

**GRAND JUNCTION CITY COUNCIL
WORKSHOP AGENDA**

**MONDAY, OCTOBER 1, 2001, 7:00 P.M.
CITY HALL AUDITORIUM, 250 N. 5TH STREET**

MAYOR'S INTRODUCTION AND WELCOME

- 7:00 **COUNCILMEMBER REPORTS**
- 7:10 **CITY MANAGER'S REPORT**
- 7:15 **REVIEW OF FUTURE WORKSHOP AGENDAS** [Attach W-1](#)
- 7:20 **REVIEW WEDNESDAY COUNCIL AGENDA**
- 7:30 **THE CIVIC FORUM:** Representatives of this group will ask Council to purchase an annual City membership for \$7,500. [Attach W-2](#)
- 7:50 **HILLTOP COMMUNITY RESOURCES:** Sally Schaefer and Janell Bauer-Morris will ask Council for a 10 year, \$2.5 million City contribution to their Senior Enrichment Center. [Attach W-3](#)
- 8:30 **MESA COUNTY PUBLIC LIBRARY:** Representatives of the library board will brief Council on the Library's expansion plans, their progress to date, and the need for future City support.
- 8:45 **ADJOURN**

This agenda is intended as a guideline for the City Council. Items on the agenda are subject to change as is the order of the agenda.

FUTURE CC WORKSHOP AGENDAS

OCTOBER 15, MONDAY 7:00 PM:

1. 4:30-6:30 ANNUAL JOINT PERSIGO POLICY MEETING WITH THE MESA COUNTY BOARD OF COMMISSIONERS:
2. 7:00-9:00 CELL TOWERS UPDATE BY CONSULTANT: Mesa County, Fruita and Palisade are invited to attend.

OCTOBER 18-19, THURSDAY & FRIDAY:
CITY COUNCIL RETREAT

OCTOBER 27, SATURDAY 8:30 AM
BUDGET PRESENTATION & REVIEW

NOVEMBER 5, MONDAY 7:00 PM:

- 6:00 COUNCIL REPORTS, REVIEW WEDNESDAY AGENDA & REVIEW FUTURE WORKSHOP AGENDAS
6:25 CITY MANAGER'S REPORT
6:30 JIM LOCHHEAD WATER REPORT:
7:00 GRAND JUNCTION DRAINAGE DISTRICT

NOVEMBER 19, MONDAY 7:00 PM:

- 7:00 COUNCIL REPORTS, REVIEW WEDNESDAY AGENDA & REVIEW FUTURE WORKSHOP AGENDAS
7:25 CITY MANAGER'S REPORT
7:30 OPEN

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FUTURE WORKSHOP ITEMS

First Priority

1. CABLE TELEVISION FRANCHISE
2. CITIZEN SURVEY REPORT: (will also be discussed at retreat)
3. URBAN TRAILS UPDATE
4. *BELTWAY PLAN UPDATE FROM CONSULTANTS ? Nov. 19?*
5. *?UPDATE ON REDLANDS TRANSPORTATION PLAN WITH FRUITA & COUNTY?? OR AT 6:00 PM? Nov. 19?*

Second Priority

6. BOTANICAL SOCIETY MASTER PLAN
7. DARE & SCHOOL RESOURCE PROGRAMS
8. HAZARDOUS DEVICE TEAM
9. FORESTRY OPERATIONS
10. PARKS/SCHOOLS COOPERATIVE AGREEMENTS
11. ELECTRONIC RECORDS MANAGEMENT SYSTEM:
12. LIQUOR LICENSING PROCEDURES
13. SOLID WASTE COLLECTION IN NEWLY ANNEXED AREAS
14. CRIME LAB
15. HAZMAT
16. GOLF OPERATIONS
17. CODE ENFORCEMENT OPERATIONS

This agenda is intended as a guideline for the City Council. Items on the agenda are subject to change as is the order of the agenda.

The Civic Forum

**600 White Avenue, Suite 201
PO Box 2731
Grand Junction, CO 81502**

Phone: (970) 241-1064

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Executive Director:

Nancy S. Terrill * nterrill@civicforum.org

Project Director:

Kristy McFarland * kmcfarland@civicforum.org

CIVIC FORUM

A. Organization Information

The Civic Forum is a neutral non-partisan organization whose mission is to foster better citizen understanding of issues affecting Mesa County's quality of life, to provide neutral facilitation of public dialog, and to encourage collaboration of citizen groups as they explore and promote alternative actions.

Two goals drive the Civic Forum's efforts: first, to address issues that will improve the community's health as broadly defined; second, to create positive processes that link citizens, businesses, and governments in on-going collaborations with measurable outcomes.

The Civic Forum provides a supportive venue for public discussion and action on community issues. Citizen participation and inclusion of diverse cultural and socioeconomic groups are key to the Forum's success and high regard within the community.

The Civic Forum recognizes that many community issues are best resolved with community building. The Forum's processes are flexible and use many tools to mobilize citizens, the health community, the business community, governmental entities and other stakeholders in the community-building process. Each critical community health issue requires accurate assessment of the appropriate tools and identification of all stakeholders. To achieve community building, the Forum uses focus groups, study circles, neighborhood groups, round tables, legislative forums, action coalitions and

organizing committees. It creates the structure to define and measure progress toward meeting those goals.

An integral part of the implementation process of the *Mesa County: Our Picture of Health 2002* project is not only the collaboration of other foundations, policy makers and organizations; it is the empowerment and encouragement of the citizens to get involved in addressing the health concerns of the community. The Civic Forum's long-term goals are to continue training citizens in community dialogue and problem resolution, and to ensure that these processes are replicated and sustained.

2. Brief summary of organizational history

Founded in 1994, The Civic Forum developed in response to the Healthy Communities 2000 and Colorado Healthy Community Initiative co-sponsored by The Colorado Trust and National Civic League.

In its early years, the Civic Forum convened citizens to study issues including affordable housing, youth violence, growth management, and county government. In partnership with St. Mary's Hospital and over 30 other organizations in the county, The Civic Forum has published and distributed two editions of *Mesa County: Our Picture of Health*, a comprehensive community health assessment, in 1995 and 1998. These health assessments examined community-wide indicators of health and are widely used by local agencies and citizens.

The Grand Valley Transit Authority is one example of the Civic Forum's success in facilitating the citizen participation process. Since the early 1980's, Grand Valley citizens expressed concerns about the fragmented transportation system, especially for working citizens with disabilities. In 1996, The Civic Forum rose to the challenge by calling together citizens in to examine the transit issue and possible solutions. Under the Civic Forum's direction, a coalition of citizens studied other national models, defined the needs of the community and designed an efficient system. With grants received from the Office of Energy Conservation, the Grand Valley Transit commenced operations in February 2000. Today the ridership of the transit system is significantly higher than the national average.

In 1999-2000, The Civic Forum conducted a successful Study Circle program on fire and emergency medical services. All interested sectors in the community participated and a set of valuable recommendations resulted. The City of Grand Junction, Mesa County and the rural fire district are now working together to implement these recommendations. A Substance Abuse Summit was held in January 2000. The summit produced several work teams to address specific concerns about substance abuse prevention. These work teams collaborated to develop prevention strategies drawing on the resources of law enforcement, local schools and social service agencies.

Youthspeak 2000 was facilitated by the Civic Forum along with many community partners in the spring of 2000. It was a very successful one-day conference for youth, designed and presented by a group of youth with a focus on leadership, motivation, substance abuse, teen pregnancy, poor perception of teens and other youth issues.

The Civic Forum hosted three public forums in October 2000, concerning a controversial state-wide growth initiative (Amendment 24) and growth concerns in general. The Forum also hosted a public debate on Amendment 21, a tax-cut initiative.

All debates were televised by KJCT-TV, who later won an award for Excellence in Programming from the Colorado Broadcasters Association for their coverage of our debate. Citizen feedback indicated enormous interest in The Civic Forum continuing public dialogue around issues that impact the community's health and well-being.

The Civic Forum now has over 500 members, 65 community partners including businesses and government, and has engaged over 1,000 citizens in a variety of programs and activities, is an internship site for Mesa State College, works with the service learning programs in Mesa County Valley School District #51, and includes youth on their board of directors.

The Civic Forum is truly unique. No other non-partisan organization is able to serve so ably in the important role as facilitator and coordinator of the efforts at citizen engagement in local issues. Nancy S. Terrill began in July as Executive Director. She is an experienced facilitator, mediator and attorney who is leading the Forum's efforts.

Other efforts you will be supporting with your contribution:

- Fall, 2001 Panel presentations on the Tabor ballot initiative;
- Fall, 2001-2002 ongoing preparation of Publication of " Mesa County: Our Picture of Health 2002"; ongoing use of the publication;
- Ongoing work on facilitating collaboration among citizen groups and government
- Quick civic responses to issues that arise in the community;
- Spring, 2002 Youth Summit conference and
- Fall, 2002 Panel presentations on ballot issues such as Public Library funding.

3. Our Picture of Health

One of the Forum's biggest projects is Our Picture of Health. The purpose and goals of the *Mesa County: Our Picture of Health* project is three-fold:

Vision: To help create a vision for a healthy Mesa County. Further, to promote local responsibility for local health outcomes.

Assessment: Assess the current health of Mesa County through local statistical data and trend comparisons with national data and survey analysis. Upon analysis, determine the key indicators and how they compare to our vision.

Mobilization: To be a catalyst for community action. Upon prioritizing key health issues, help citizens act to close the identified health gaps in Mesa County.

Mesa County: Our Picture of Health 2002 is a comprehensive health assessment that examines over 100 community-wide indicators of health encompassing the following chapters:

- Arts and Culture
- Spirituality
- Economy
- Education
- Physical Health & Well Being
 - Mental Health
 - Substance Abuse
- Social Environment

- Built Environment
- Natural Environment.

A taskforce of over 65 committed volunteers provide cross-sectoral representation of the community and oversight of the project.

The project has three components.

Information Gathering

Statistics relevant to each of the chapters will be gathered, and a professional random telephone survey will be conducted. Both sources of data will have longitudinal trending measurements, as well as state and national comparisons.

Publication

The assessment will be published as a web site, with hotlinks to organizations and other websites that provide information relevant to the indicators. Additionally, a short written report that highlights the trends and the correlations between indicators will be released with wide distribution.

Mobilization

The taskforce will present the new web site and final report to the community, and work with the Civic Forum to mobilize the citizens around the issues in need of attention.

The process to accomplish this project's objectives is already underway. Under the direction of the *Our Picture of Health* Coordinating Committee, the Civic Forum organized teams of volunteers to re-assess each of the ten components in the 1998 health assessment (listed above). The teams, who were comprised of a broad representation of professionals and interested citizens, were given the task of reviewing the 1998 chapter specific to their interest, and to offer recommendations for improvement for the 2002 edition of the health assessment. Each team met several times, and produced a written report with their recommendations of how to improve each chapter.

Most of the questions in our survey are matched by national surveys conducted by PRC and the Center for Disease Control (CDC), thereby enabling us to have excellent national comparison. With this being our third survey, with most of the questions purposefully left intact, we also now have very good longitudinal trending data. Many of the questions posed in this survey are distilled into the indicators represented in the final product.

4. Key Project Staff

Nancy S. Terrill

Executive Director

Nancy Terrill is an attorney and mediator who is highly skilled in facilitation and conflict resolution, team management, community collaboration and grant writing. She was hired effective July 1, 2001 following the absence of an Executive Director for 1½ years.

She is preparing for several large and long-term community projects. Her past experience in Mesa County includes project development for neighborhood parks,

which involved several partners including the school district, Mesa County, the City of Grand Junction Parks Dept, individual schools and neighborhood associations. Nancy is experienced at pulling together people who work in a similar field, such as those providing services to migrant farm workers, and guiding them through program development and grant process.

Kristy McFarland

Project Director

Kristy McFarland is the primary contact and key staff for *Mesa County: Our Picture of Health 2002* project. She has worked for the Civic Forum for two years, as Administrative Director and Project Director, and serving as Interim Executive Director in the absence of an Executive Director. She has a 20-year career in non-profit management and administration, and has managed several successful large-scale projects, including the interim report, *Mesa County: Our Picture of Health 2000*. Prior to working with the Civic Forum, she managed public radio station, KVNF. During her tenure there, she increased revenues and membership by over 20%, and oversaw several major projects including the installation of a second transmitter that effectively doubled the square acreage of coverage.

Currently, as Project Director for the Civic Forum, Kristy's primary responsibility is to manage this project, *Mesa County: Our Picture of Health 2002*, which includes the coordination of over 150 volunteers. The organizing committee providing oversight to the project is comprised of leaders from throughout the community.

The Civic Forum Board Members and Advisors For the Fiscal Year 2001 - 2002

President

William A. Liggett, PhD

Program Evaluator

Mesa County Valley School District #51

Treasurer

Stephen C. Love

Vice President, Loan Department

Bank of Colorado

Members at Large

Dr. Michael Aduddell

Director

Mesa County Health Department

Cheryl Collins

Executive Director

United Way of Mesa County

Robert Cron

Retired, U. S. Forest Service national office

Janet Fiero, PhD
Organizational Consultant
IEE Consulting

Bryan Howard
Director of External Affairs
Mesa State College

Ellen Wuertz
Account Specialist
Rocky Mountain HMO

Tom Updike, PhD
Executive Director
Colorado West Regional Mental Health Center

Advisors to the Board

Mark Achen
Retired City Manager, Grand Junction

Mary Locke
Founder of Civic Forum
Citizen activist

Mary Fran McCarthy
Executive Director
St. Mary's Hospital Foundation

John Redifer, PhD
Professor, Political Science
Mesa State College

Dennis Stahl
Retired CEO, Hilltop Community Resources

Attach W-3
Hilltop Community Resources

July 23, 2001

Mayor Cindy Enos-Martinez and
City Council
City of Grand Junction
250 North 5th Street
Grand Junction, CO 81501

Dear Mayor and City Council:

This letter is to request an appearance before the Council to discuss support of this community's Senior Enrichment Center. We are requesting that the City consider contributing \$250,000 per year for 10 years. A contribution of this level will serve as leverage for regional and state foundation support.

As you know, it is Hilltop's intention to build an 85,000 square foot, state of the art Enrichment Center for the Grand Valley's seniors. We understand that this facility needs to not only meet the broad needs of this community's seniors, but also serve as an attraction for those choosing to relocate to our Valley. Hilltop will own the facility and will be responsible for the long-term quality operations of this enterprise without further funding from the City.

The facility will cost approximately \$14 million to build and approximately \$1.3 million to run on an annual basis. We expect to be able to offset the annual operating costs in part with fees, however we are dedicated to having the facility accessible to all seniors regardless of ability to pay. We are also aware of the current effort to build a family recreation center and believe that our community will benefit greatly from having facilities that serve both age groups.

In return for the City's commitment, Hilltop agrees to:

- Build a state-of-the-art facility in which the community can take great pride.
- Bear the cost of operations long term without additional requests for cash.
- Ensure that all community seniors will have access to the Center regardless of ability to pay.
- Have support staff necessary for the frail elderly to be able to participate.
- Make sure that multiple options for participation will be available to low-income City and County residents that protect their dignity.
- Provide some transportation to isolated seniors.
- Provide culturally sensitive activities.

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City Council Request

- Have facilities available for food service delivery to seniors should that need arise.
- Be open to providing other “senior-related” services as needs are identified.

Attached you will find additional detailed information regarding the Senior Enrichment Center. Your consideration is greatly appreciated. Sally Schaefer and I look forward to an opportunity to come before you at whatever time you believe to be appropriate. Please don't hesitate to give me a call if you have any questions at 263-2127.

Sincerely,

Janell Bauer-Morris
Vice President, Development
Hilltop Community Resources, Inc.

DRAFT

Hilltop Community Resources Senior Enrichment Center

The mission of Hilltop Community Resources is to provide leadership in community-based services that foster self-sufficiency and quality of life.

History

Hilltop began in 1950 as the Mesa County Society for Crippled Children and Adults, an outpatient clinic for people with physical disabilities. In 1977, Hilltop purchased the building at 1100 Patterson and started an inpatient rehabilitation hospital/skilled nursing facility. In 1995, Hilltop built the Atrium, a 142-unit retirement center, and sold the rehabilitation hospital and Centennial Plaza to St. Mary's Hospital.

In May 1996, Hilltop Health Services and The Resource Center (another nonprofit organization providing non-residential children's programs, domestic violence services, and job training) affiliated to allow both organizations to operate in a more effective and efficient manner through consolidated resources and management. In 1997, Hilltop adopted the name Hilltop Community Resources, Inc.

Description

Hilltop Community Resources has made a name for itself by developing successful human service programs that extend from prenatal care access to programs for seniors. Hilltop promotes self-sufficiency through direct services to more than 13,000 individuals each year.

Hilltop offers a broad range of human service programs:

- Early Childhood Division (B4 Babies & Beyond, Young Parents Program, Family Steps, Parent Training Institute, CHP+, and Kiddin' Around Child Care Center)
- Child/Adolescent Division (Hilltop Youth Corrections, Alternative Treatment Unit, Boys/Girls Shelter, Miranda Place, Hilltop House, Teen Companion, Montrose RCCF, Latimer House Children's Program, Weekend Alternative Sentencing Placement)
- Educational Services Division (Choices, Elementary Tough Kids, Workforce Investment Act Youth, Challenge Course, Hilltop Alternative School Program)
- Senior Services Division (Fountains Assisted Living and Commons Assisting Living)
- Retirement Living Division (Atrium and Fountain's Cottages)
- Adult Services Division (Partners in the Mesa County Workforce Center, Life Adjustment Program, Latimer House Counseling and Advocacy Center, Professional Services, Sexual Assault Nurse Examiner Program)

Experience with Seniors

Hilltop's first opportunity to work closely with senior residents actually began over 50 years ago through therapeutic services. The effort continued with offering day services for Alzheimer's patients at Hilltop's Hermosa Avenue location. Then in 1994, Hilltop became partners in the Atrium retirement living community as well as establishing the first Assisted Living wing. Due to increased demand, The Fountains was built in 1999 to continue to address the need for assisted living housing choices. The Fountains was filled to capacity six months after opening and has maintained a waiting list of over 40 individuals ever since.

The Center

It is Hilltop's intention to build an 82,000 square foot, state-of-the art Senior Enrichment Center for our community seniors. This facility will meet the broad needs of our existing senior citizens, and serve as an attraction for those choosing a retirement community.

The Center will not only have elaborate recreation facilities but will serve as a social center for activities that enhance and sustain quality in elderly living. Hilltop will own the facility and will be responsible for the long-term quality operations of this enterprise.

The Senior Enrichment Center will be a hub for activities and services for Mesa County seniors. Different than a recreation center, it will be a community facility in which seniors can meet to fulfill social, physical, emotional and intellectual needs. The Center will serve as a focal point for services that help individuals take an active role in caring for their overall health and well being.

Located on the new Common's campus, the Enrichment Center will be a benefit to the residents of Hilltop's newest 270 unit assisted living community between 15th Street and 27½ Road, just south of Nellie Bechtel Apartments. Those residing in our other senior communities, The Fountains and The Atrium, will also receive the benefit of close accessibility to the Enrichment Center. Most importantly, the Senior Enrichment Center will be accessible to all seniors over the age of 55 throughout the community.

The Center provides key activity opportunities that include an aquatic center, an indoor walking track, social areas, arts & crafts, meeting spaces, exercise rooms and a large dance arena with suspended flooring.

The Aquatic area will include two large pools; one a uniform depth lap pool, and the other a free-swimming and exercise pool. A mezzanine-level walking track will surround the pool area. And locker rooms will accommodate the individual needs of men and women as well as a specialized locker room for couples or caregiver usage.

The Center will also include, as mentioned before, a double gymnasium with suspended flooring, large meeting rooms with full kitchen and dining functions. Many other meeting rooms will accommodate specialized activities such as wet art, dry art, billiards, computer learning, a library, lots of social areas for cards and games, and sharing meals together.

To use the Center, a menu of fees for service will be offered. For example, if you choose to use only the pool, a separate fee will be available just for that activity, or you may choose to purchase

a Center-wide pass. Hilltop is dedicated to ensuring that all seniors regardless of ability to pay will have access to the Center.

The Need

Thirty percent of Mesa County residents are over the age of 55, and that number is expected to increase dramatically over the next several years. Even with existing senior centers, the need for a facility like this one continues to grow. Seniors today are more active, retiring earlier, and living longer. It is interesting to note that while more people retire in their 50's, the average age of admittance to assisted living is 82 – allowing many years for play and growth.

The City of Grand Junction currently operates a small Senior Recreation Center located near downtown. It is well attended and provides a very worthwhile service to nearly 1800 per month through activities such as dances, billiards, cards, luncheons and more.

Growth

The so-called aging of America is a well-known phenomenon. Throughout the 20th century, both the average age and the life expectancy of Americans have steadily increased. It was estimated that by the year 2000, 13% of the American population would be over the age of 65. In Mesa County, 30% of the residents are over the age of 55 and that number is projected to climb steadily over the next 10 to 15 years.

The number of older Americans will continue to grow as the baby boom generation grows older and Americans continue to enjoy longer, healthier lives. Today, one in every six Americans, or 45 million people, is 60 years of age or older. According to the Administration on Aging, one in every four, over 89 million Americans, will reach that milestone in the next 30 years. Given this longevity revolution, baby boomers, who are now in their late 30s, 40s, and 50s, can expect to live well into their 80s and 90s.

Health and Well Being

Study after study has shown that people, especially seniors, who promote their physical and emotional well-being are healthier and live longer. Involvement with friends, family and in the community can fill each year with joy. Older adults are at risk for losing these social benefits without places like the senior center.

Physical and social activity has consistently been shown to have positive effects on the mental health of seniors. Most well documented are the effects of exercise in improving depression, reducing anxiety and improving mood.

Although there is clear scientific evidence that regular physical activity has powerful positive effects on both psychological and physical well being, **57%** of Colorado senior citizens are classified as sedentary. The cost to our state of this physical inactivity is exorbitant. It results in a dramatic increase in premature deaths from chronic disease per year. It contributes to the escalating cost of health care expenditures for the elderly. A Senior Center such as the one proposed by Hilltop, will work together with senior citizens, health care professionals and local officials to remove barriers to healthful activities for seniors.

Regular physical and social activity improves health in the following ways:

- Reduces the risk of dying prematurely
- Reduces the risk of dying from heart disease
- Reduces the risk of developing diabetes
- Reduces the risk of developing high blood pressure
- Helps reduce blood pressure in people who already have high blood pressure
- Reduces feelings of depression and anxiety
- Helps control weight
- Helps seniors become stronger and better able to move about without falling
- Promotes psychological well being.

(www.mdmh.state.mi.us)

Achieving the goal of establishing a Senior Enrichment Center will contribute significantly to improving the health status and quality of life for the growing senior population of Mesa County. More active seniors will have fewer needs for health care and human welfare resources. According to Ronald Schoeffler, National Institute on Senior Centers, Senior Centers are the critical to seniors staying healthy and independent later in life. As highly visible community focal points, Senior Centers are vital to home, community and social supports that can help delay or prevent more costly and restrictive institutional care.

Economic Development

Americans are living longer and their transition into the ranks of old age will not simply be a matter of greater numbers and higher proportions of older Americans. Many people view aging with optimism. The keys to enjoying later life are understanding and planning for what lies ahead. Aging well is dictated in part by personal health and well being as well as lifestyle issues such as housing, leisure activities, volunteerism, and life long learning. It is never too early or too late to begin.

The growth of the population age 65 and older has affected every aspect of our society, presenting challenges as well as opportunities to policy makers, families, businesses, and health care providers. Climate, housing, recreation, and health care are among the factors explored by individuals seeking their favorite place to retire. Mesa County was ranked as a favorite choice for retirement. A facility such as Hilltop's Senior Enrichment Center is sure to be a draw as educated seniors search for a quality retirement community such as this one.

Mesa County has traditionally attracted seniors hoping to retire in the area. According to Retirement Migration in America, a report of in and out migration of seniors at the county level nationwide, Mesa County is considered a strong in-migrator for seniors. Mesa and Delta counties are considered the strongest in-migrating counties for seniors in the State of Colorado. National migration statistics suggest there are approximately 1.8 seniors moving to the area for every one senior leaving the area.

Overall, the population's age distribution within this area is older than that found in the state of Colorado as a whole. Senior residents, defined as persons 65 years or older, represent nearly 15

percent of current population of the primary market area. This age distribution reflects Grand Junction's role as a regional retirement community.

Income is a relevant factor when considering services supported by the senior population. By the year 2005, high-income senior households (above \$35,000 annually) should comprise 46 percent of younger senior households and nearly one-third of older senior households in this primary market area. Roughly, thirty five percent of all senior households are middle-income households (incomes between \$15,000 and \$35,000). And approximately 24 percent of the market area's younger senior households are estimated to have incomes of \$15,000 or below. Among older senior households, 39 percent have low incomes. These facts provide evidence that Hilltop's Senior Enrichment Center must be priced to accommodate access by all seniors.

Bridging the Gap

Senior Centers are playing a new role in helping older Americans and their families. Millions of older adults and their families are struggling to bridge the gap between work and retirement, full independence and limited support, good health and chronic conditions. Senior Centers are instrumental to bridging those gaps. They are a gateway to the aging network. They are often both the first and foremost source of vital community based social and nutrition supports that help older Americans to remain independent in their communities.

The Request

It is anticipated that this facility will cost approximately \$14,000,000 to build and approximately \$650,000 (exclusive of debt service) to operate annually. It is expected that Hilltop will be able to offset the annual operating costs in part through fees. Hilltop is committed to serving every senior regardless of ability to pay.

In order to make the long-term costs manageable, Hilltop plans to raise \$5,600,000 through a capital campaign. To that end, contributions will be sought from local government, foundations, private citizens, businesses, Hilltop's Board of Directors, employees and residents.

Hilltop's Commitment

In return, Hilltop agrees to:

- Build a state of the art facility in which the community can take great pride
- Bear the cost of long term operations
- Ensure all community seniors have access to the facility regardless of ability to pay
- Have support staff necessary for the frail elderly to be able to participate
- Make sure that multiple options for participation will be available to low-income residents in a way that protects their dignity.
- Provide mass transportation to isolated seniors
- Provide culturally sensitive activities
- Be willing to continue food service delivery to seniors should that need arise
- Be open to providing other senior-related services as needs are identified.

