**

**Location: The Lake Arrowhead Gathering Place, may include local hikes**

**Program Overview:** The Cultural Luncheon Series is a monthly event designed to celebrate and explore the rich cultural heritage of our local community. Each luncheon will feature guest speakers from various cultural groups, including the San Manuel Band of Mission Indians, who will share their traditions, history, clothing, and foods. This program aims to foster understanding, respect, and appreciation for the diverse cultures within our community.

### **Objectives:**

- **Promote Cultural Awareness:** Provide seniors with an opportunity to learn about and appreciate different cultures.
- **Encourage Community Engagement:** Create a platform for cultural exchange and community building.
- **Enrich Social Experience:** Offer a delightful and educational social event that includes cultural presentations and traditional foods.

### **Guest Speakers and Cultural Groups:**

- **San Manuel Band of Mission Indians:** Sharing their culture, history, and traditions.
- **Other Local Cultural Groups:** Each month will feature a different cultural group to provide a diverse and enriching experience.

**Further the Organization's exempt purposes by providing Lake Arrowhead Seniors with:**

- **Cultural Enrichment:** Gain insights into the diverse cultural landscape of our community.
- **Social Engagement:** Meet new people and build relationships through shared experiences.
- **Educational Experience:** Learn directly from cultural practitioners and enhance cultural literacy.



## STAKEHOLDER BENEFITS

**County of San Bernardino** will benefit from a visible presence in Lake Arrowhead basin, a place for referral services, educational programs, a heating and cooling center (especially important during winter storms when the electricity is interrupted,) anticipated reduction in “welfare checks” for seniors at their residences for the Sheriff’s department, and being able to deliver aging and adult services, behavioral health and other services to seniors living in Lake Arrowhead basin.



**Mountains Community Hospital (MCH)** and Rural Clinic, as well as **Rim Family Services**, will also benefit from this initiative. These organizations will have the opportunity to deliver education and access to essential services, thereby reaching a population that would otherwise remain underserved.



**MOUNTAINS**  
COMMUNITY HOSPITAL  
*The Heart of Mountain Healthcare*



**Mountain Transit's** Ridership is predicted to increase with a Senior Center located in Lake Arrowhead basin would be used frequently.



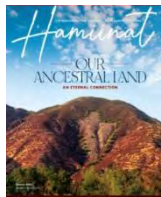
**Rim of the World Recreation and Park District** will benefit by having low-cost senior programming. The District has had no increases in the 40 year old \$22 per year parcel tax, and it does not receive other tax-supported revenue. It is difficult for the District to be able to provide low-cost senior classes, much less providing a new a Senior Center in the Lake Arrowhead basin.



**Rim of the World Unified School District / Young Residents** will benefit by providing students of all ages the opportunity to teach seniors technology and other classes. The Senior Center will offer reading classes and other opportunities for inter-generational activities.



**San Manuel Band of Serrano Indians** have a deep connection to Lake Arrowhead, which was a significant part of their lives before the land was taken away from them. Despite many challenges, the San Manuel Band have worked to preserve and protect their cultural resources and traditions. Lake Arrowhead is grateful for their past contributions to the Mountain History Museum, which is open during summer weekends for visitors. A Senior Center in the Lake Arrowhead basin can provide a 7-day a week, year around opportunity to display cultural information and educate seniors - and their own tribal members. If the Tribe assists us in acquisition and/or operations, day trips from the Senior Center to the Yaamava' Resort & Casino – and visa versa for tribal members to visit Lake Arrowhead - may be possible using van shuttles. In the future, day trips from the Senior Center to the new Apuiva't development for shopping and dining, as well as their residents visiting Lake Arrowhead would be possible.



**SENIORS RESIDING IN LAKE ARROWHEAD** are the primary beneficiaries,

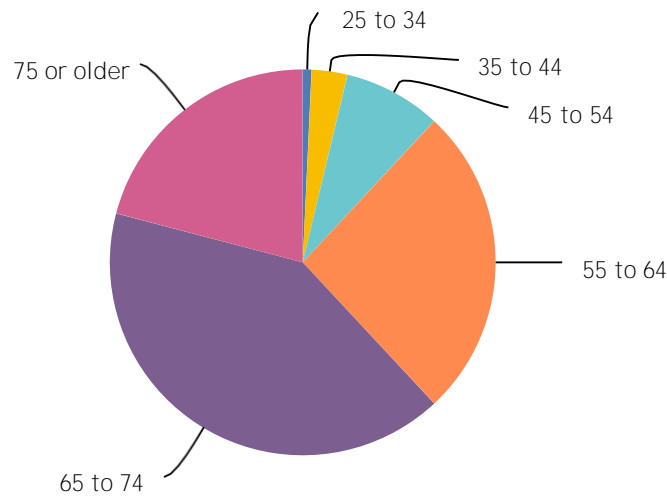


**DRAFT:** Suggestions, edits, donations or questions may be submitted via email to: [thelagatheringplace@gmail.com](mailto:thelagatheringplace@gmail.com) or <https://lakearrowheadrotary.net>

Appendix A: Survey Results

Q1 What is your age?

Answered: 402    Skipped: 2

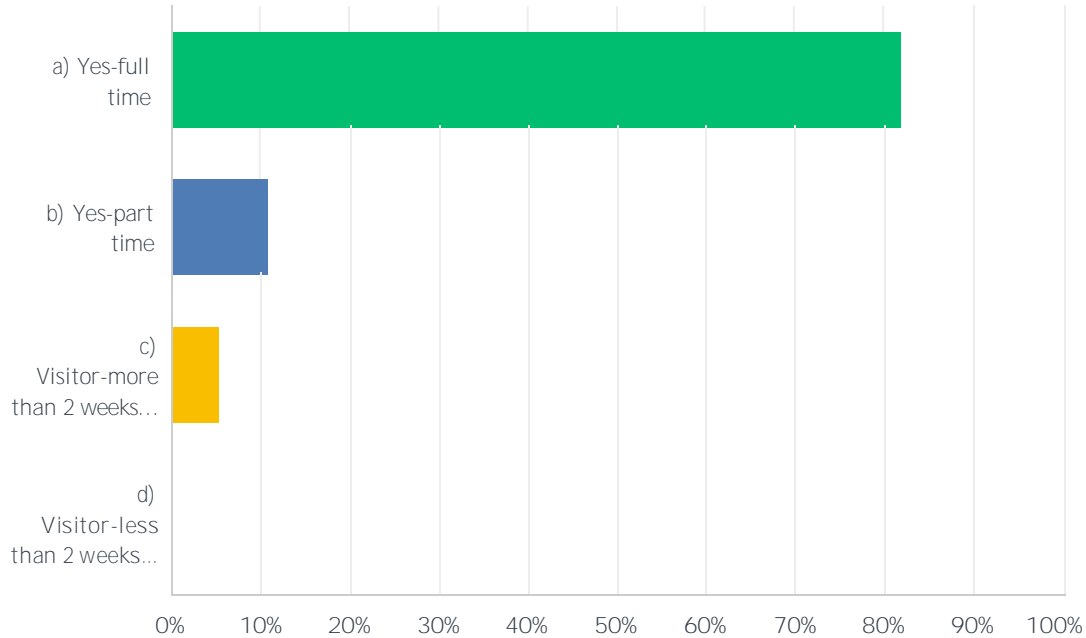


ANSWER CHOICES	RESPONSES
18 to 24	0.00%
25 to 34	0.75%
35 to 44	2.99%
45 to 54	8.21%
55 to 64	26.12%
65 to 74	41.04%
75 or older	20.90%
TOTAL	

## Appendix A: Survey Results

### Q2 Are you currently a resident of the Lake Arrowhead community?

Answered: 395 Skipped: 9

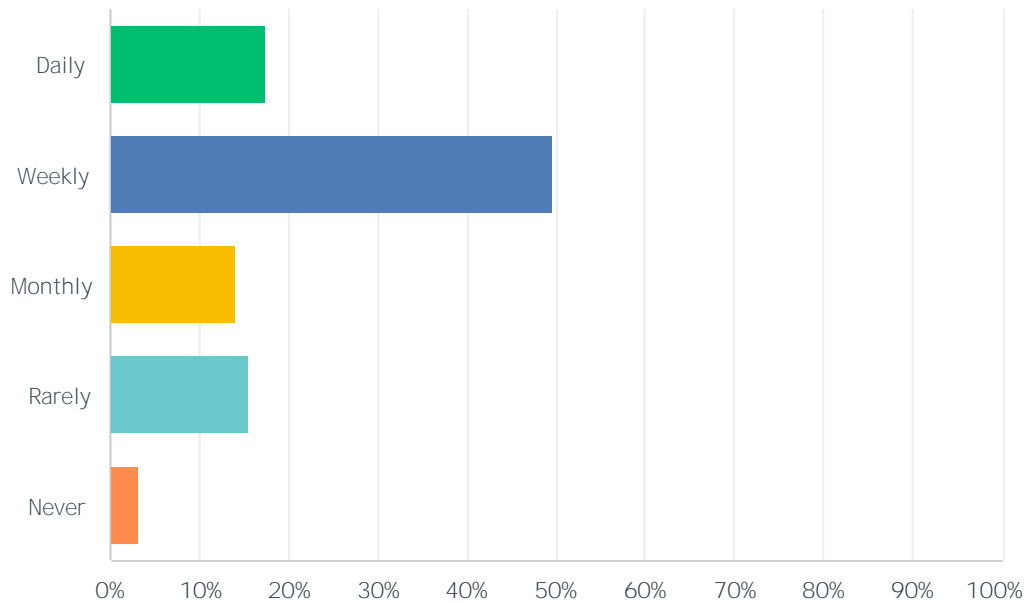


ANSWER CHOICES	RESPONSES
a) Yes-full time	82.03%
b) Yes-part time	11.14%
c) Visitor-more than 2 weeks a year	5.57%
d) Visitor-less than 2 weeks a year	1.27%
TOTAL	

## Appendix A: Survey Results

### Q3 How often do you engage in social activities within the community in the Summer?

Answered: 400 Skipped: 4



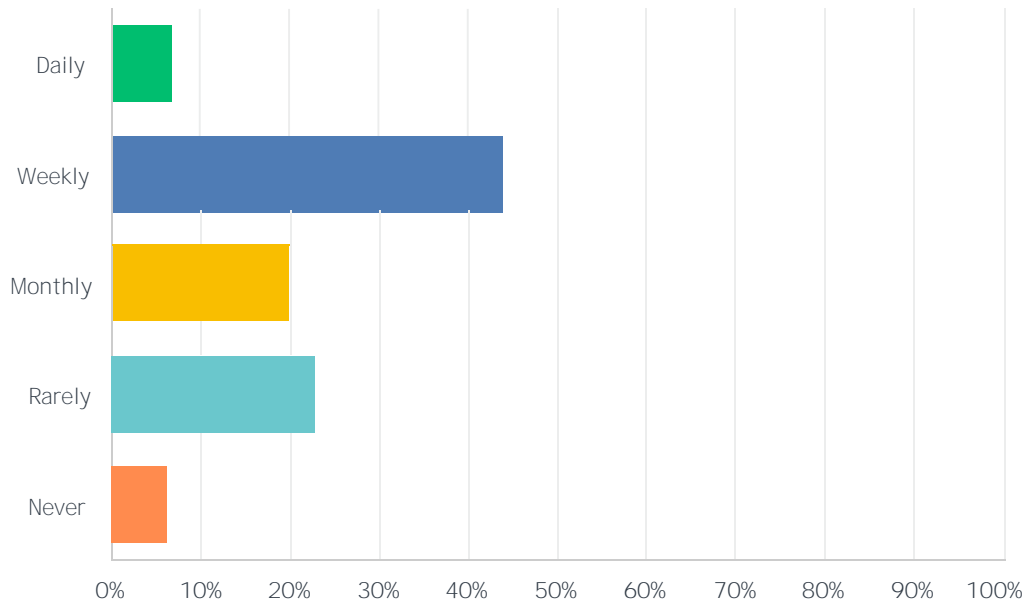
ANSWER CHOICES	RESPONSES
Daily	17.50%
Weekly	49.75%
Monthly	14.00%
Rarely	15.50%
Never	3.25%
TOTAL	



## Appendix A: Survey Results

### Q4 How often do you engage in social activities within the community in the Winter?

Answered: 401 Skipped: 3

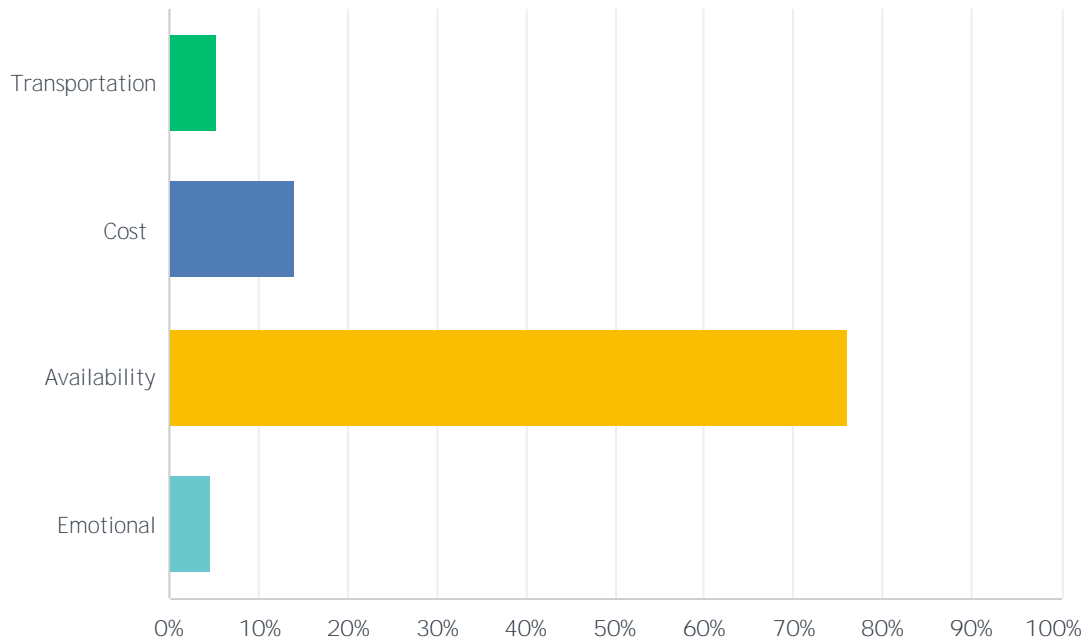


ANSWER CHOICES	RESPONSES
Daily	6.98%
Weekly	44.14%
Monthly	19.45%
Rarely	22.94%
Never	6.48%
TOTAL	

## Appendix A: Survey Results

### Q5 What are the barriers for you to engage in social activities within the community?

Answered: 363 Skipped: 41

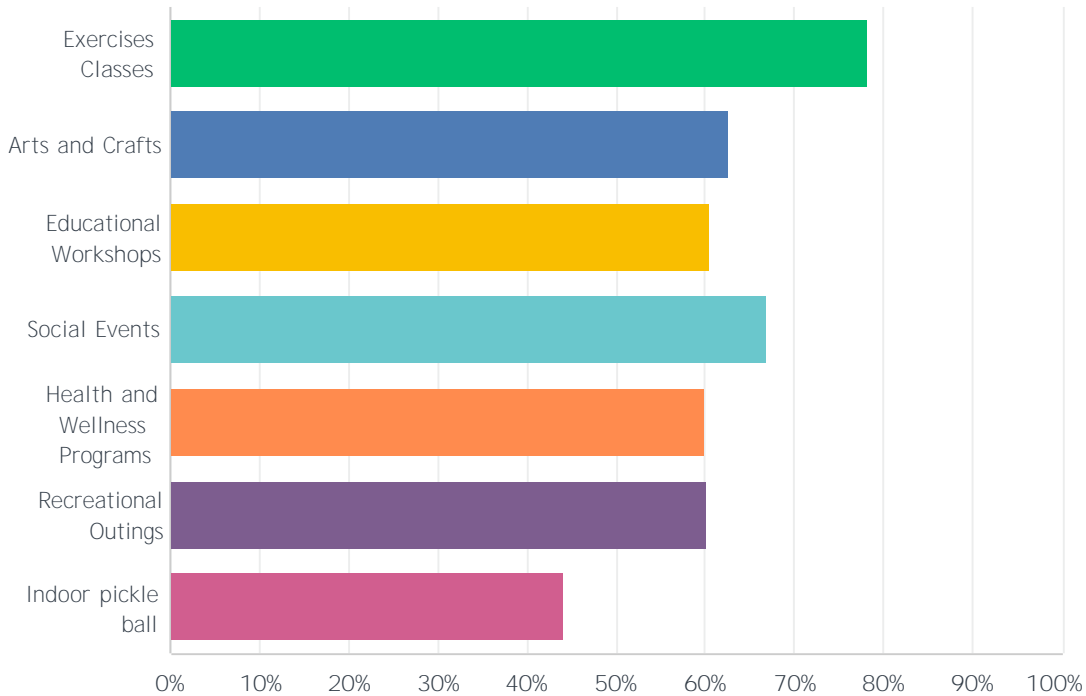


ANSWER CHOICES	RESPONSES
Transportation	5.23%
Cost	14.05%
Availability	76.03%
Emotional	4.68%
TOTAL	

## Appendix A: Survey Results

### Q6 What types of activities would you like to see offered at a senior center?

Answered: 397 Skipped: 7

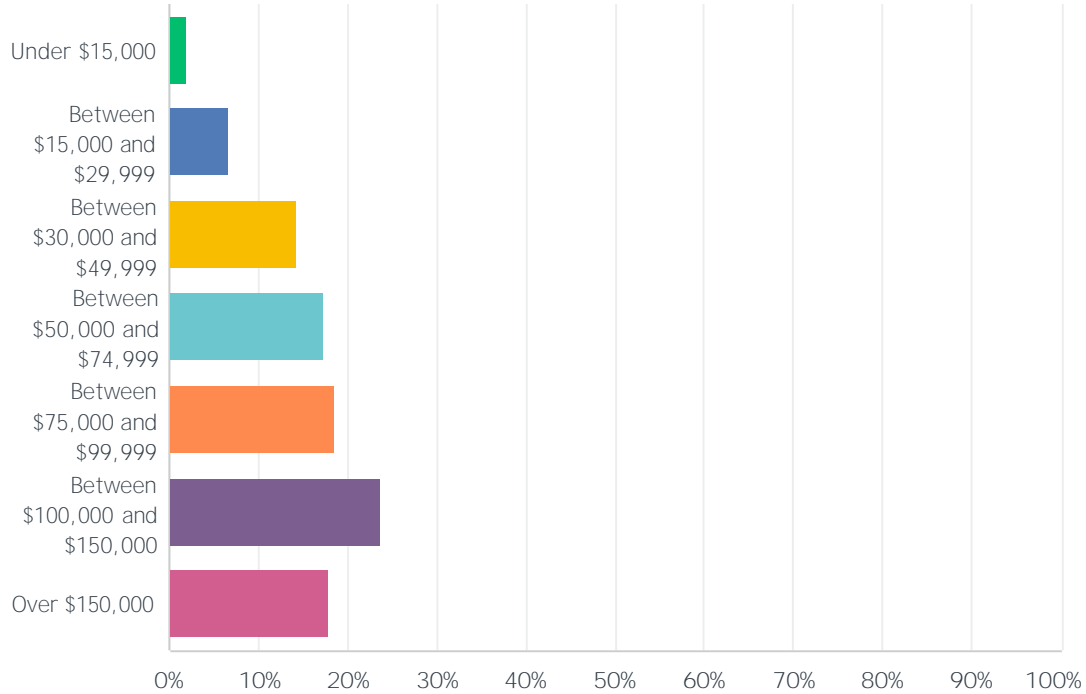


ANSWER CHOICES	RESPONSES
Exercises Classes	78.34%
Arts and Crafts	62.72%
Educational Workshops	60.45%
Social Events	67.00%
Health and Wellness Programs	59.95%
Recreational Outings	60.20%
Indoor pickle ball	44.08%
Total Respondents: 397	

## Appendix A: Survey Results

### Q7 What is your income bracket?

Answered: 365 Skipped: 39

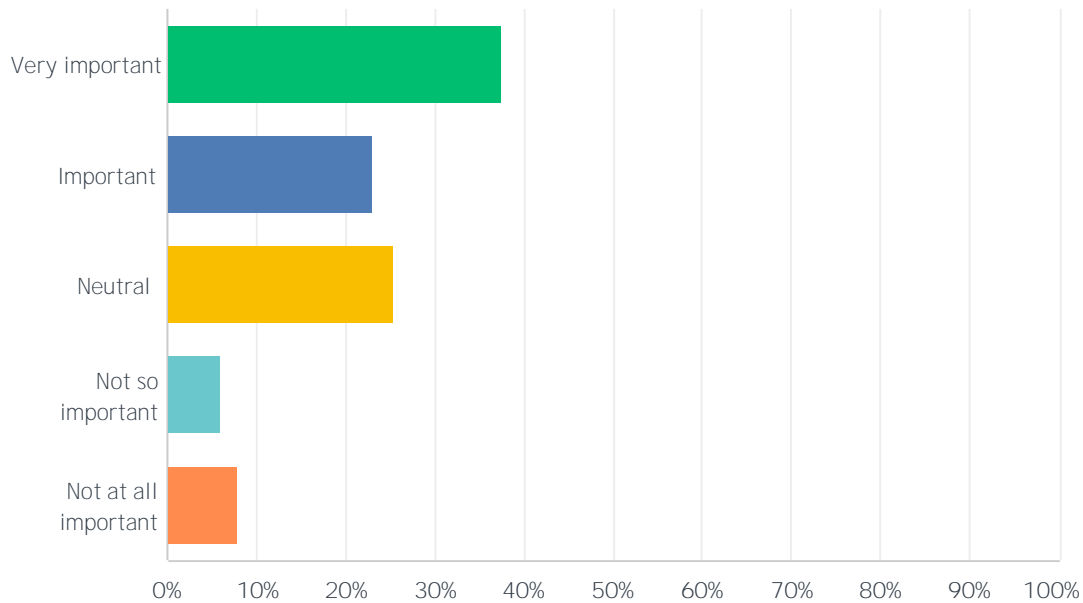


ANSWER CHOICES	RESPONSES
Under \$15,000	1.92%
Between \$15,000 and \$29,999	6.58%
Between \$30,000 and \$49,999	14.25%
Between \$50,000 and \$74,999	17.26%
Between \$75,000 and \$99,999	18.63%
Between \$100,000 and \$150,000	23.56%
Over \$150,000	17.81%
TOTAL	

## Appendix A: Survey Results

### Q8 How important is it for the senior center to be on the Mountain Trans system?

Answered: 402 Skipped: 2



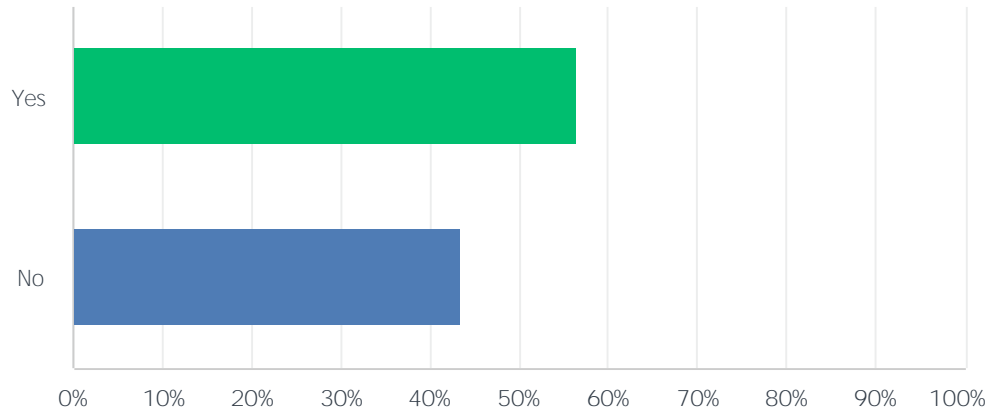
ANSWER CHOICES	RESPONSES
Very important	37.56%
Important	23.13%
Neutral	25.37%
Not so important	5.97%
Not at all important	7.96%
TOTAL	



## Appendix A: Survey Results

### Q9 Would you be interested in volunteer opportunities at the senior center?

Answered: 381 Skipped: 23

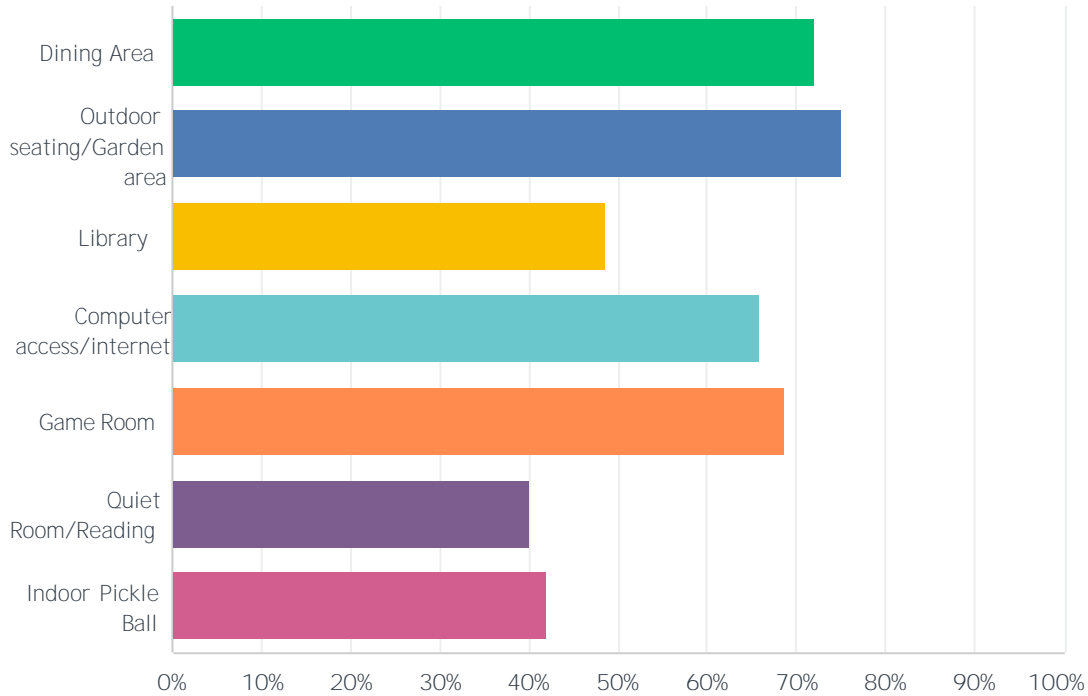


ANSWER CHOICES	RESPONSES
Yes	56.43%
No	43.57%
TOTAL	

## Appendix A: Survey Results

### Q10 What amenities do you believe are essential for a senior center?

Answered: 390 Skipped: 14

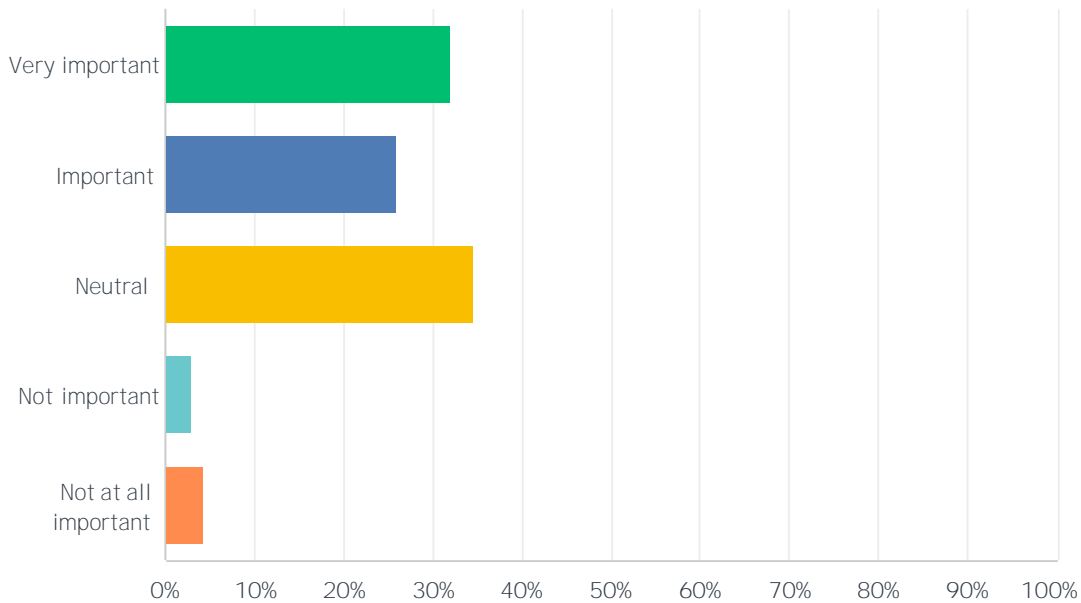


ANSWER CHOICES	RESPONSES
Dining Area	72.05%
Outdoor seating/Garden area	75.13%
Library	48.72%
Computer access/internet	65.90%
Game Room	68.72%
Quiet Room/Reading	40.00%
Indoor Pickle Ball	42.05%
Total Respondents: 390	

## Appendix A: Survey Results

### Q11 How important is it for the senior center to offer meal services through the County's free meal service program?

Answered: 393 Skipped: 11

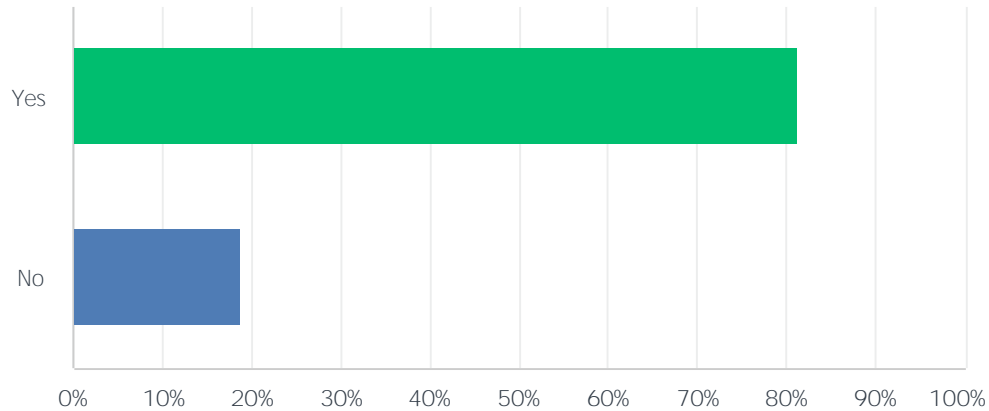


ANSWER CHOICES	RESPONSES
Very important	32.06%
Important	25.95%
Neutral	34.61%
Not important	3.05%
Not at all important	4.33%
TOTAL	

## Appendix A: Survey Results

Q12 Would you prefer the senior center to have a dedicated space for specific interest groups (e.g., book club, knitting group)?

Answered: 389 Skipped: 15

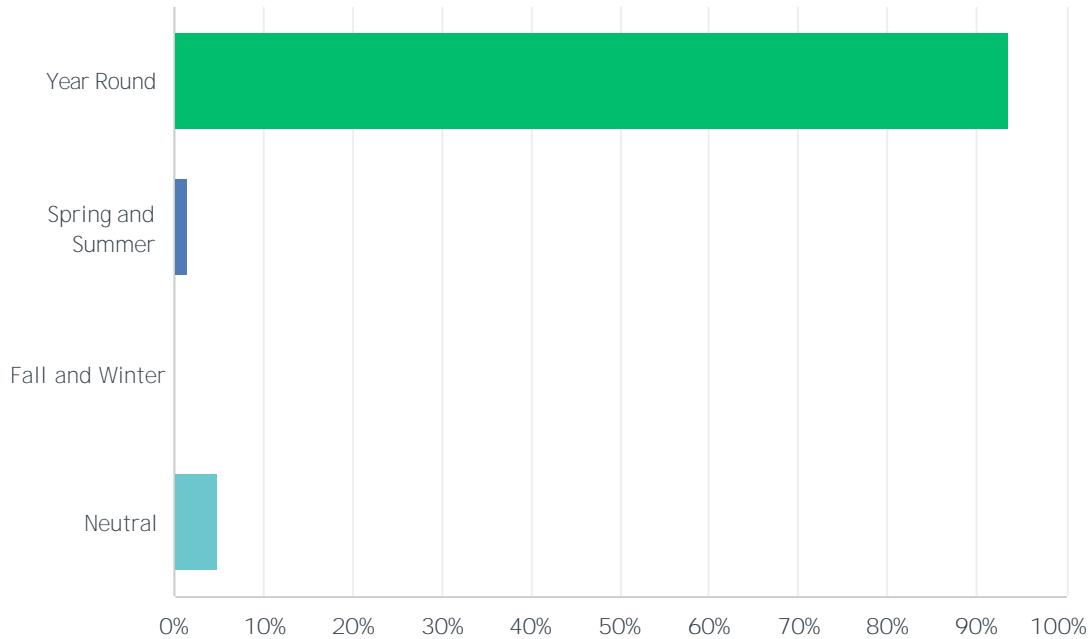


ANSWER CHOICES	RESPONSES
Yes	81.23%
No	18.77%
TOTAL	

## Appendix A: Survey Results

### Q13 How accessible should the senior center be in terms of seasons open? (select all that apply)

Answered: 396 Skipped: 8



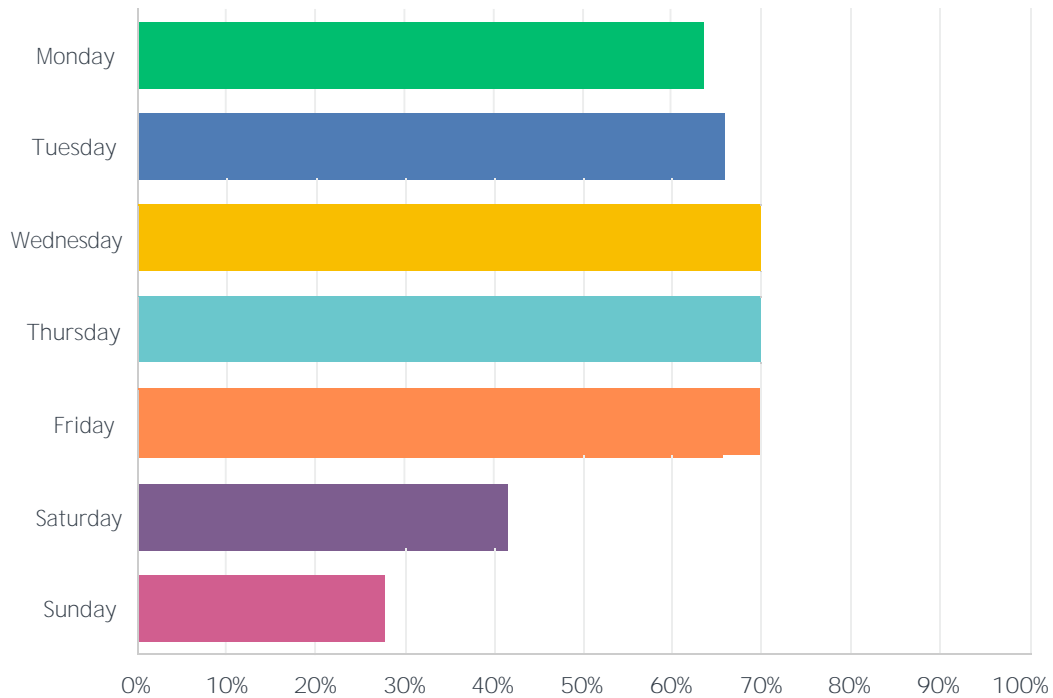
ANSWER CHOICES	RESPONSES
Year Round	93.69%
Spring and Summer	1.52%
Fall and Winter	0.00%
Neutral	4.80%
TOTAL	



## Appendix A: Survey Results

### Q14 What days of the week are you most likely to visit a senior center? (Select all that apply)

Answered: 375 Skipped: 29

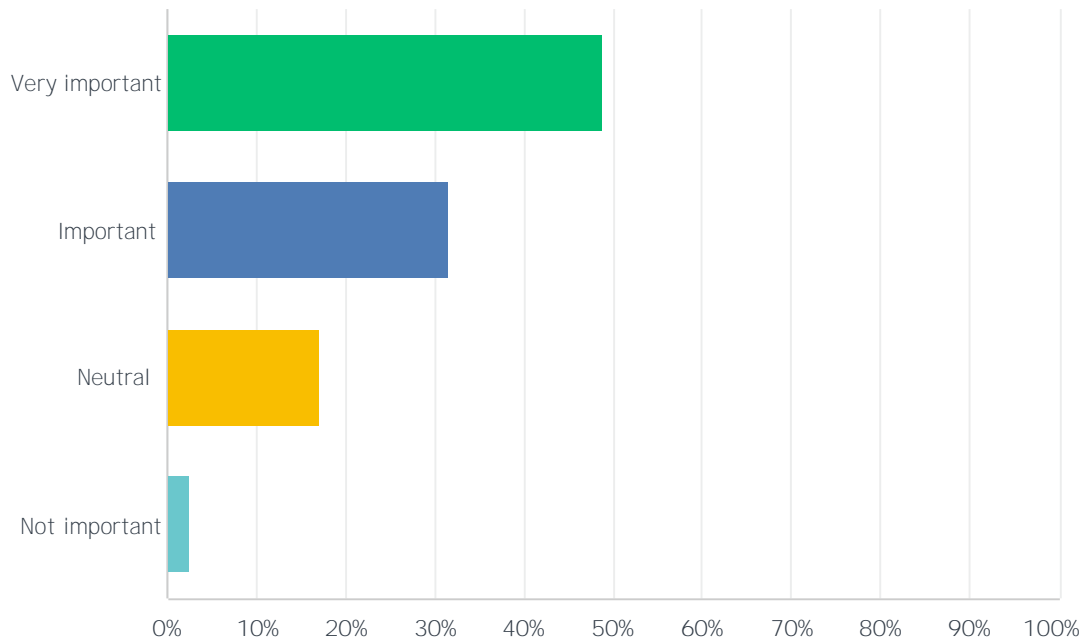


ANSWER CHOICES	RESPONSES
Monday	63.73%
Tuesday	66.13%
Wednesday	70.40%
Thursday	70.13%
Friday	65.87%
Saturday	41.87%
Sunday	28.00%
Total Respondents: 375	

## Appendix A: Survey Results

Q15 How important is it for the senior center to have access to information about healthcare services (e.g., health screenings, mental health information, consultations)?

Answered: 398 Skipped: 6

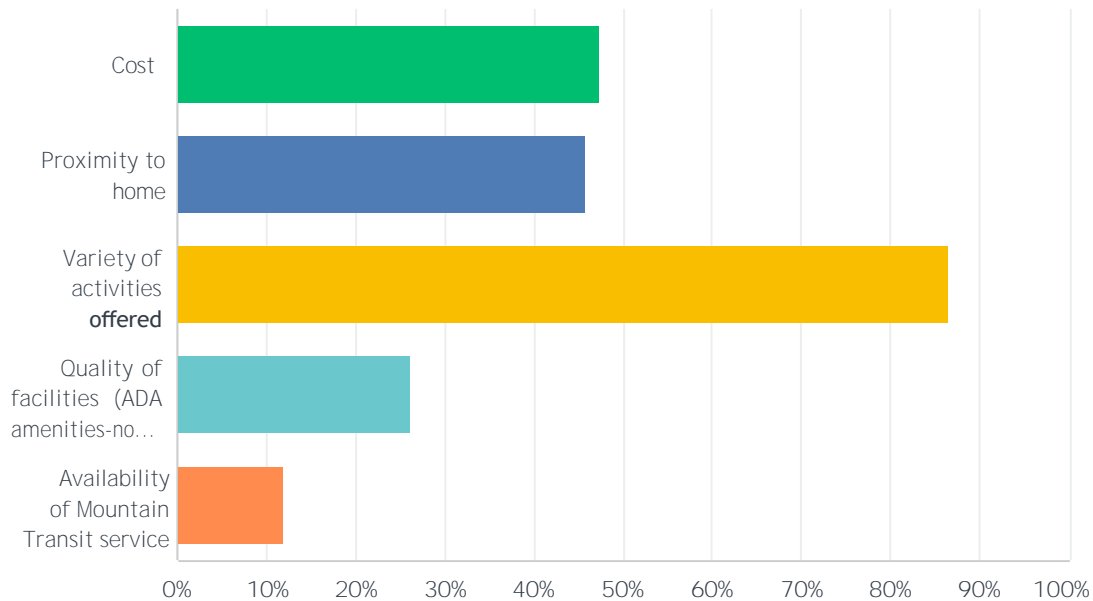


ANSWER CHOICES	RESPONSES
Very important	48.74%
Important	31.66%
Neutral	17.09%
Not important	2.51%
TOTAL	

## Appendix A: Survey Results

### Q16 What factors would influence your decision to participate in activities at the senior center? (Select all that apply)

Answered: 395 Skipped: 9

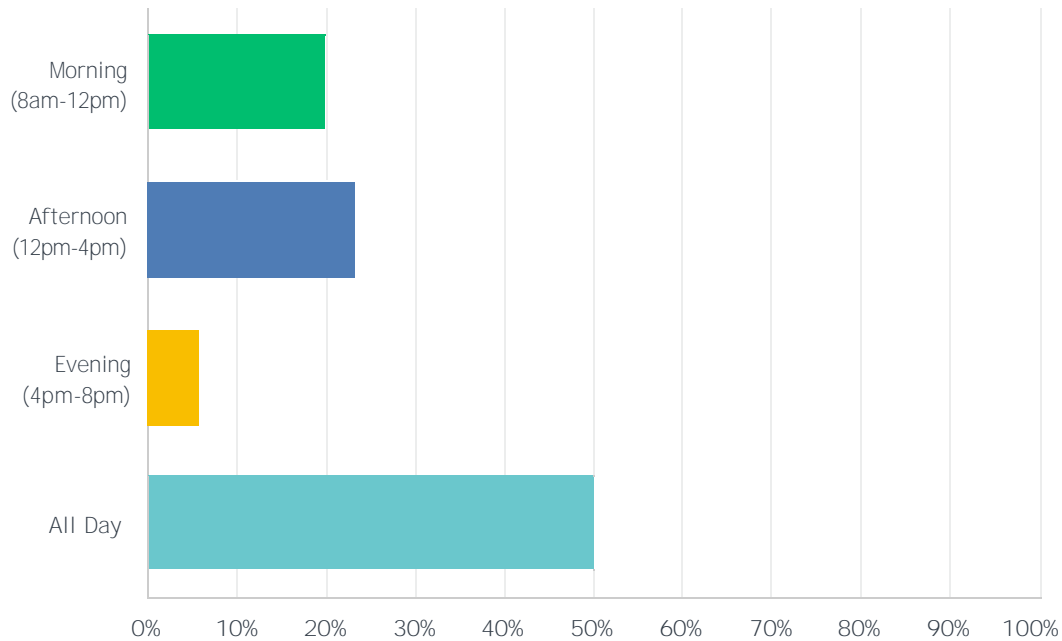


ANSWER CHOICES	RESPONSES
Cost	47.34%
Proximity to home	45.82%
Variety of activities offered	86.58%
Quality of facilities (ADA amenities-not too steep)	26.33%
Availability of Mountain Transit service	11.90%
Total Respondents: 395	

## Appendix A: Survey Results

### Q17 What hours of operation would be most convenient for you to visit the senior center?

Answered: 395 Skipped: 9

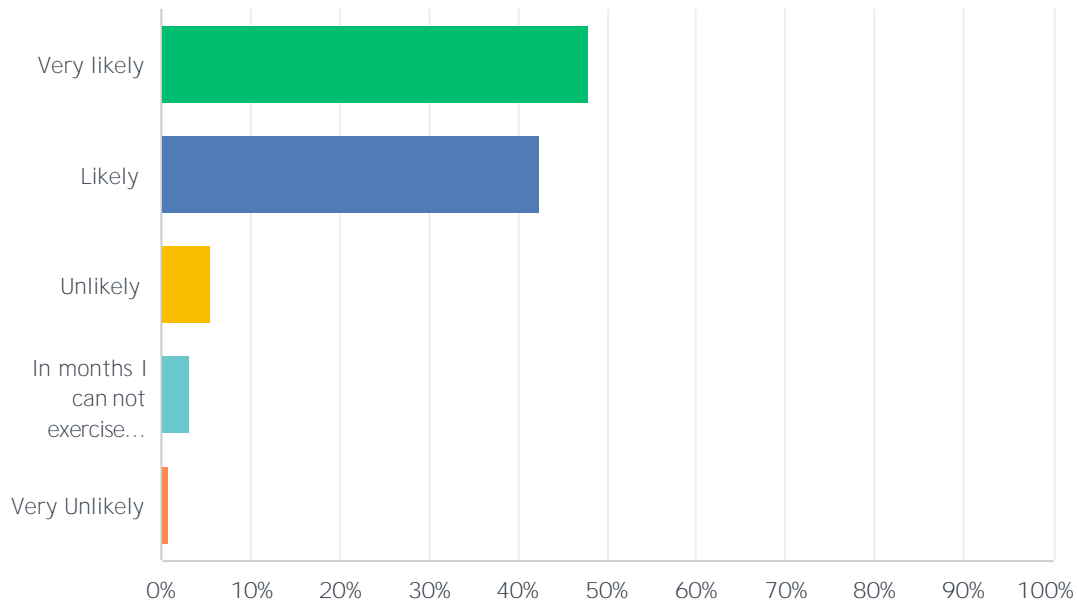


ANSWER CHOICES	RESPONSES
Morning (8am-12pm)	20.00%
Afternoon (12pm-4pm)	23.54%
Evening (4pm-8pm)	6.08%
All Day	50.38%
TOTAL	

## Appendix A: Survey Results

### Q18 How likely are you to utilize a senior center if one were established the Lake Arrowhead community?

Answered: 396 Skipped: 8



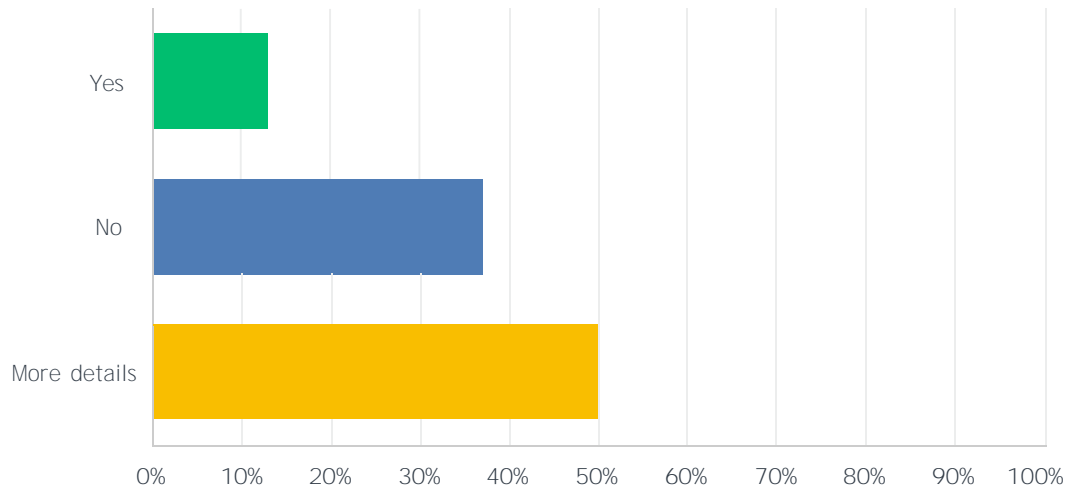
ANSWER CHOICES	RESPONSES
Very likely	47.98%
Likely	42.42%
Unlikely	5.56%
In months I can not exercise outdoors	3.28%
Very Unlikely	0.76%
TOTAL	



## Appendix A: Survey Results

### Q19 Would you like to donate to assist us in establishing a Senior Center in Lake Arrowhead?

Answered: 384 Skipped: 20

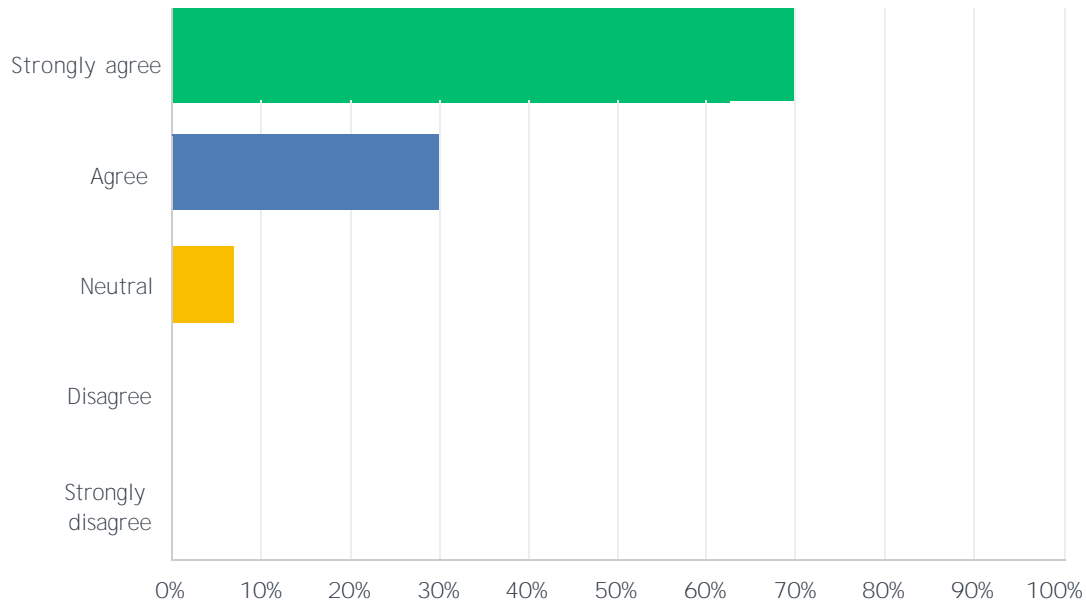


ANSWER CHOICES	RESPONSES
Yes	13.28%
No	37.24%
More details	49.48%
TOTAL	

## Appendix A: Survey Results

### Q20 There is a need for a senior center in the Lake Arrowhead community?

Answered: 399 Skipped: 5



ANSWER CHOICES	RESPONSES
Strongly agree	62.91%
Agree	29.32%
Neutral	7.27%
Disagree	0.25%
Strongly disagree	0.25%
TOTAL	

## **Appendix B: Results of Professional Interviews**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants

JPE 4/24

### **Needs Assessment Interviews/Meetings**

#### **4/12/24- Small community Meeting at the Resort with potential new residents of the Grocery Outlet/Old Theater**

Attending: Joyce Patrick Eckert, MJ Lyon, Kim McGuire, Cecilia Ponce deLeon and the manager of the Resort.

We discussed the ownership of the building and the lease owner Grocery Outlet parent company. We were informed that the parent company has put the location out as a bid to their franchises. May 1, 2024, the franchiser that secures the location in Lake Arrowhead will be chosen. Currently the plan is for the entirety of the building to be utilized by grocery outlet and the upper floor to be used for storage.

Actions:

1. We requested a portion of the upper floor for the Senior Center and were denied.
2. Joyce Patrick Eckert wrote a letter certified. Mail to the parent company owner requestion 5000 sq. ft. of the upper floor to be leased or donated to the senior center.

#### **4/24/24- Meeting with Jennifer Hueter, General Manager of the Rim of the World Recreation and Parks District**

Attending: Joyce Patrick Eckert, Jay Rynda and Jennifer Hueter

We discussed the Rotary's efforts in partnering with the Lake Arrowhead Rotary Senior Center and the Lake Arrowhead Rotary Club to establish a new Senior Center. This is a new entity and would have no affiliation with the current contentious group formerly meeting in Twin Peaks. We established there is a need for a stand-alone Senior Center in Lake Arrowhead. Jennifer was very supportive and wants the Rec and Parks District to be an interim location for senior activity until a new location is acquired. The Rec and Parks District would offer discounts to seniors and let them register monthly for low-cost activities. Jennifer also volunteered to do a mass mailing to their email list of clients to advertise for the new Senior Center. They will also be pick up and drop off location for the paper surveys.

Actions:

1. Email Jennifer pdfs of documents for advertising
2. Provide a drop off box for surveys to the office.

#### **4/26/24- Intake Meeting with SBDC (Small Business Development Center)**

Attending: Joyce Patrick Eckert

Discussion Items:

1. Does SBDC work with non profits? NO
2. Resources for non profits:
  - a. <https://calnonprofits.org/>

## Appendix B: Results of Professional Interviews

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants

JPE 4/24

b. <https://oneoc.org/>

### **4/26/24- Meeting with Sydney Sonck, Representative of Senator Rosiliciea Ochoa Bogh**

Attending: Joyce Patrick Eckert, Jay Rynda

Discussion items:

1. Funding
  - a. The state budget is over budget and there is no immediate monies for this project
  - b. Sid will keep an eye out for any state funds that might be acquired for this project.
  - c. Sid is willing to aid the Seniors in acquiring grants and is willing to write letters to help go around the three-year requirement.
2. Access to other Government agencies
  - a. Continue to work with the Recreation and Park department. Ask Jenny about the grants she has access to.
  - b. Sid will send an introduction to Jay Obernolte to facilitate federal senior monies.
  - c. Reach out to Lewis Murray to Dawn Rowe
    - i. The \$50,000 in Special Districts pickle ball monies
  - d. Reach out to Sam Manuel Band of Indians with the effort to service native seniors. Sid will write us a letter.
3. Furthering Information to Senator Ochoa Bogh this afternoon in his weekly report.
4. Finally- "I think this is needed" from Sid.

Actions:

1. Follow up with Obernolte
2. Forward Jay's email to Sid
3. Speak to Jenny at Rim Rec about current grants.
4. Reach out to Lewis Murray-Dawn Rowe
5. Attend the meeting on May 9 @ Rim High. The senator will be in attendance.
6. Send grants to Sid for review and letters.
7. Invite Sid to speak at Rotary.
8. Review Bills: SB943, SB1186 and SB1424

### **4/25/24- Meeting with Mountains Community Hospital Foundation**

Attending: Joyce Patrick Eckert, Jay Rynda, Diane Gladwell, Teri Ostlie, Kim McGuire and Mark Turner

Discussion Items:

Diane Gladwell and Joyce Patrick Eckert described the actions for the formation of the Lake Arrowhead Rotary Senior Center.

Mark Turner and Kim McGuire described the process and plan for the expansion of the MCH acute care unit and the education center.

## **Appendix B: Results of Professional Interviews**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants

JPE 4/24

1. Acute Care Wing- submitting finance package with financially feasible study with 3 design build firms by June 1, 2024
2. Hired a company to assess the community with a survey to go May through 15th
3. 3 bids due June 1, 2024
4. 3-4-year plan from study to opening
5. State design plan will take at least a year
6. Any build needs to be within the seismic laws by 2030
7. Do not want to go for bond measure
8. Soil tests and environment tests on available owned land

After opening of new acute care facility:

1. Availability of space on the current skilled nursing unit
2. Focus on the Education Center

Education Center.

1. Capacity study
2. Survey the community- May-June 17, 2024
3. Meeting spaces
4. Computer labs
5. Physical therapy
6. Parking structure
  - a. Need an environmental study and soil study to see if land can sustain parking facility
  - b. The site is located on a formal county waste site, and environmental studies and remediation measures will probably be required (delays and unanticipated expenses.)
7. Foundation money is locked in earmarked for the education center (it was not disclosed how much, nor if the money set aside is sufficient to build the education center.

Actions:

Continue to follow the progress of the MCH Acute Care wing and Education Center

### **5/1/24- Meeting with Jacqueline Lauder Gerontologist**

Attending: Joyce Patrick Eckert, Jacqueline Lauder

Discussion Items: Jacqueline introduced her and gave her credentials.

- Masters in Gerontology
- Retired Professor, Cal State Long beach
- Ran the largest Meals on Wheels program for Orange County
- Worked 15 years for the Council on aging specializing in HICAP and Scan programs as well as medical part D.
- Worked with the county's AAA program.
- Has expertise in navigating the various grants and funding opportunities.



## Appendix B: Results of Professional Interviews

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants

JPE 4/24

Jacqueline informed us that no senior center runs without AAA funding. All funding trickles down from federal, state and county resources. Jacqueline provided a list of necessary next steps:

1. Reach out to the county and attend the monthly AAA meetings.
2. Understand that a full-time director and volunteer coordinator is a mandatory need.
3. We must clearly outline and show the need to the county to get funding.
4. Start. Immediately of applying for grants. Our Rural status will help.
  - a. No grants are given for staffing.
  - b. Reach out to all grants offered.
  - c. Grants are for direct contracted services.
  - d. Health plans offer grants and are hungry for membership.
  - e. All grants' shifts focus so remember to apply for exactly what is offered.
5. Create a Master plan in line with the requirements for funding.
6. Understanding a senior center is to first help seniors understand and how to access resources.
7. In general, a senior center is NOT a service provider but a contractor for services.
8. A key element is offering what is being funded:
  - a. Intergenerational programs
  - b. A Virtual Senior Center

Actions:

Jackie wishes to be a volunteer advisor to the new Senior center. She will aide us in navigating all grants and with the interactions with the AAA of San Bernardino County.

### 5/1/24- Meeting with Sunrise Rotary

Attending: Joyce Patrick Eckert, Zoom in with 16 members

Statement: Good morning, everyone. I'm here today to share an exciting initiative: the establishment of the Lake Arrowhead Rotary Senior Center. Our executive board is currently conducting a community needs assessment to better understand how we can serve our seniors.

We are reaching out to the Sunrise Rotary for support in this endeavor. Your involvement is crucial. We ask that each of you visit our website, [lakearrowheadseniors.org](http://lakearrowheadseniors.org), to participate in our survey and share it with your contacts. This will greatly assist us in gathering community input.

Additionally, we are looking for ideas and potential donations of a facility to house our center. We also have two upcoming community meetings as part of our needs assessment—on Wednesday, May 15 at 5:30 PM and Saturday, May 18 at 10:30 AM. We would appreciate your help in spreading the word and encourage you to attend.

As dedicated Rotarians and community leaders, I am confident that with your support, we can successfully create a vibrant and resourceful senior center. I am available to answer any questions you might have; please feel free to email me at [lakearrowheadseniors@gmail.com](mailto:lakearrowheadseniors@gmail.com). Thank you for your attention and support.

## Appendix B: Results of Professional Interviews

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants

JPE 4/24

The response was very supportive. Several members had questions and ideas to share,

1. Try using a “fiscal Sponsor” for grant applications.
2. Reach out to the Inland Empire Community Foundation for grants.
3. The president offered to fulfill a grant request to their organization.

Actions:

1. Reach out to the Inland Empire Community Foundation
2. Complete a grant application for Sunrise Rotary
3. Reach out to Michelle French to take advantage of her grant writing skills.

### 5/2/24- Meeting with Corrine Mora; Jay Obernolte’s office

Attending: Joyce Patrick Eckert, Jay Rynda and Corinne Mora

Discussion Items: Joyce and Jay introduced the Lake Arrowhead Rotary senior center plan and the steps we have taken thus far:

- Partnership with the Rotary Club of Lake Arrowhead
- Attorney in progress of the 501c3 process
- Executive board formed.
- Rotary International needs assessment plan I progress.
  - Website
  - Advertising in print and social media
  - Survey in English and Spanish online and hard copy
  - Community meetings
  - Focus groups
  - Community engagement
  - Nonprofit engagement
  - County engagement
  - Census data- full time 43.8% over 50 population. Full time residents is 45.9% over 50 population
  - Meetings with the Senator’s office, Congressman and Assemblyman’s aids.

Information from Corrine:

- Use [www.grants.gov](http://www.grants.gov)
- Investigate “the grass roots academy” they are the chamber of commerce for non-profits
- There is a “community funding” annual project through the congressman
- All monies are allocated through the county AAA program
- Review the Barstow Senior Center for ideas
- Check into how much monies the county receives from Lake Arrowhead through tourism
- Master Plan
- Their office will provide a letter of support for this project

Actions:

1. Visit [www.grants.gov](http://www.grants.gov)
2. Investigate community funding project
3. Go to the next AAA meeting with the county

## **Appendix B: Results of Professional Interviews**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants

JPE 4/24

4. Review local senior centers and how they are set up and operate
5. Create a Master Plan!

### **5/2/24- Meeting with Iris Gutierrez; Assemblyman Tom Lacky's office**

Attending: Joyce Patrick Eckert, Jay Rynda and Iris Gutierrez

Discussion Items: Joyce and Jay introduced the Lake Arrowhead Rotary senior center plan and the steps we have taken thus far:

- Partnership with the Rotary Club of Lake Arrowhead
- Attorney in progress of the 501c3 process
- Executive board formed.
- Rotary International needs assessment plan I progress.
  - Website
  - Advertising in print and social media
  - Survey in English and Spanish online and hard copy
  - Community meetings
  - Focus groups
  - Community engagement
  - Nonprofit engagement
  - County engagement
  - Census data- full time 43.8% over 50 population. Full time residents is 45.9% over 50 population
  - Meetings with the Senator's office, Congressman and Assemblyman's aids.

Information from Iris:

- Please send their office a Master plan
- Please send their office the completed needs assessment report
- Please send an invitation for the focus group community leader meeting to Iris, she will attend
- Contact the local news agencies for support- quote the census data
- Their office will provide a letter of support

Actions:

1. Create a Master Plan and forward to Iris
2. Send the completed needs assessment report
3. Send Invitation to Iris
4. Contact local news agencies

### **5/10/24- Meeting with San Manuel Band of Indians**

Attending: Joyce Patrick Eckert, Jay Rynda, Albert Jasso and Melissa Castro

Introductions: Albert Jasso is the Director of Philanthropy for San Manuel Band of Indians, Melissa Castro is the Strategic Program Officer (Expiring Life Pillar)

Discussion Items-*Joyce & Jay*

- Explained the Senior Center Project
- Outlined the Rotary Partnership
- Described the vision of the center

## Appendix B: Results of Professional Interviews

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants

JPE 4/24

- Explained the lack of services for seniors in the community
- Jay explained briefly the background of the Twin Peaks Community center
- Stressed the importance of respecting and valuing our elders

### Responses and comments-*Albert and Melissa*

- “Definitely interested in finding out more”-Albert
- They are anxious to take this to their elders
- San Manuel funded the Inland Senior Center remodel @ \$500,000 grant.
- There is a lack of recreation space for mental health
  - 10 acres of greenspace per 1000 population
  - Lack of greenspace has an impact on the entire community
  - Isolation rates greatly impact our seniors
- Next steps:
  - Provide a copy of the report on the needs assessment
  - San Manuel will be looking for “long term” sustainability
  - If the project is financially sound, they will look to this project as a “long term” legacy

### Actions:

- Reach out to Penny at the Highland Senior Center for input, ideas and strategies
- Prepare the needs assessment report
- Prepare the Master Plan
- Research, collaborate and finalize the income stream of sustainability
- Set up another meeting mid-June

## 5/29/24- Meeting with Superintendent Dr. Paul Sevillano

Attending: Joyce Patrick Eckert, Paul Sevillano, Principal Megan Dieli, Principal Bethany Negersmith, Principal Jaclyn Lonceteaux and a representative from Crest Forest Seniors.

Discussion Items: Creating a pool of at least 20 seniors (for each school) from Lake Arrowhead (coordinated by Joyce Patrick Eckert) and the Crest Forest Senior Center in Crestline. This group will coordinate with the perspective principals to staff a co-reading program to begin in October.

The district has received a \$100,000 2-year grant to support seniors and students in the reading program.

The funds can be used to purchase specific books or a series of books. The funds can also be used to support the seniors in this endeavor, i.e., transportation.

- Partnership and coordination with each elementary school in the district
  - Lake Arrowhead Elementary
  - Valley of Enchantment (Crestline)
  - Charles Hoffman Elementary

### Actions:

## Appendix B: Results of Professional Interviews

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants

JPE 4/24

- Meet again in August or early September to coordinate with each principal and grade level.
  - VOE- Focus on third grade, Wednesday lunch program 5-10 seniors needed
    - VOE-Focus on K-3 lunchtime reading program 9-12 seniors needed. Focusing on Social-Emotional skills
  - LAE- Senior connections through stories, personal 1 on 1 focus on 4<sup>th</sup> grade. Students read to seniors in class. (10/15/20)Seniors needed at a time. Monday and Wednesday
    - Focusing on ELA standards.
  - Hoffman- Every Wednesday Third Grade-10 seniors in 2 classrooms. Focusing on reading fluency.

We will follow up by creating a dedicated pool of seniors who are enthusiastic and willing to commit to enriching the lives and education of our students through meaningful reading partnerships. This initiative aims to foster connections across generations, bringing warmth and wisdom to our young learners while providing our seniors with a fulfilling and impactful way to engage with the community.

### **6/10/24- Town Hall Meeting with Senator Rosilicie Ochoa Bogh in attendance**

Attending: About 75 local residents, Superintendent Sevillano, Rim of the World School District representatives, local news media, etc., and Joyce Patrick Eckert.

Synopsis of the meeting:

- [https://www.mountain-news.com/news/a-community-speaks-out-and-hopes-that-it-may-be-finally-heard/article\\_b93d1b5a-0aee-11ee-9ab7-7b9a901107fd.html](https://www.mountain-news.com/news/a-community-speaks-out-and-hopes-that-it-may-be-finally-heard/article_b93d1b5a-0aee-11ee-9ab7-7b9a901107fd.html)
- After the meeting, I had the opportunity to speak with the senator and discuss the pressing needs of the senior population in Lake Arrowhead. I highlighted that our community has the highest concentration of residents over the age of 50 in San Bernardino County, which is the largest county in California. I further explained that we are currently conducting a comprehensive needs assessment for Lake Arrowhead. The senator expressed interest and requested that I send her the completed report.

Actions:

- Send a completed Needs Assessment report to the Senator.



## **Appendix C: Results of Community Meetings**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants  
jpe5/24

### **Community meeting held May 15, 2024**

#### **Attendance of Board Members:**

Joyce Patrick Eckert- LARCS Executive Board President

Alma Borcuk- LARCS Executive Board Treasurer, current Treasurer of the Mountain Arts Network

Laura MacFarlane Donohoo- Director, President of the Blue Jay Thrift Store

Jay Rynda- Director, incoming president of the Rotary Club of Lake Arrowhead

#### **Rotarians:**

JC Eckert

Bob Gladwell

Diane Gladwell

John Lorenz

Duane Banner-Sunrise

#### **News:**

Rhea-Francis Tetley- Alpine News

Mr. Oestreich/ Diane Oestreich -Mountain News

In Attendance- 23 citizens of Lake Arrowhead

#### **Summary of Questions:**

1. What are the current obstacles that seniors in Lake Arrowhead encounter in accessing physical and mental support and engaging in social activities.
  - Level parking
  - Advertising:
    1. Newspapers
    2. Social media
    3. Signage
    4. Advertise within the current nonprofits
  - Transportation availability
  - Seniors feel left out-meet those needs
  - Meals

## **Appendix C: Results of Community Meetings**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants  
jpe5/24

- Use Resources like the History Museum
2. Are there existing resources or programs available for seniors in our community?
- If so, what gaps or limitations do they have?
- Transportation
  - Cliques on the mountain
    - 1. Offer a community environment for all
  - The seniors would stay on the mountain if they had more resources
  - Meals on Wheels (currently serving 40, with a wait list)
  - Local churches help seniors
  - No help with snow removal
  - Tudor house a resource
  - Rebuilding Together Program
  - Mountain Thrift store in Blue Jay
3. What specific physical amenities and facilities would be essential for a senior center to adequately serve the needs of our community?
- Please make it ADA.
  - Have Dial-A-Ride available
  - Mountain Transit Route
  - Level Entry
  - Multi-use Rooms
  - Wade pool or physical therapy pool
  - Indoor pickleball
  - Garden and garden club
  - Weekly luncheon/monthly luncheon
  - Front porch for vitamin D and socializing

## **Appendix C: Results of Community Meetings**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants  
jpe5/24

4. How can the senior center collaborate with local healthcare providers, mental health professionals, and social service organizations to ensure comprehensive support for seniors?
  - Reach out to providers
  - Outreach to Kaiser
  - Outreach to MCH
  - Guidance with Social Security Services
  - Classes on Insurance for seniors/supplemental/life and long-term care
  - Help for seniors without Insurance
  - Rehabilitation Resources for home care aide
  - Rehabilitation equipment/wade pool/exercise equipment
  - Access to information on Homeopathic care and resources
  - Lists of Insurance Companies
  - Presentations by healthcare specialists
5. What types of recreational, educational, and social activities would be most beneficial and appealing to seniors in Lake Arrowhead?
  - Weekly Technology classes
  - Courts/space for Special Olympics
  - Indoor Pickleball
  - Bocci Ball Court
  - Table Tennis
  - Dance/exercise and party
  - Grief Counselling
  - Pilates
  - Yoga

## **Appendix C: Results of Community Meetings**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants  
jpe5/24

- Tai Chi
  - Art Classes
  - Luncheons
  - Speaker Programs
  - Multi-generational programs
  - Virtual Programs
  - Mental Health counseling
  - Financial Planning/Trust and Power of Attorney/Reverse Mortgage
  - Social Meals
  - Music Guests
  - Reading Room and book exchange
6. Are there transportation challenges that seniors face in accessing services and activities? If so, how can the senior center address these challenges?
- Access roads
  - No longer able to drive
  - Fog/Ice
  - Need carpools/MARTA
  - Bus or van for tours and activities
  - Need good and multiple handicap parking
  - Level parking
  - Snow plows for access roads/get the county to supplement snow removal for seniors
7. How can the senior center integrate cultural and recreational programs that reflect the diverse interests and backgrounds of Lake Arrowhead's senior population?
- Ask for programs desired

## **Appendix C: Results of Community Meetings**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants  
jpe5/24

- Offer multilanguage resources
  - Focus on wellness of body and mind
8. What funding sources and community partnerships can be leveraged to support the establishment and sustainability of our senior center?
- Government Funding
  - Grants (Grant Writing Committee)
  - Private Industry
  - San Manuel Band of Indians
  - UCLA Conference Center and Lodge (Their mission is education)
  - The Lake Arrowhead Country Club
  - Open an exclusive Gift and Artisan Shop within the Senior Center for an income source
9. How can the senior center ensure inclusivity and accessibility for all seniors, including those with disabilities or limited mobility?
- Have a Social Hour
  - Good level parking
  - Have small rooms for table games, i.e., cards, mahjong
  - Have outdoor movies/foreign films
  - Craft rooms
  - Eventually purchase or rent a bus for inclusive outings
10. What strategies can be implemented to actively engage seniors in decision-making processes and program development for our senior center?
- Community workshops
  - Surveys
  - Volunteer Coordinator

## **Appendix C: Results of Community Meetings**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants  
jpe5/24

- Sign-Ups for programs
- Follow up with a Hospitality Coordinator
- Teach Computer skills
  1. Smart Phone skills
  2. Online ordering
  3. Avoiding scams



## **Appendix C: Results of Community Meetings**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants  
jpe5/24

### **Community meeting held May 18, 2024**

#### **Attendance of Board Members:**

Joyce Patrick Eckert- LARCS Executive Board President

Alma Borcuk- LARCS Executive Board Treasurer, current Treasurer of the Mountain Arts Network

Laura MacFarlane Donohoo- Director, President of the Blue Jay Thrift Store

#### **Notable Guests:**

Karen Rowell-Friends of the Library, Geriatric Social Worker

Sue Walker-Homeless Coalition President

Carrie Eskay-Telehealth Therapy, Senior specialty

In Attendance- 12 citizens of Lake Arrowhead

#### **Summary of Questions:**

1. What are the current obstacles that seniors in Lake Arrowhead encounter in accessing physical and mental support and engaging in social activities.
  - Resources for Services
    1. Knowing how to locate
    2. Knowing what services are available
  - Weather
  - Transportation availability
  - Funding
2. Are there existing resources or programs available for seniors in our community?  
If so, what gaps or limitations do they have?
  - Rim Family Services
  - Crestline Senior Center
    1. Weekly nutritional meals
  - Meals on Wheels (currently serving 40, with a wait list)
  - Gaps:

## **Appendix C: Results of Community Meetings**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants  
jpe5/24

1. Transportation
  2. Weather conditions
  3. Information about services and resources
3. What specific physical amenities and facilities would be essential for a senior center to adequately serve the needs of our community?
- Please make it ADA.
  - Have Dial-A-Ride available
  - Mountain Transit Route
  - Level Entry
  - Multi-use Rooms
  - Wade pool or physical therapy pool
  - Indoor pickleball
  - Garden and garden club
  - Front porch for vitamin D and socializing
  - Bunco or a small group meeting room
  - Light, bright airy rooms conducive to mental health
  - Day-Care for seniors
4. How can the senior center collaborate with local healthcare providers, mental health professionals, and social service organizations to ensure comprehensive support for seniors?
- Reach out to providers
  - Outreach to Kaiser
  - Outreach to MCH
  - Guidance with Social Security Services
  - Dementia and Alzheimer's assistance

## **Appendix C: Results of Community Meetings**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants  
jpe5/24

- Classes on Insurance for seniors/supplemental/life and long-term care
  - Help for seniors without Insurance
  - Rehabilitation Resources for home care aide
  - Rehabilitation equipment/wade pool/exercise equipment
  - Access to information on Homeopathic care and resources
  - Lists of Insurance Companies
5. What types of recreational, educational, and social activities would be most beneficial and appealing to seniors in Lake Arrowhead?
- Weekly Technology classes
  - Courts/space for Special Olympics
  - Indoor Pickleball
  - Bocci Ball Court
  - Table Tennis
  - Dance/exercise and party
  - Grief Counselling
  - Pilates
  - Yoga
  - Tai Chi
  - Art Classes/cooking classes/sewing or handicraft classes
  - Luncheons
  - Speaker Programs
  - Pet Therapy
  - Multi-generational programs
  - Virtual Programs
  - Mental Health counseling

## **Appendix C: Results of Community Meetings**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants  
jpe5/24

- Financial Planning/Trust and Power of Attorney/Reverse Mortgage
  - Social Meals/quarterly high tea
  - Music Guests
  - Reading Room and book exchange
  - Teach Computer skills
    1. Phone skills
    2. Online ordering
    3. Avoiding scams
6. Are there transportation challenges that seniors face in accessing services and activities? If so, how can the senior center address these challenges?
- Access roads
  - No longer able to drive
  - Fog/Ice
  - Need carpools/MARTA/Dial a ride with mountain transit
  - Bus or van for tours and activities
  - Need good and multiple handicap parking
  - Level parking
  - Volunteer carpool drivers for activities
7. How can the senior center integrate cultural and recreational programs that reflect the diverse interests and backgrounds of Lake Arrowhead's senior population?
- Ask for programs desired
  - Offer multilanguage resources
  - Focus on wellness of body and mind
  - Cultural activities, i.e., Irish dancing, native American crafts
  - Signage that "All are welcome" bilingual advertising

## **Appendix C: Results of Community Meetings**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants  
jpe5/24

- Have a 'Cultural' day quarterly
8. What funding sources and community partnerships can be leveraged to support the establishment and sustainability of our senior center?
- Government Funding
  - Grants (Grant Writing Committee) Ted Roy Foundation
  - Private Industry/Foundations
  - San Manuel Band of Indians
  - UCLA Conference Center and Lodge (Their mission is education)
  - The Lake Arrowhead Country Club
  - Open an exclusive Gift and Artisan Shop within the Senior Center for an income source
  - Include the LBGTQ Community
9. How can the senior center ensure inclusivity and accessibility for all seniors, including those with disabilities or limited mobility?
- Have a Social Hour
  - Good level parking
  - Have small rooms for table games, i.e., cards, mahjong
  - Have outdoor movies/foreign films
  - Craft rooms
  - Eventually purchase or rent a bus for inclusive outings
10. What strategies can be implemented to actively engage seniors in decision-making processes and program development for our senior center?
- Community workshops
  - Surveys
  - Volunteer Coordinator

## **Appendix C: Results of Community Meetings**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants  
jpe5/24

- Sign-Ups for programs
- Follow up with a Hospitality Coordinator
- Suggestion Box
- Postcard mailings to all seniors
- Have information in local businesses and doctor's offices



## **Appendix D: Results of Focus Group with Community Leaders**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants

jpe5/24

### **Focus Group/Community Leaders Meeting**

**May 17, 2024**

#### **Attendance of Board Members:**

Joyce Patrick Eckert- LARCS Executive Board President

Alma Borcuk- LARCS Executive Board Treasurer, current Treasurer of the Mountain Arts Network

Laura MacFarlane Donohoo- Director, President of the Blue Jay Thrift Store

Jay Rynda- Director, incoming president of the Rotary Club of Lake Arrowhead

#### **Leaders in Attendance:**

Penny Shubnell-Crestline Senior Center Director

Ron Manning- Running Springs Golder Oaks

Captain Craig Harris-Twin Peaks Sherriff

Jenny Hueter- Rim of the World Parks and Recreation Department

Elizabeth O'Neil-Sunrise Rotary Incoming President

Angela Harrington- Mountain Counselling

Cecilia Ponce DeLeon- Lake Arrowhead Chamber of Commerce President

Scott Ridnow- Lake Arrowhead News.com, LACCC Government Affairs, Lake Arrowhead

Municipal Advisory Council Director, past ALA director

Terri Ostlie-Rotary Club of Lake Arrowhead President

Dr. Paul Sevillano- Superintendent of the Rim of the World School District

The meeting began with an overview of the Lake Arrowhead Rotary Senior Center project, detailing the objectives and planned activities, as well as a concise review of prior discussions held with political and community leaders. This was followed by a recap of the questions posed to the community during the meeting on May 15. Subsequently, the session progressed to address the focus group-specific questions, facilitating a deeper examination of community needs and expectations.

#### *Summary of Questions:*

#### **Strategic Vision and Community Impact:**

1. What strategic initiatives should the senior center prioritize to maximally benefit Lake Arrowhead's aging population?
  - a. Create a calendar of physical, mental and social events. Advertise to include seniors
    - i. Newspaper
    - ii. Meals on wheels
    - iii. MCH
    - iv. Postal mailing

## **Appendix D: Results of Focus Group with Community Leaders**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants

jpe5/24

- b. Know our audience
  - i. Use census data
  - ii. Use publicized information
  - iii. Create programs to bring them in
- c. Compare notes with active successful local Senior Centers
- d. Create a quarterly event with the two other local Senior centers
  - i. Tri-event calendar of activities

#### **Resource Assessment and Gap Analysis:**

- 2. Given the existing programs and services for seniors in our community, where do you see the most significant gaps or needs that the new senior center should focus on?
  - a. Locality
    - i. Some seniors no longer drive
    - ii. Weather keeps seniors from traveling from their main residential area.
  - b. There are currently no programs locally for seniors
    - i. Mental
    - ii. Physical
    - iii. Social
  - c. Life sustaining
    - i. Help with social security programs
    - ii. Help with free medical assistances services
    - iii. Chiropractic
    - iv. Dental
    - v. Homeopathic services

#### **Facility and Infrastructure:**

- 3. What are the essential features and facilities that should be included in the senior center to best serve the diverse needs of our senior community?
  - a. ADA compliant
  - b. Create a database of resources
  - c. Offer free BP check
  - d. Offer insurance workshops
  - e. Offer financial workshops
    - i. Advanced directives
    - ii. Reverse mortgages
    - iii. Will
    - iv. Trusts
    - v. Basic financial planning-the "5 Wishes" program
    - vi. Widow's workshop on finances
  - f. Offer technology workshops
    - i. Phones and computers

## **Appendix D: Results of Focus Group with Community Leaders**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants

jpe5/24

- ii. Email
  - iii. Fraud prevention
- g. Physical movement classes
  - i. Yoga
  - ii. Tai Chi
  - iii. Senior fitness
  - iv. Dance/ line, square
  - v. Physical therapy-Vendor to assist
- h. Mental stimulation classes combined with Art
  - i. Painting workshop
  - ii. Drawing workshop
  - iii. Resident counselor-Mountain's counseling volunteer
- i. Suicide prevention
  - i. Workshops on how to combat loneliness
  - ii. How to be an active member

#### **Partnership and Collaboration Opportunities:**

- 4. How can the senior center form effective collaborations with local healthcare, mental health, and social service organizations to provide comprehensive support?
  - a. Nurture a relationship with Mountains Community Hospital
  - b. Partner with Mountain Counselling
  - c. Partner with Rim Family Services
  - d. Partner with Rim of the World Parks and Recreation District
  - e. IHP Medicare
  - f. Consult with local Medicare Specialists
    - i. Jacqueline Lauder
    - ii. Karen Rowell
    - iii. Partner with Arrowhead Lake Association
      - 1. Mike Pate 909-337-2595

#### **Cultural and Recreational Programming:**

- 5. What types of cultural and recreational programs would best reflect and serve the diverse backgrounds of our senior population?
  - a. Collaborate with local senior centers (highland and mountain) to create multicultural quarterly programs
  - b. National Native American Indian programs/activities (Serrano People)
  - c. Cinco de Mayo activities
  - d. Local Native American lands (Lake Arrowhead is a Native American sacred ground) activities

#### **Transportation Solutions:**

## **Appendix D: Results of Focus Group with Community Leaders**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants

jpe5/24

6. What transportation solutions can be implemented to improve seniors' access to the senior center and its programs?
  - a. Secure Mountain Transit route to the new Senior center
  - b. Advertise within the center for Dial-A-Ride (Mountain Transit) service
  - c. Create volunteer transportation groups for weekly activities
  - d. Eventually purchase a large passenger van for field trips and activities

#### **Funding Strategies:**

7. What are the most viable funding sources and community partnerships that can be tapped into for the initial setup and sustainable operation of the senior center?
  - a. Grant writing team
  - b. Philanthropic donations
  - c. Go-FUND me
  - d. Donations
  - e. Fund Raising events
    - i. Gayla
    - ii. Sell pavers or brass wall plaques for donations of \$5000-\$50,000
  - f. Partnerships with Rim of the World School District
    - i. \$100,000 grant for seniors and school age children reading
  - g. Possible partnership with UCLA Conference center-focus on education
  - h. Partnership with Mountain Counseling
  - i. Partnership with the Lake Arrowhead Country Club
  - j. Reach out to other supporting Foundations
    - i. Ted Roy Foundation

#### **Ensuring Inclusivity and Accessibility:**

8. How can we ensure that the senior center is accessible and inclusive to all seniors, especially those with disabilities or limited mobility?
  - a. Use local resources to find the limited mobility seniors
    - i. MCH
    - ii. Meals on wheels
  - b. Create a program for seniors to get on the county list for notifications and support
  - c. Make sure the new senior center is ADA and easily assessable for seniors of all mobility levels
  - d. Provide a free adaptive device exchange
    - i. Walkers
    - ii. Seat risers
    - iii. Etc.
  - e. Make the center a "Cooling and Heating" facility making it available for funding

## **Appendix D: Results of Focus Group with Community Leaders**

### **Structured Question Format**

Facilitated by Rotarian Joyce Patrick-Eckert, who also compiled the answers from the participants

jpe5/24

#### **Senior Engagement in Governance:**

9. How can we involve seniors in the decision-making process to ensure that the center aligns with their needs and preferences?
  - a. Have a suggestion box in the center
  - b. Have monthly “your voice” workshops where seniors can ask for specific programs
  - c. Use other senior centers programming to pattern after

#### **Evaluation and Feedback Mechanisms:**

10. What mechanisms should be established to continuously assess the effectiveness of the senior center and adjust based on community feedback?
  - a. Give Seniors a voice
    - i. Suggestion boxed
    - ii. Volunteer opportunities
    - iii. Monthly luncheons where seniors can voice their needs and comments
  - b. Semiannual board meetings to evaluate the success or failings of programs
  - c. Annual exchange of officer positions to get all involved

# APPENDIX E: PROJECT DESIGN / TIMELINE - POSSIBLE LAKE ARROWHEAD ROTARY SENIOR CENTER

Draft version 4.0

Task No.	Project Deliverable / Milestone	Done?	2024																
			Mar Wk 4	Apr Wk 1	Apr Wk 2	Apr Wk 3	Apr Wk 4	May Wk 1	May Wk 2	May Wk 3	May Wk 4	Jun Wk 1	Jun Wk 2	Jun Wk 3	Jun Wk 4	Jul Wk 1	Jul Wk 2	Jul Wk 3	Jul Wk 4
1.00	Phase 1 - Rotary Foundation: Explore Options to establish a Senior Center (LAGP) in Lake Arrowhead																		
1.1	Establish Subcommittee of Rotary Foundation Board	x																	
1.2	Explore Existing Resources & Buildings	to LARSC																	
1.3	Select a Real Estate Broker to Explorer Purchase or Lea	x																	
1.4	Rotary Board's Capacity to Manage a LAGP	x																	
1.5	Decision - Form a Non-Profit to Manage a LAGP?	x																	
1.6	Hire Attorney to Form New Non-Profit	x																	
1.7	Approve Board for New Non-Profit	x																	
1.8	Real Estate Attorney (in the event a suitable property or	x																	
1.9	Fiscal Sponsorship Agreement between Foundation and LAGP																		
1.10	Monitor and Support LAGP Actions																		
1.11																			
2.00	Phase 2 - Establish New Non-Profit																		
2.1	Create Initial Board for New Non-Profit	x																	
2.2	File State Incorporation papers	x																	
2.2	File Federal Incorporation papers																		
2.2	Explore Existing Resources & Buildings																		
2.2	Explorer other Funding Sources and their Requirements																		
2.2	Fiscal Sponsorship Agreement between Foundation and LAGP																		
2.7	Start Initial Fundraising Campaign (GoFundMe)																		
2.8	Adopt Bylaws for New Non-Profit																		
2.9	Monthly Reporting to the Board																		
2.10																			
2.11																			
3.00	Phase 3 - Conduct Community Needs Assessment																		
3.1	Develop Plan	x																	
3.1	Assess resources, options																		
3.2	Conduct Survey																		
3.3	Conduct Community, Professional Meetings	x																	
3.4	Other Research																		
3.4	Draft Community Needs Assessment, Revisions																		
3.4	Present Draft to LAGP Board / Revise																		
3.4	Present Draft to Foundation Board / Revise																		
3.4	Present Draft to Rotary Experts / Revise																		
3.4	Present Draft to County / Revise																		
3.4	Present Draft to San Manual / Revise																		
4.00	Phase 4 - Develop Business Plan, Draft Comment and Revision																		
4.1	Research into formats required by potential grant funders																		
4.2	Create Budget (needs revision after a building is found)																		
4.3	Draft Business Plan (needs revision after a building is found)																		
4.4	Present Draft to LAGP Board / Revise (will need revision)																		

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# APPENDIX E: PROJECT DESIGN / TIMELINE - POSSIBLE LAKE ARROWHEAD ROTARY SENIOR CENTER

Draft version 4.0

Task No.	Project Deliverable / Milestone	Done?	2024																
			Mar Wk 4	Apr Wk 1	Apr Wk 2	Apr Wk 3	Apr Wk 4	May Wk 1	May Wk 2	May Wk 3	May Wk 4	Jun Wk 1	Jun Wk 2	Jun Wk 3	Jun Wk 4	Jul Wk 1	Jul Wk 2	Jul Wk 3	Jul Wk 4
4.5	Present Draft to Foundation Board / Revise (will need revision)																		
4.6	Present Draft to Rotary International Experts / Revise (will need revision)																		
4.7	Present Draft to County / Revise (will need revision)																		
4.8	Present Draft to San Manual / Revise (will need revision)																		
4.9	Present Draft to other stakeholders for revision																		
5.00	Phase 5 - Present Needs Assessment & Business Plan to Stakeholders / potential donors / property owners																		
5.1	Meetings with various potential funders																		
5.2	Revisions as required																		
5.5																			
6.6																			
6.00	Phase 6 - Funding / Donations and Grants																		
6.1	Lake Arrowhead Rotary Foundation (flexible funding)																		
6.2	Morning Sunrise Rotary Foundation (flexible funding)																		
6.3	Rotary, International Global Grant																		
6.4	County CDBG / Dept of Aging / Supervisor's Discretionary Community Funds																		
6.5	San Manael Band of Indians																		
6.6																			
6.7																			
7.00	Phase 6 - Acquire a Location / Develop "Real" Budget and options																		
7.1	Revise Business Plan / Budget / Revenue and Expenses																		
7.2	Determine what money to ask for from what agencies																		
7.3	Adjust resources																		
7.4																			
8.00	Phase 8 - Start Programming / Classess																		
8.1	Develop Prioritized Plan																		
8.2	Obtain volunteers or contract instructors																		
8.3	Begin providing Programming																		
8.4																			
8.00	Phase 8 - Monitor and Comply with Grants after a Location has been determined or Acquired																		
8.1	Measuring and Reporting to Funding Agencies																		
8.2																			
8.3																			
8.4																			



# APPENDIX E: PROJECT DESIGN / TIMELINE - POSSIBLE LAKE ARROWHEAD ROTARY SENIOR CENTER

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Task No.	Project Deliverable / Milestone	2024																	
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