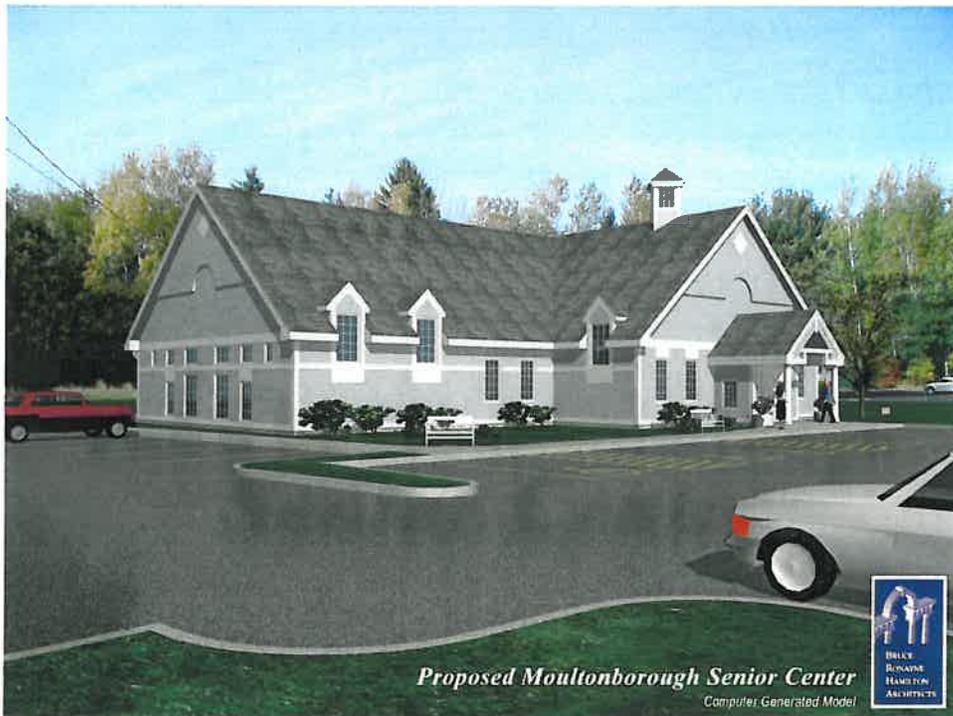


APPENDIX G

MOULTONBOROUGH, NH SENIOR CENTER FEASIBILITY STUDY

Town of Moultonborough, New Hampshire

Feasibility Study Senior Center



February 2003

Prepared For:

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Senior Needs Committee
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Introduction, Background and Purpose

Over the last 25 years, there has been significant growth in the senior population in the state of New Hampshire, Carroll County, Moultonborough and adjacent towns of Center Harbor and Sandwich. For the purposes of this study, seniors are those persons 65 years of age and over. The increase in senior population has consequently resulted in an increase in the number and variety of senior programs. Today, there are over 50 senior centers in the state providing a wide range of programs and activities designed for seniors. A senior center is typically organized as a component of an areawide non-profit effort or under the auspices of a Community Action Program.

Since the late 1990s, there has been significant interest in the town of Moultonborough regarding the establishment of a Senior Center. To guide that effort, the Town established the Senior Needs Committee. The Committee conducted a Senior Needs Survey in late 1999 with a published report of the survey results in May 2000. Based on the results of the Senior Needs Survey, the Senior Needs Committee concluded the following:

- Need for additional information regarding services for seniors;
- Need for a senior center and
- Need for transportation.

In 2002, the Town received an award from the NH Office of State Planning to conduct a feasibility study to investigate for the establishment of a senior center in Moultonborough. The basic goal of this study is to determine the number of potential users of a senior center and to identify the types of programs and activities that seniors desire. In addition, the study will consider appropriate areas to locate a center along with potential sites. This component of the feasibility study will focus on the demographic data related to the elderly population, case studies of successful senior centers, desired programs and services, transportation needs and anticipated frequency of the programs and services. As part of the study effort, the Town contracted with Bruce Ronayne Hamilton Architects, Inc. for design assistance, evaluation of site considerations and preparation of building cost estimates.

Existing Conditions

Demographic and economic data

This study focuses on the town of Moultonborough and its senior population. However, it is likely that some seniors from nearby towns such as Center Harbor and Sandwich or even Tamworth and Tuftonboro will participate in some of the programs or services provided by a Moultonborough senior center. In similar rural areas, senior centers tend to attract seniors from adjacent communities. Therefore, for planning and analysis purposes, this section will include data from Center Harbor and Sandwich as part of the examination of the senior population.

There are at least five benchmarks for identifying and targeting the senior population. Persons 50 years and over can join the American Association of Retired Person (AARP). Planned retirement communities and developments for persons 55 and over are a popular housing option. Persons age 59 ½ and over can begin withdrawing funds from an Individual Retirement Account (IRA) without being required to pay the 10% early withdrawal penalty to the Internal Revenue Service. The U.S. Social Security Administration pays reduced retirement benefits to persons age 62 years and older. The U.S. Census Bureau provides socio-economic data for the population 65 years and over. Some social service agencies provide senior type services for those persons 60 years and over. Since US Census data is easily available for the population 65 years and over, the feasibility study includes such data when reporting on or describing the senior population in Moultonborough and the two adjacent towns. Although some persons in their late 50s and early to mid 60s may want to participate in the programs and services of a proposed senior center, the study does not include an estimate of their potential participation. This may lower the potential users but will make the study more conservative and realistic. As the initial wave of the baby boom generation (those born between 1946 and 1964) moves into their mid 60s over the next ten years, the overall number and percentage of those person age 65 and over will increase and thus be interested in more services.

The following data provides guidance in estimating the potential users of the senior center:

- Number of persons over 65 years of age;
- Householders living alone and
- Households with social security and retirement income.

Table 1 includes data on the total population and the population over 65 years who reside in the towns of Moultonborough, Center Harbor and Sandwich along with those persons over 65 years who have a disability. Seniors with a disability are likely candidates to participate in programs offered by a senior center. The town of Moultonborough's total population is 4,484, of whom 20%, or 892, are over 65 years. Of that number, 310 persons have a disability. Center Harbor's population over 65 years is 160 persons of whom 50 have a disability. Sandwich's population over 65 years is 303 persons of whom 106 have a disability. In summary, 1,355 persons in the three-town area, or 20% of the total population, are over 65 years; of that senior population, 466 persons, 34.4%, have a disability. This data does not include the summertime population, which adds another level of users for several months during the May through October period.

Table 1: Population 65 years and over; with a disability

Town	Population Total	Population over 65	Percent over 65	Population over 65 w/ disability	Percent over 65 w/ disability
Moultonborough	4,484	892	20.0%	310	34.8%
Center Harbor	996	160	16.6%	50	31.3%
Sandwich	1,286	303	23.6%	106	35.0%
Totals	6,766	1,355	20.0%	466	34.4%

Source: 2000 US Census, Table DP-1, Profile of General Demographic Characteristics.

This data provides a basis for estimating the potential number of seniors who may utilize the services and programs of a senior center. Based on interviews with Directors from other senior centers, a certain percentage of Moultonborough's over 65 population and a lesser percentage from the two adjacent communities would use the center six to ten times a year. A smaller but still significant number would use the center on a regular basis at least two to three times a week. In Plymouth, NH, a community approximately

one third larger than Moultonborough, the Director of the town's senior center estimates that approximately 500 seniors use the center during the year and that 200 to 250 frequent the center several times a week.

Table 2 includes data on the total households, number of householders 65 years and over and of that number how many who live alone. Householders, living alone, are likely candidates who would use a senior center. In Moultonborough, of the 545 householders age 65 years and over, 184 householders, or 33.8% live alone. The two adjacent towns have 116 householders that fall into that later category. Generally, more female householders live alone than male householders.

Table 2: Total Households, Householder 65 years and over and Alone

Town	Total Households	Householder 65 and over	Householder 65 and over & alone	Percent Alone
Moultonborough	1,884	545	184	33.8%
Center Harbor	414	110	39	35.5%
Sandwich	564	201	77	38.3%
Totals	2,862	856	300	35.1%

Source: 2000 US Census, Summary File 1, General Profile 1.

Income is another important factor that determines the likelihood a senior would use the center. A greater income suggests that the individual has the financial ability and options to engage in other leisure and recreational type activities while a lower income suggests the individual has limited options and is more likely to use a senior center.

Table 3 contains data on the number of households who receive social security and retirement income along with the mean income from both sources. In Moultonborough, there are 635 households who receive income from social security and 420 households who receive retirement income. The mean social security income for Moultonborough households is \$12,987 and the retirement income is \$19,096. Some may receive income from both sources. Based on interviews with senior center directors, households receiving the majority of their income from social security provide a base for senior center users.

Table 3: Households with Social Security and Retirement Income

Town	Number w/ SS	Mean SS Income	Number w/ retirement income	Mean Retire income
Moultonborough	635	\$12,987	420	\$19,096
Center Harbor	113	\$12,387	91	\$21,773
Sandwich	226	\$12,329	147	\$20,268
Totals	974	NA	658	NA

Source: 2000 US Census, Table DP-1, Profile of General Demographic Characteristics.

The following four data sources provide guidance in estimating the number of potential users of a senior center:

- Number of those persons over 65 years of age;
- Persons over 65 with a disability;
- Householders living alone and
- Households with social security income.

Recognizing that not all persons in a particular category will use the senior center, the study suggests a reasonable percentage of usage for each category. Using the four data sources for the Town of Moultonborough, the approximate number of regular users could range between 90 and 190. Persons over 65 years living in the towns of Center Harbor and Sandwich would increase the base level by 50%. Discounting those numbers because of the distance from the site, inclusion of the two towns would boost the estimate by approximately 40 persons to an approximate range of 130 to 230.

Table 4: Estimate of Potential Users

Data Source	Number	Percent	Potential Users
Over 65 years	892	20%	178
Over 65 and alone	184	50%	92
Over 65 w/ disability	310	30%	93
SS income	635	30%	190

Source: 2000 US Census and Tables 1,2 and 3, Town of Moultonborough.

Based on the above and using the Plymouth senior center as a model, 250 Moultonborough seniors might use the center several times throughout the year and between 90 and 190 seniors might use the center several times a week.

Existing programs

In 2000, the Moultonborough Senior Needs Committee prepared a Seniors Directory cataloging more than 30 social service programs offered by various organizations that are available to seniors. Existing senior services include health, transportation, employment, and nutrition among others. There are four noteworthy programs providing services to seniors in Moultonborough.

Operated by the Tri-County Community Action Program (CAP) based in Berlin, NH, the *Meals on Wheels* program provides a hot balanced meal at the noon hour for seniors. The program provides the meals Monday through Thursday excepting holidays at the Lions Club facility directly off of NH Route 109 about 1 ½ miles south of NH Route 25. Seniors are requested to pay \$2.00 for their meal. On average about 20 to 25 seniors participate in the meal program on a daily basis. The program delivers about 11 meals a day to homebound seniors. The *Meals on Wheels* program recently instituted a Friday morning breakfast.

Located in the Town Office and functioning as a Town Department, the *Moultonborough Visiting Nurse Service* was established in 1973 to provide a wide variety of home health care services to town residents of all ages. In 2001, the Service provided 1,928 home visits, 265 flu shots and 165 office visits. About 85% of those receiving the services are 65 years and over.

Community Caregivers, a ministry of the Center Harbor Congregational Church – UCC, serves Center Harbor, Meredith and Moultonborough with a cadre of volunteers who provide transportation services to seniors, shop, run errands, assist with light housekeeping and telephone checks and other services. Caregivers serve approximately 60 persons a month of whom 45% or 27 are from Moultonborough. While their service

is open to persons of all ages, a small portion of their clients are younger persons with a disability and a large majority are the frail elderly.

The *Winnepesaukee Wellness Center*, a medically managed exercise facility and part of Lakes Region Health Care (Lakes Region Hospital) provides exercise and strength training for about 225 persons. Located on the Bean Road in Moultonborough near the Center Harbor town line, the Center provides its services to persons referred by a physician and includes a fitness area, weight lifting, walking program and related activities. At present, 62 Moultonborough residents, many of whom are over 65 years, use the Center three times a week. A proposed senior center should recognize the positive contributions of these programs and coordinate service delivery efforts.

Case Studies

Case studies of existing senior centers can be instructive in the planning and programming for such a facility in Moultonborough. As part of the process, the consultant visited several senior centers and interviewed each center's director. The following are case studies of three facilities whose communities have population and social characteristics similar to Moultonborough.

Plymouth Regional Senior Center

The Plymouth Regional Senior Center is under the administrative auspices of the Grafton County Senior Citizens Council, Inc., a non-profit corporation that manages nine senior centers in Grafton County. Located in a very attractive railroad station, which was restored with Community Development Block Grant (CDBG) assistance in 1993, the Senior Center has a large dining room and several smaller rooms for offices, activities and sales of crafted goods. Popular programs include the luncheon program, arts, crafts, woodworking, rug hooking, tai chi and computer instruction. The center has intergenerational programs with participation from the regional high and middle schools. The center has two vans, one to serve the Plymouth area and one for Warren and the Lincoln-Woodstock areas. The senior center partners with the following three agencies to deliver services:

- Lakes Region Community Services for woodworking and volunteers;
- Pemi-Baker Home Health for adult day services and
- Greater Laconia Transit for transportation.

The center's director estimates that approximately 500 seniors use the facility several times in the course of a year and that 150 to 200 persons are served a mid day meal; 75 to 125 persons have the congregate meal at the center and the center delivers 75 meals on wheels.

Meredith Senior Center

The Meredith Senior Center, one of nine ServiceLink satellite offices of the Community Action Program Belknap-Merrimack Counties Inc., has provided services to seniors for over 25 years. The center uses space in the basement of the Trinity Episcopal Church,

NH Route 25. The center primarily serves persons in their early 70s and over in the towns of Center Harbor, Meredith and New Hampton. In 2001, the center served a total of 2,825 congregate unit meals; on average, the center serves about 15 to 16 congregate meals and 40 meals on wheels five days a week. The center has a 15-passenger van used to transport seniors for medical appointments, local trips and to deliver the meals on wheels. The Director organizes program activities in coordination with Caregivers, the Wellness program, local schools, the Town's recreation department and approximately 22 volunteers. The center partners with and receives financial assistance from several local service clubs and banks for activities such as:

- Entertainment center – Lions Club;
- Contributions towards a van – Kiwanis;
- Contributions for computers – Rotary; and
- Assistance in starting a foundation - Meredith Village Savings Bank.

Periodically, the center surveys seniors to determine current interests and needs and included a survey in the November 2002 town tax bill. At present, the center has over \$350,000 in capital reserve fund for a new updated center.

Ossipee Crossing Senior Center

In 1991, with Community Development Block Grant (CDBG) assistance, Ossipee Concerned Citizens Inc. (OCC) renovated a former hardware store building in Ossipee village into a senior center. Initially, in the 1980s, OCC was part of the Tri-County Community Action Program but established itself as a separate entity. At present, the center serves about 2,000 seniors in the towns of Ossipee, Tamworth, Effingham and Freedom of whom 300 use the services on a frequent basis (at least once a week). The center serves between 35 and 150 congregate meals a day depending on the season of the year and 100 meals on wheels. In addition to the meals programs, the center provides transportation services with one van and offers various activities such as adult day care, a fitness center, walking for health, nature trips, bowling, senior trips and intergenerational programs. Governed by a 20 member Board of Directors, OCC reviews its senior programs on a regular basis to ensure the center is meeting the needs of seniors. The center uses volunteers extensively. In 2001, the budget was approximately \$200,000,

which came from federal, state, private sources, local contributions, donations and 2% from town appropriations.

Observations

1. Program activities at a senior center can be broken into the following five components: Nutrition, Health, Education, Transportation and Socialization / Recreation.
2. The meals program, transportation services and wellness type programs are the most popular and provide the foundation for a successful senior center.
3. A senior center thrives on volunteers and active older adults.
4. Association or an affiliation with a larger organization that provides the same services in the general geographic area will have administrative and programming benefits. Such an organization could be a Community Action Program, a larger senior non-profit, a hospital or perhaps town government.
5. Programming and program management expertise and knowledge are essential skills for a successful center director.
6. A marketing and public relations strategy designed to match senior needs with program offerings will attract a larger number of seniors.
7. Approximately 20% of those persons over 65 years would use the senior center on a regular basis, meaning two to three times a week.
8. Active and younger senior volunteers can supplement the program offerings and can greatly enrich the center for both the participants and themselves.
9. Collaboration and partnerships with other senior providers, service clubs, youth groups, schools, churches will enhance the potential for a successful senior center.
10. Given the competitive nature and limited funding availability of the Community Development Block Grant (CDBG) program, it is unlikely that an application for assistance from this source for a new senior center would be successful. However, there are opportunities for outside assistance from the NH Division of Elderly and Adult Services, local banks, foundations, other similar civic-minded organizations and private donors.

Identification of Needs and Potential Activities

Senior Survey

In an initial effort to determine the need for senior services, in late summer 1999, the Senior Needs Committee prepared a survey entitled Senior Needs Survey and distributed approximately 200 surveys in town. The Committee received 32 completed surveys for a 16% response rate. Of the 32 respondents, 29, or 90%, were 65 years and over. Ten or 30% of the respondents were unaware of the available transportation services and some commented that transportation was “essential” in order for them to remain in their home. Twenty-seven or 84% were aware of the meals program and how to access it. The respondents identified health care and financial information as areas of significant interest.

The survey led to the publication of the Moultonborough Seniors Directory and the decision to request the Senior Needs Committee to serve as a clearinghouse for information regarding support services for seniors. With the survey results, the Committee and Town believed there was sufficient interest in continuing the process to examine the need for a senior center.

Focus group meetings

In the summer of 2002, the Senior Needs Committee organized three focus group meetings for the purpose of exploring with those seniors in attendance the desirability of establishing a senior center, an estimate of the potential users and the types of activities and programs that should be offered. In addition to the discussion, the attendees completed a brief survey. Forty seniors attended the meetings at the following sites:

- West Wynde Apartments
- Lions Club Hall
- Methodist Church

Based on the discussion and brief survey, the seniors in attendance expressed interest in using a senior center. Many respondents surveyed indicated enthusiasm for the concept of a senior center. As an observation, a participant noted that there are two broad

categories of seniors, those that are active and those with a special need or disability. It was further noted that the majority of seniors are active and likely to use the center. The active and more involved seniors indicated a strong interest in volunteering their time to offer their particular expertise, interest or skill to senior participants. Areas of senior expertise include the languages, financial management, computers, astronomy, travel and other fields. The attendees noted that programming and program management are important skills of a senior center director. Other skills include public relations, marketing, effective use of volunteers and the ability to match needs with the opportunities to provide the particular activity or service. A properly skilled director will make a significant contribution by programming activities and services that are both useful and attractive to seniors. As seniors become active in the senior center, they will invite their friends and neighbors to participate. The primary purpose of the senior center would be to meet the needs of the lower income seniors in the areas of health, nutrition and transportation.

Potential activities

Table 5 includes the list of specific activities that attendees indicated they would prefer at a senior center. The meals program would be the core program element of a senior center supplemented by a transportation system, which could include a van and driver and volunteers. In the community, the opportunity for socializing over a card game or a discussion of current events appears to be limited; a center would fill that void.

Table 5: Potential Activities

Activity Area	Specific Activities
Nutrition	Meals programs; cooking classes; nutritionist
Health	Wellness center; strength building; exercise equipment; purchase of lower cost medicines; mental health; walking programs; nature walks; swimming
Education	Computer skills; languages; financial management; travel experiences
Transportation	Caregivers; share-a-ride
Socialization/ Recreation	Organized trips for leisure; cards; drop in; adult day care; intergenerational activities; volunteerism.

Source: Senior Center Focus Group Meetings, July and August 2002.

Potential Space Needs and Site Alternatives

Senior Center Program Needs

The Senior Needs Committee reviewed the May 2000 survey results along with the results of the focus group meetings held in the summer of 2002. In late November 2002, the Committee met with Bruce Ronayne Hamilton Architects, Inc. and discussed the program and space needs of the senior center. Major program activities include senior meals, a wellness / low-impact fitness room, two multi-purpose activity rooms for socializing, line dancing and an active transportation component. Other program interests include arts and crafts, such as pottery and painting, an area for special occasions and a gathering room. Because program needs will change and evolve expand over time, flexibility in design is needed in order to accommodate various future activities and uses. The building design should provide for expansion. The estimated Senior Center facility program and space requirements are as follows.

Table 6: Program and Space Use

Program Use	Space
Dining room, kitchen, shipping / receiving and pantry	1,551 SF
Low-impact fitness room	225 SF
Two multi-purpose rooms	1,090 SF
Gathering room	414 SF
Office – Program Director	223 SF
Vestibule / Lobby / Reception, Stair, Walls and Circulation space	1,094 SF
Bathrooms / Janitor / Storage	450 SF
Total	5,047 SF

The center will also include 3,835 square feet of basement space for storage, mechanical and electrical equipment. In addition to the above design considerations, the Committee identified the desirability of having natural light with smaller rooms, a small “restaurant feel” to the dining room with a small built-in bar and the ability to easily change the function of a room depending on the particular need. A fireplace in the gathering room would add a residential feel. While the Committee prefers a smaller feel for the dining room, they recognize that the space will be large and thus will provide seniors with an

opportunity to use the dining room for family gatherings and other special evening activities and events. Senior apartments at the West Wynde and Taylor Home are small units and not conducive for family gatherings. The low-impact fitness room should be designed so that exercise equipment can be easily stored when not in use. This feature would permit the room to be easily used for other activities.

The Committee recommends that planning continue for an approximate 5,047 square foot senior center with the understanding that the center can be scaled back if required.

Opportunities for outdoor activities and outdoor recreation, such as a putting green, horseshoe pit, snow shoeing, walking and nature trails have been considered in the conceptual site plan. Cost and securing adequate funding is a concern of the Committee.

Site Alternatives

The Senior Needs Committee initially considered four potential sites in Moultonborough. The Committee eliminated two sites from consideration since one was recently sold and the other was incompatible with the defined program and space needs for a senior center. The two sites under active consideration include the Lions Club facility which sits on an 18.5-acre site and the Police Department building, which will be vacated in March of 2003.

Bruce Ronayne Hamilton Architects, Inc. evaluated the Lions Club facility and site and concluded that the Lions Club building at present was not suitable for a senior center. With the approval of the Lions Club Executive Committee, the architects prepared a conceptual site plan and conceptual floor plan for the Moultonborough Senior Center on an approximate 1.7 acre parcel on the Lions Club property located near the existing gazebo. The conceptual site plan and conceptual floor plan incorporates the following features:

- 36 parking spaces and allows for shared parking with the Lions Club;
- Additional parking for regular and handicapped spaces;
- Location for a 29 seat passenger van;

- Gathering room for reading, playing cards, quite time;
- Horseshoe pit and putting green;
- Multi-purpose rooms for sewing, arts and crafts, pottery, computer and
- 3,835 square feet of basement space for storage and mechanical equipment.

One advantage of this conceptual site plan and conceptual floor plan for the Moultonborough Senior Center is that it can be located on any relatively flat, 2.0-acre site in town that is compatible with the goals of the senior center. Bruce Ronayne Hamilton Architects, Inc. and Fulcrum Associates prepared a proposed construction budget for the senior center. The total estimated project cost of a new Moultonborough Senior Center with 5,047 square foot on the first floor and 3,835 square feet in the basement is \$1,059,168. Kitchen equipment is included in Division 11 – Equipment in the amount of \$55,000. The cost per square foot, exclusive of furnishings, fixtures, equipment, architectural and civil engineering fees is \$105. A complete budget is included in the appendix of this study. The following is a summary breakdown of the construction costs.

Table 7: Proposed Construction Budget

Budget Item	Estimate
Hard Construction Costs	\$594,337
Site Work	\$196,000
Contingency	\$79,000
Construction Management	\$63,227
Sub-total	\$932,564
Furnishings, Fixtures and Equipment	\$60,000
Architectural Fee (7% of hard costs)	\$41,604
Civil Engineering Fee	\$25,000
Total	\$1,059,168

The architects also evaluated the existing Moultonborough Police Department (PD) building. The PD currently occupies 2,167 square feet and has a full basement. An adjoining building consisting of 1,035 square feet currently houses the Recreation Department. The PD will soon move to the newly constructed Public Safety complex but the Recreation Department will remain in their existing space. The Senior Needs Committee saw the potential to renovate and add on to the PD portion of the building to make a new home for the proposed Senior Center. The positive attributes of this location

included its proximity to the Town Offices and excellent visibility for those who would use it.

However, upon review of this option, several issues were identified as potential problems. In terms of the site planning, the parking area available on site was minimal even for the existing building. If the building were to be expanded by about 3,000 square feet to meet the programmatic needs of the Senior Center, there would not be enough room to add the number of on-site parking spaces required by zoning. Not only would the building be increasing in square footage but the potential occupant load would be even greater because of its classification as an Assembly Use group. A crowded parking lot would present a serious problem, especially for a Senior Center where it is generally a good idea to exceed the minimum requirement. Other concerns were raised over the existing septic system, which would not be sufficient to support the commercial kitchen and increased plumbing fixture quantities for the Senior Center. The existing system would need to be replaced with a new and larger septic system.

In terms of the building itself, the cost of the renovation/addition to the existing 2,167 square feet is not significantly less than building new space. This is due in part to the labor-intensive tasks associated with joining the existing structure with the addition. The need to construct 3,000 square feet of new space means that the majority of the space for the Senior Center would be new construction. Therefore the overall project cost, including demolition, building renovations/additions, site demolition and new site work would be comparable with the cost of building a new Senior Center on an undeveloped site. The Senior Needs Committee concluded that these limiting factors eliminated the site from further consideration.

Financing Opportunities for a Senior Center

Financing for a senior center can be organized in different ways and funding can come from many different sources. There is no one defined approach to plan for and raise the funds necessary to construct a new senior center or to renovate an existing building for such a purpose. Each community must identify its own local approach to attain this goal. An essential element in the effort is a committed and dedicated group of volunteers, often supplemented by other staff, and a well thought out fund raising plan and strategy. Successful communities who have constructed senior centers have recognized the opportunity when it presented itself and have pursued it vigorously. The following are three case studies.

In New London, NH, a community with characteristics similar to Moultonborough, the Kearsarge Council on Aging, is embarking on a \$1,000,000 fund raising campaign to renovate an existing building into a new senior center close to the village. A local family has made an initial capital contribution of \$250,000, which can be used to match other private and public contributions. Since the Kearsarge Council on Aging is a 501 C 3 tax-exempt organization, all private contributions are tax exempt for the donor.

In Salem, NH with a population of 28,112, the community completed construction of a new 12,257 square foot senior center for \$1.7 million in August of 2002. The senior center was part of the Town's capital improvement program and was made possible by many private donations, most notably a \$500,000 gift from a local Salem family.

In 1992, Ossipee Concerned Citizens Inc. (OCC) purchased and renovated a former hardware store building in Ossipee village into a 7,500 square foot senior center with assistance from an Economic Development Community Development Block Grant (CDBG) in the amount of \$350,000. The total project cost was approximately \$350,000. In addition, local organizations provided approximately \$20,000 as in-kind services. As mentioned previously, a senior center would receive a lower priority for CDBG assistance under present rules.

Organizational Structure

Two components necessary for the long term successful and viability of a senior center are:

- Effective management team and
- Effective program design and coordination that meets the needs of the senior community in Moultonborough.

Community Action Program (CAP) agencies have a significant amount of experience and expertise in the planning and delivery of social services for senior citizens. The Division of Elderly and Adult Services within the NH Department of Health and Human is the major funding agency for operating assistance for senior programs and provides direct financial support to the CAP agencies for program development and implementation. Much of this funding support comes from the federal government.

The Community Action Program Belknap – Merrimack Counties Inc., based in Concord, NH, operates twelve senior centers, the closest to Moultonborough being the Meredith center. The Tri-County Community Action Program, based in Berlin, NH operates eight senior centers in Carroll and Coos counties. The Grafton County Senior Council, Inc. operates eight centers in Grafton County. Ossipee Concerned Citizens Inc. (OCC), an independent senior organization, operates a very effective program for seniors in the Towns of Effingham, Freedom, Ossipee and Tamworth, which comprise the middle section of Carroll County.

At present, the Tri-County Community Action Program operates the Moultonborough senior meals program from the Lions Club facility. This organization is interested and willing to assist the Town and Senior Needs Committee by providing staff for the position of Director of the Moultonborough Senior Center. Ossipee Concerned Citizens Inc. also expressed an interest and willingness to assist the Town and Committee with staffing of a center. The CAP agencies are well funded and have the credibility and experience to access state and federal assistance to operate a senior center. The Tri-

County Community Action Program Agency provided information to assist in the preparation of an initial generic program and sources of funds budget, which is included below. This program budget provides for a program coordinator, who can plan and organize programs for seniors along with a cook and assistant cook to prepare and manage the senior meals program. The appendix of the report includes a more detailed budget.

Table 8: Senior Center Program Budget

Budget Categories	Annual Budget
Personnel	\$70,860
Travel	\$2,000
Supplies	\$3,925
Raw food	\$20,000
Contractual	\$0
Space	\$6,000
Other Costs	\$7,817
Total	\$110,602

5047 * = 21.91 SF 77

Table 9: Senior Center Program Sources of Funds

Source	Amount
State and Federal	\$80,000
Carroll County	\$8,000
Town of Moultonborough	\$10,000
United Way	\$1,200
Local Fundraising	\$4,000
Sponsorships / Advertisers	\$7,302
Other	\$100
Total	\$110,602

Findings and Conclusions

Based on an examination of similar senior centers in Meredith, Plymouth and Ossipee, New Hampshire and interviews with members of the Senior Needs Committee, local senior center directors, review of surveys, focus group meetings and U.S. Census data, the consultant reports the following findings and conclusions.

1. Approximately 250 Moultonborough seniors would use the center several times throughout the year and between 90 and 190 seniors would use the center several times a week. However, effective program design, management, coordination and public information are key ingredients in order to attain this level of usage for a senior center. Seasonal senior residents will increase the estimated usage during the five-month period from mid-May through mid-October.
2. The Moultonborough Senior Center is feasible from an organizational standpoint if there is an effective program coordinator / director and program management structure in place. An effective management group / organization is needed to operate the program. Potential organizations include the Tri-County Community Action Program (TCCAP), the Concerned Citizens of Ossipee (CCO) or the Town of Moultonborough.
3. Major program activities include senior meals, a wellness / low-impact fitness room, a multi-purpose activity room for socializing, line dancing and an active transportation component.
4. The total estimated project cost for a newly constructed 5,047 square foot senior center with 3,835 square feet of basement space located on a 1.7 to 2.0 acre site would be approximately \$1,060,000. \$ 210 SF
5. Regarding the use of the Moultonborough PD as a senior center, the overall project cost, including demolition, building renovations/additions and site demolition would be comparable with the cost of building a new Senior Center on an undeveloped site.
6. Financing the senior center will be a challenge. While funding from the Community Development Block Grant (CDBG) program is unlikely based on the history of recent awards, a discussion with the CDBG Representatives on this matter would be

appropriate. Potential sources for the construction of a new senior center include the NH Division of Elderly and Adult Services, local banks, foundations, the Town of Moultonborough, similar civic-minded organizations and private local donors.

Recommendations

1. The Senior Needs Committee should meet with the Board of Selectmen in order to brief them on the results of the Feasibility Study and to seek the Board's support with the implementation stage.
2. The Town and Senior Needs Committee should explore with the Tri-County Community Action Program (TCCAP) and the Ossipee Concerned Citizens (OCC) their interest and potential role in the management and program design / coordination of the senior center. Either one or both of these agencies as a team effort could provide management and coordination services for the senior center.
3. Develop and implement a fund raising program. As part of the fundraising effort, the Committee should "partner" with interested local organizations such as the Moultonborough Area Development Corporation, Meredith Village Savings Bank, Lakes Region Foundation, Lions Club and others.
4. As fund raising progresses and in order to demonstrate the need and potential usage, the Senior Needs Committee could initiate activities of the senior center by using "donated" space in existing buildings in town for a few key program activities. TCCAP and / or the OCC could provide programming staff assistance in this initial phase.

Appendices

List of Contacts

Moultonborough Senior Needs Committee

Suzanne Satnick, Chair
Robert Fournier
Ed Selleck
Barbara Locke

Town of Moultonborough

Charles Connell, Town Administrator

Moultonborough Lions Club

Patricia Strickland, King Lion
Charles Strickland,
Robert Brennan
Ed Selleck

Moultonborough Visiting Nurse Service

Debra Peaslee, Director

Community Caregivers

Nancy Haig

Winnepesaukee Wellness Center

Olga Zihel

Community Action Program Belknap – Merrimack Counties Inc.

Carol Gerken, Director, Meredith Senior Center;
Pam Jolivet, Program Director Nutrition and Elder Services
Susan Kuhn, Program Manager, Nutrition and Elder Services

Tri-County Community Action Program, (TCCAP) Inc.

Suzanne Kearns, Director of Elderly Programs
Beverly Raymond, Human Resources & Safety Manager
Esther Roberston, Site Manager, Moultonborough Senior Meals Program

Ossipee Concerned Citizens (OCC), Inc.

Donna Sargent, Director

James Thompson, Assistant Director; Chairman, NH Association of Senior Centers

Grafton County Senior Citizens Council, Inc.,

Carol Dustin, Executive Director

Roberta Loring, Interim Director, Plymouth Regional Senior Center

Salem Senior Center

Patricia Drelick, Program Coordinator

Planning and Development Consultant

Gerald I. Coogan, AICP

Bruce Ronayne Hamilton Architects, Inc.

Bruce Hamilton AIA, Principal

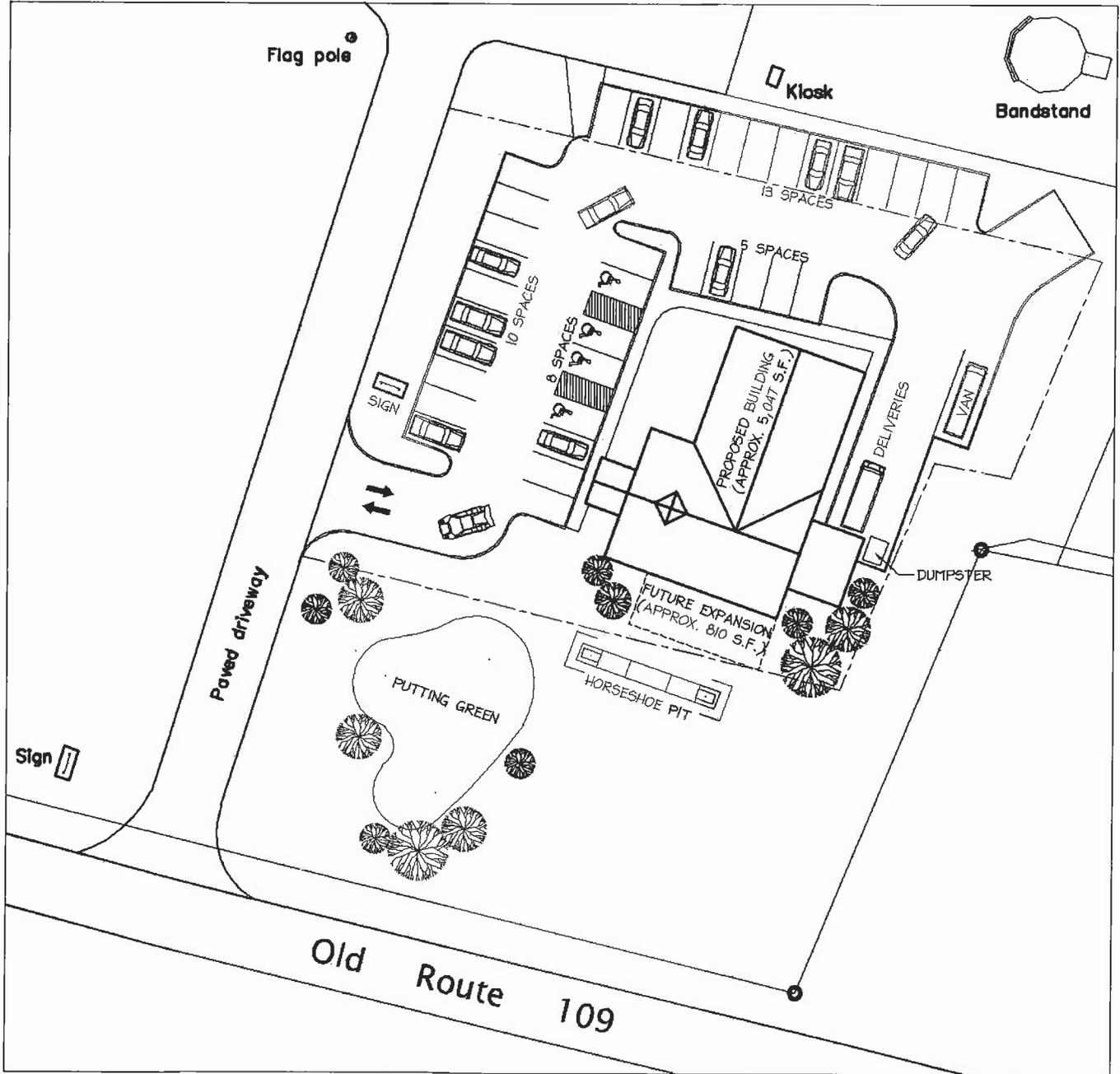
Scott Vlasak, Associate

TFMoran, Inc.

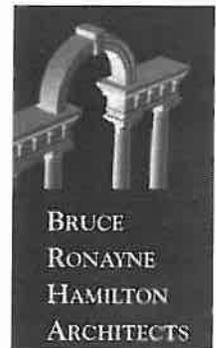
David Jordan, PE, LLS

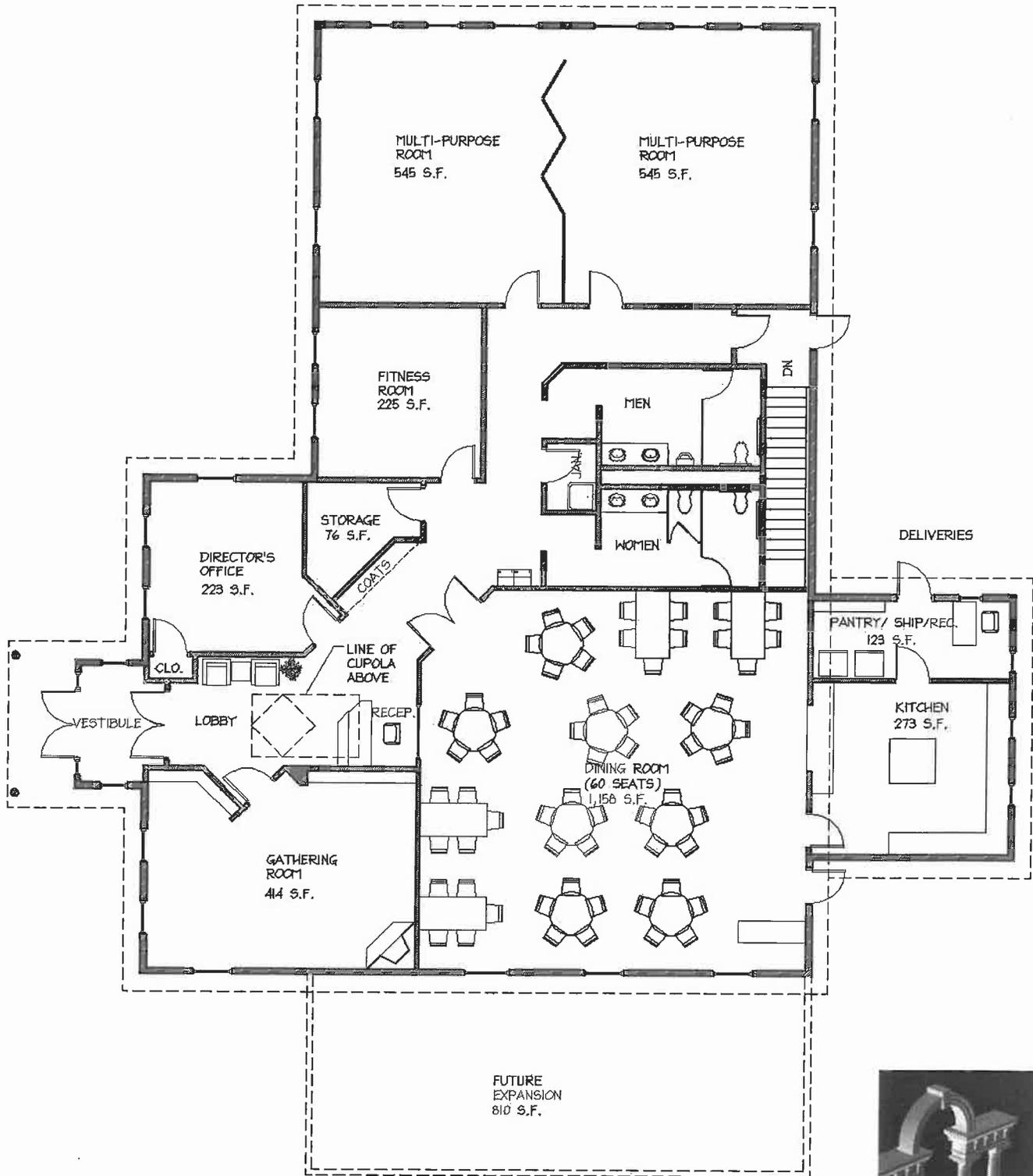
Fulcrum Associates, Inc.

Marc Jobin, Senior Estimator

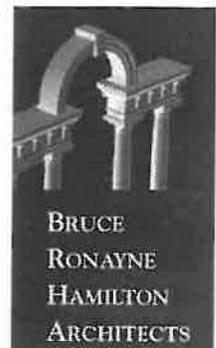


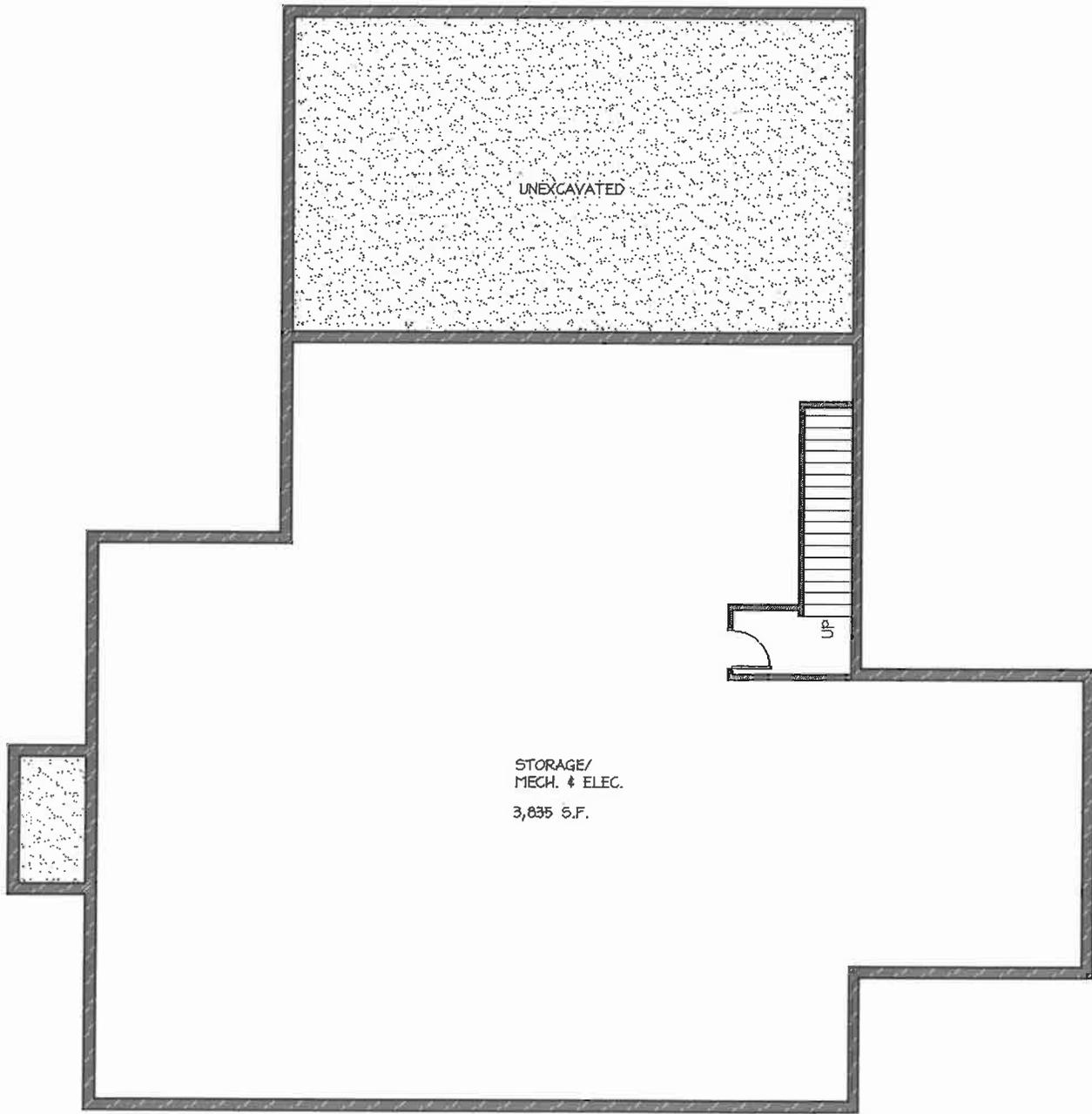
Conceptual Site Plan



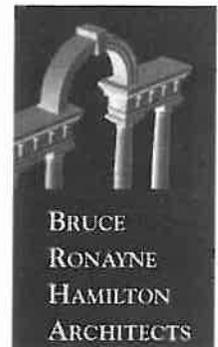


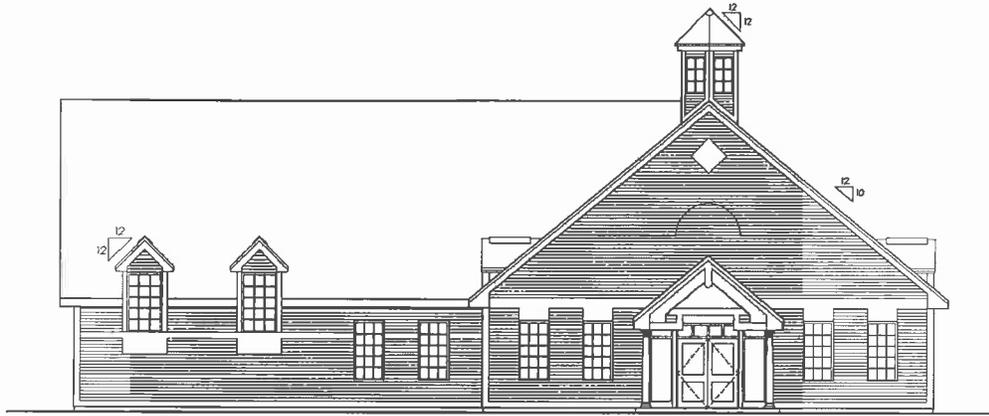
Conceptual First Floor Plan



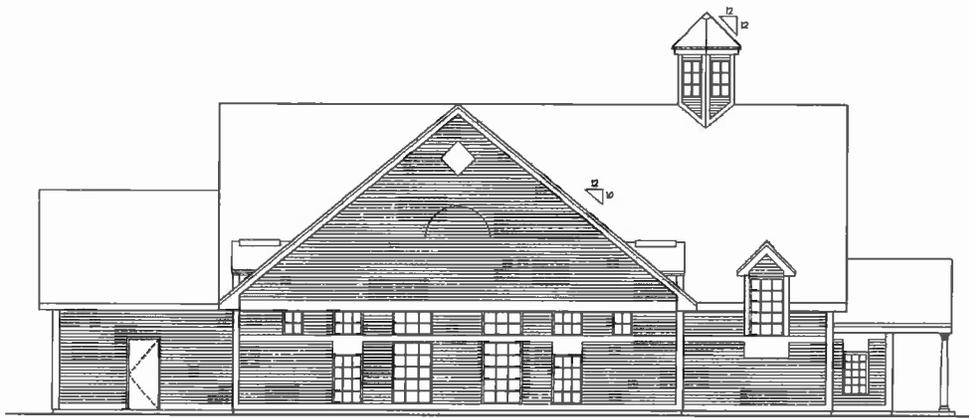


Conceptual Basement Plan

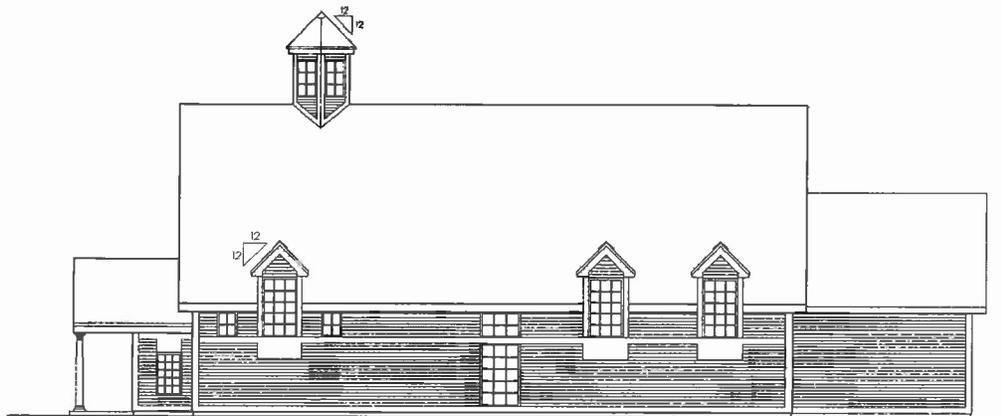




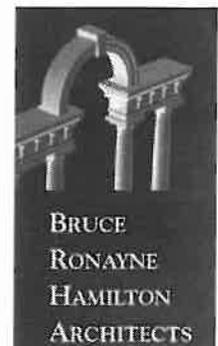
Conceptual West Elevation

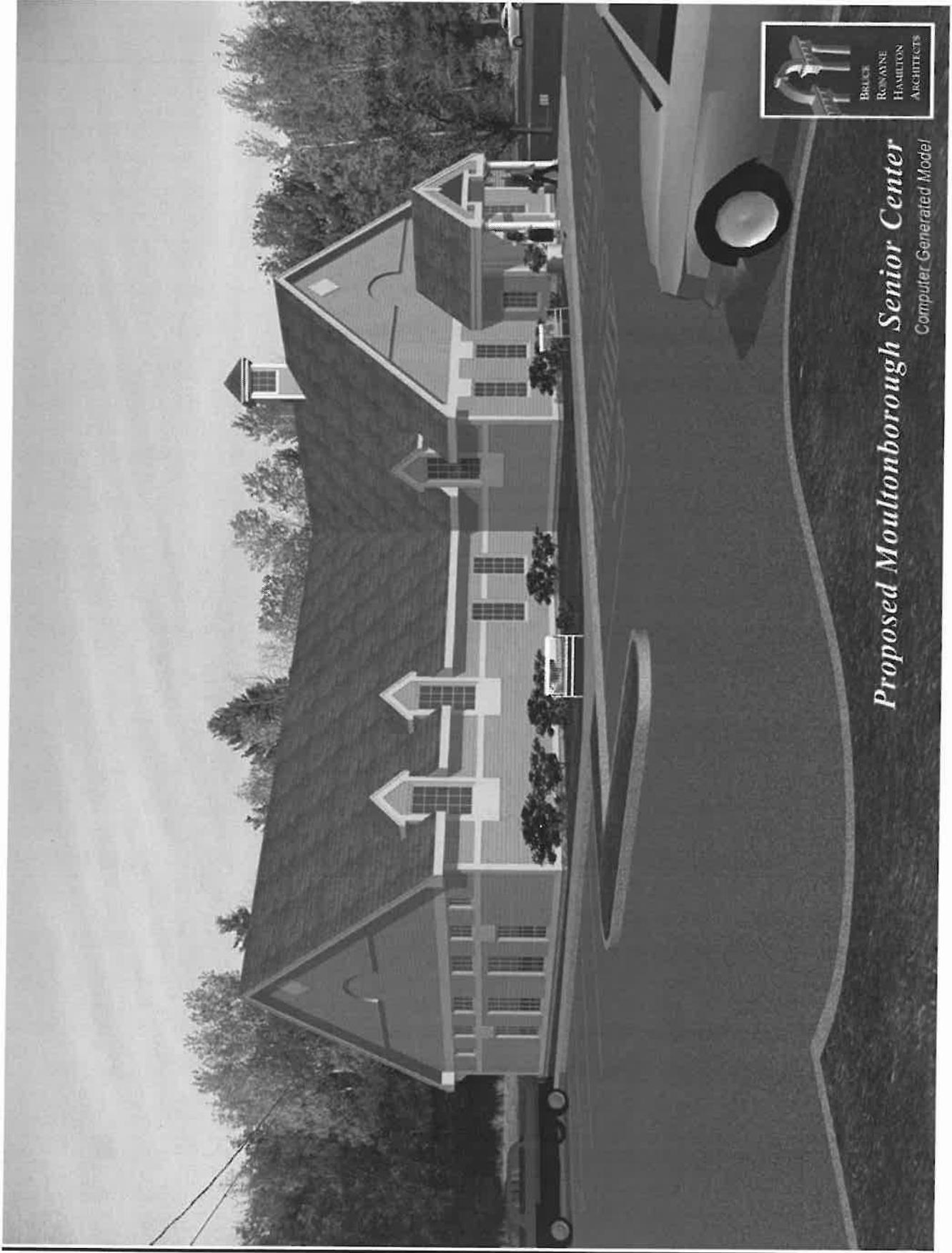


Conceptual North Elevation



Conceptual South Elevation





BRUCE
RONAYNE
HAMILTON
ARCHITECTS

Proposed Moultonborough Senior Center

Computer Generated Model



PROPOSED BUDGET

Moultonborough Senior Center



Moultonborough, NH

January 23, 2003

	Scheduled Value	Cost Per Sq. Foot	Percent Of Total
Division 1 - General Conditions			
General Expense	\$ 66,993	7.54	7.18%
Project Management, Supervision, Estimating Labor			
Documentation, Plan Reproduction, Data Management			
Jobsite Safety Inspections, Safety Material and Labor			
Rental Equipment			
Design Services	\$ 0	0.00	0.00%
Weather Protection	\$ 0	0.00	0.00%
Utilities	\$ 5,280	0.59	0.57%
Telephone/Fax, Electrical, Water, Toilet Facilities			
Site Office Trailer, Storage Trailer			
Cleanup	\$ 10,462	1.18	1.12%
Daily Jobsite Cleaning, Final Building Cleaning			
Dumpsters and Debris Removal			
Travel Expenses	\$ 2,400	0.27	0.26%
Company Vehicle Expense			
<i>Total Division 1</i>	<u>85,134</u>	<u>9.59</u>	<u>9.13%</u>
Division 2 - Sitework			
General Sitework	\$ 175,000	19.70	18.77%
Demolition	\$ 0	0.00	0.00%
Fencing	\$ 1,000	0.11	0.11%
Landscaping	\$ 20,000	2.25	2.14%
<i>Total Division 2</i>	<u>196,000</u>	<u>22.07</u>	<u>21.02%</u>
Division 3 - Concrete			
Miscellaneous Concrete	\$ 0	0.00	0.00%
Concrete Foundations	\$ 38,598	4.35	4.14%
Concrete Floors	\$ 18,702	2.11	2.01%
<i>Total Division 3</i>	<u>57,300</u>	<u>6.45</u>	<u>6.14%</u>
Division 4 - Masonry*			
Unit Masonry	\$ 0	0.00	0.00%
Brick Masonry	\$ 0	0.00	0.00%
<i>Total Division 4</i>	<u>0</u>	<u>0.00</u>	<u>0</u>

Division 5 - Metals*	Scheduled Value	Cost Per Sq. Foot	Percent Of Total
Structural Steel	\$ 0	0.00	0.00%
Miscellaneous Metals	\$ 0	0.00	0.00%
<i>Total Division 5</i>	0	0.00	0.00%

Division 6 - Carpentry			
Rough Carpentry	\$ 102,130	11.50	10.95%
Finish Carpentry	\$ 12,300	1.38	1.32%
<i>Total Division 6</i>	114,430	12.88	12.27%

Division 7 - Thermal/Moisture Prote			
Insulation	\$ 8,328	0.94	0.89%
Vinyl Siding	\$ 12,500	1.41	1.34%
Asphalt Shingle Roofing	\$ 13,500	1.52	1.45%
Membrane Roofing	\$ 0	0.00	0.00%
Joint Sealants	\$ 1,000	0.11	0.11%
<i>Total Division 7</i>	35,328	3.98	3.79%

Division 8 - Doors & Windows			
Doors & Hardware	\$ 14,800	1.67	1.59%
Folding Door	\$ 12,000	1.35	1.29%
Storefronts & Entrances	\$ 730	0.08	0.08%
Windows	\$ 18,200	2.05	1.95%
<i>Total Division 8</i>	45,730	5.15	4.90%

Division 9 - Finishes			
Drywall	\$ 51,410	5.79	5.51%
Acoustic Ceilings	\$ 0	0.00	0.00%
Flooring	\$ 20,230	2.28	2.17%
Painting	\$ 17,670	1.99	1.89%
<i>Total Division 9</i>	89,310	10.06	9.58%

Division 10 - Specialties			
Miscellaneous Specialties	\$ 700	0.08	0.08%
Toilet Partitions	\$ 2,675	0.30	0.29%
Toilet Accessories	\$ 2,075	0.23	0.22%
<i>Total Division 10</i>	5,450	0.61	0.58%

Division 11 - Equipment			
Miscellaneous Equipment	\$ 55,000	6.19	5.90%
<i>Total Division 11</i>	55,000	6.19	5.90%

Division 12 - Furnishings**			
Miscellaneous Furnishings	\$ 0	0.00	0.00%
<i>Total Division 12</i>	0	0.00	0.00%

	Scheduled Value	Cost Per Sq. Foot	Percent Of Total
Division 13 - Special Construction*			
	\$ 0	0.00	0.00%
<i>Total Division 13</i>	0	0.00	0.00%
Division 14 - Conveying Systems*			
Passenger Elevators	\$ 0	0.00	0.00%
<i>Total Division 14</i>	0	0.00	0.00%
Division 15 - Mechanical Systems**			
Sprinkler Systems	\$ 0	0.00	0.00%
Plumbing	\$ 28,100	3.16	3.01%
HVAC	\$ 45,750	5.15	4.91%
<i>Total Division 15</i>	73,850	8.31	7.92%
Division 16 - Electrical Systems			
Electrical Systems	\$ 32,806	3.69	3.52%
<i>Total Division 16</i>	32,806	3.69	3.52%
Division 20 - Contingencies			
Contingency	\$ 79,000	8.89	8.47%
<i>Total Division 20</i>	79,000	8.89	8.47%
Subtotal - Construction Hard Cost	\$ 869,337	97.88	93.22%
Contractors Management Fee	\$ 63,227	7.12	6.78%
TOTAL CONSTRUCTION COST	\$ 932,564	104.99	100.00%

*There is no scheduled value for these divisions based on the current design.

**See Table 7 (page 15 of this report) for Fixtures, Furniture and Equipment costs.

***This building does not require a sprinkler system.



Civil Engineers
Land Surveyors
Scientists
Land Planners
Landscape Architects

MEMORANDUM

To: Scott Vlasak
From: David Jordan, P.E., L.L.S.
Date: February 7, 2003

Re: Moultonborough Senior Center

The following is an outline of the services that TFMoran Inc. would provide in conjunction with preparing a Site Plan and obtaining approvals for construction of the Moultonborough Senior Center on the Lion's Club site:

- Assessor's research at Town Hall
- Utility research
- Boundary tie-in and Topographic survey of site and detail in Old Route 109
- Conceptual site design for presentation to building committee
- Site design for new building based on approved conceptual layout including site grading, handicapped accessible entrances, parking lot and septic system design
- Stormwater drainage analysis and design for building and parking lot runoff
- Parking lot landscaping and lighting
- Preparation of Site Plan drawings meeting Town of Moultonborough requirements
- Meetings with building committee during design development process
- Meetings with Town officials (Planning Dept., Highway Department, Fire Dept., etc.) as needed during site design process
- Presentation of Site Plan to Moultonborough Planning Board

Based on the site information and size of the project at this time it is anticipated that the project will be exempt from the local permit/approval process and that the only State permits/approvals needed are NH DES Septic System approval and possibly a driveway permit from NH DOT.

Estimated cost for the above services: \$25,000 (including expenses)

A more accurate cost proposal would depend on a refined scope of services and building program.

If a site other than the Lion's Club site is chosen for the Senior Center, the engineering costs would be essentially the same (provided no additional permits, i.e. wetlands, are needed). There may be additional survey costs however if no record survey exists. For planning/budgeting purposes, I would allow for \$2500 additional for survey.

The following services not anticipated as being necessary and are not included in the above estimate:

- Waivers or variances from Moultonborough ZBA
- Subdivision or Site Plan Review from Moultonborough Planning Board
- Preparation of recordable plan(s) (boundary, consolidation, lease area, easement, etc.)
- Traffic studies
- Application or review fees
- Construction layout services
- Construction administration
- As-built surveys

Program Annual Budget
Moultonborough Senior Center

Categories	Budget Items	Annual Budget
Personnel		
	Program Coordinator	\$35,000
	Cook – 25 hrs / week	\$13,000
	Assistant Cook	\$11,050
	Fringe	\$11,810
	Sub-total	\$70,860
Travel		
	Staff	\$1,000
	Volunteer reimbursements	\$750
	Staff development	\$150
	Per diem	\$100
	Sub-total	\$2,000
Supplies		
	Office	\$250
	Consumables	\$3,075
	Kitchen	\$600
	Sub-total	\$3,925
Raw Food		\$20,000
Contractual		\$0
Space		
	Rent	\$0
	Utilities/Janitor/Ser & Supp	\$4,500
	Gas for stove	\$0
	Oil	\$0
	Electricity	\$1,500
	Garbage disposal	\$0
	Sub-total	\$6,000
Others Costs		
	Workers Comp	\$617
	Computer, Membership etc.	\$250
	Uniforms	\$250
	Publicity & Advertising	\$100
	Telephone, copies	\$650
	Postage	\$100
	Other	\$250
	Indirect costs	\$5,600
	Sub-total	\$7,817
Total Costs		\$110,602

Source: Conversation with Suzanne Kearns, Director of Elder Programs, TCCAP, February 2003