San Diego Master Plan
For Senior Centers:
Every Community Deserves a Modern Senior Center

A Comprehensive Overview to Achieve a Sophisticated Network of Regional Senior Centers

Spring 2022

www.sdscf.org/seniorcentermasterplan
WHO WE ARE

The San Diego Seniors Community Foundation was founded in December 2016 and qualified as a 501(c)(3) nonprofit organization.

Our mission is to transition San Diego seniors from vulnerable to vibrant, through the power of philanthropy, so that no local senior is left without access to the resources to thrive. We envision a world where the senior population of San Diego County is nurtured into a healthy, dynamic way of life; where they are socially connected, physically active and a vital element of our community. We provide leadership in the San Diego older adult network with a goal of ensuring that every senior has someone they can turn to and trust.

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INTRODUCTION

We are upon the threshold of an unprecedented epoch. An aging society and all of its consequences are becoming manifest. There is no blueprint to follow, no history to fall back on. What is created, developed, and engineered will be imagined and implemented from this time forward. The *San Diego Master Plan for Senior Centers (the “Master Plan”)* is an effort to create momentum and consensus relying on multiple community stakeholders to begin drafting a blueprint to ensure every region in San Diego has modern, innovative, and resource-rich senior centers. This model envisions centers that move beyond the baseline of nutrition services and social events into a dynamic community entity that engages the physical, mental, intellectual, and creative to empower older adults to realize a higher quality of life of health, wellness, and independence. Moreover, these are hopes and wishes we hold for future generations of older adults. Each of us aspires to a long, healthy life of happiness and purpose; what we begin to build today for others will create the foundation that will be there for tomorrow’s senior.

The purpose of this Master Plan is to set the foundational stone in a transformation of San Diego County senior centers, to those locations where they currently exist as well as to communities that currently go without. There are enough numbers, statistics, figures, and percentages that fill the following pages to support what we envision as the elevation of an under-utilized, under-resourced, and understaffed entity, the neighborhood senior center, into a dynamic community anchor to serve older adults.

**Overview of 2019 San Diego Senior Center Assessment Report**

To establish a baseline of information on senior centers, research was conducted in the spring and summer of 2019 on the existing senior center infrastructure in San Diego.

In August 2019, SDSCF published a report titled *The State of San Diego Senior Centers*. It was produced to serve as guidepost on our journey to realize the vision of comprehensive, dynamic senior centers as essential community infrastructure. Senior centers have the potential to become centers of innovation to enhance the lives of community dwelling older adults. This report served as a snapshot in time to understand how far we have to go to bring a vision to a reality.

In order to learn what could be done in this sector, it was imperative that we understood where we have been and where we are, as the coming decade will produce an explosive growth of older adults never seen before and most likely never to be seen again.

Senior centers have traditionally operated within a recreational model of services complemented with congregate lunch meals...
programs. Some centers have responded to a demand of a new cohort of retirees in the production of broader programs and services that are relevant for their clientele and speak to the changing perceptions of aging.

Senior centers who have responded to this shift are delivering programs of greater variety that touch upon the multiple domains that comprise holistic health. Extending beyond the physical and social, evolving senior centers offer services with greater attention to the creative, intellectual, emotional, and existential.

Along with learning of the ways senior centers were embarking on the transition to integrative programming, it was deemed relevant to understand the physical environment where these services were being provided.

The following questions were raised in context of this assessment:

- Are center activities provided in modern attractive facilities with amenities that connect with the population – buildings on the order of new YMCA’s, new libraries or new Boys and Girls Clubs that have arisen recently throughout San Diego?
- Or – are promising new program initiatives being offered in older buildings with obsolete fixtures and furnishings, and unappealing and drab aesthetics?

Elements of the 2019 assessment report included information on senior centers general operations, funding sources, transportation services and the identifying of special projects and programs that made particular senior centers stand apart and indicated evidence of transformative practices.

**KEY FINDINGS OF THE 2019 ASSESSMENT REPORT**

- 75% of the buildings that are home to the region’s senior centers are more than 30 years old. Over half of these buildings are 40+ years old.
- The use of senior centers by eligible participants across the region was estimated to be about 8%
- Senior centers are directed by a limited staffing pool. Nearly three-quarters of regional centers have only one or two full-time employees leading day-to-day operations.
- 22% of regional senior centers are managed without any full-time employees
- Financial resources are scant and resulting budgets force senior centers into service delivery heavily dependent on large volunteer bases and in-kind support from community agencies
- Aggregate budgets for the region’s senior centers pale in comparison to two nonprofit entities that serve the community. The Boys and Girls Club of San Diego operate with a budget *three times* that of local senior centers; the YMCA of San Diego network provides services with a budget *twenty times* that of the aggregate of the County’s senior centers.
➢ Small budgets also influence hours of operations with only very few senior centers offering standard early morning, evening, or weekend hours.

➢ Over 50% of senior centers are in areas with poor or limited public transportation options.

➢ Four centers are located in areas with no public transportation option.

➢ Eleven senior centers provide a transportation program to help seniors attend the congregate meal lunch program and other key sites within the community.

➢ Congregate and/or home delivered meals programs are offered at 18 of the region’s 28 senior centers.

➢ Outreach programs to identify and support the growing population of senior orphans are scant due to limited staffing and funding.

➢ Only 21% of senior centers have a dedicated computer lab with appropriate levels of hardware.

➢ Only 18% of senior centers have an equipped fitness room and only one senior center has a gymnasium on site.

➢ The consistent struggle for survival limits the abilities of senior centers to look beyond the maintenance of daily operations. Despite the adverse environment, senior center directors and their staff tirelessly work to move the senior center experience forward and, when given the proper resources, have created innovative and impactful programming.

During research and development of the 2019 assessment report, it was observed that a number of communities with a high-density population of older adults are without a senior center including, but not limited to, the Eastlake area of Chula Vista, El Cajon, Santee, City Heights, and Pacific Beach.

Distribution of the assessment report was focused upon delivery to the entities that comprise the older adult network, local government, and County agencies that serve the older adult population. While delivering a better understanding of the environment in which senior centers are operating, it served a purpose to create a foundation to launch this follow-up report. This initiative builds upon the learning to create a platform for a more focused and deeper dive into what a transformation of the senior center model could look like.

From 2000-2030, SANDAG population forecasts indicate that the region will see an increase of more than 525,000.
people over the age of 60\(^1\). To give a sense of heft to that figure, this 30-year trajectory of population growth represents more people than the current population of the city of Atlanta.

We are more than two-thirds through this incredible growth interval of older adults. Before we know it, 2030 will be upon us. Will stakeholders committed to the support and care for our region’s seniors have been able to move the needle in increasing the needed infrastructure? To the purpose of this report and the preceding report, can senior centers be positioned to become the preeminent solution in every region of San Diego in the delivery of comprehensive and holistic services? This report strives to become a foundational piece for a coalition of senior centers to achieve these measures and more. Why do senior centers matter? It is the mission of this foundation that, at some point in the future, the benefits of a comprehensive, sophisticated network of senior centers in San Diego will be so apparent that the question itself will be rendered unnecessary.

**EXECUTIVE SUMMARY**

The San Diego Seniors Community Foundation (SDSCF) 2019 assessment of senior centers throughout the region focused on the condition and needs of each facility, staffing and operational levels and constraints, transportation logistics, oversight authority, sources of funding, the role of philanthropy, programming, partnerships and innovation.

Based upon the response to this report from senior center leadership and community stakeholders, SDSCF team members and community partners agreed that a comprehensive Master Plan was needed to build interest and momentum for a regional initiative to create a sophisticated network of modern, innovative, well-staffed and well-resourced community-based senior centers serving the entire San Diego region.

To achieve this objective, additional research on local senior centers and relevant community factors was conducted, to include:

- Demographic analysis
- Identification of local supports and services for seniors
- Current issues facing senior center leadership
- Technology challenges, virtual capacity, and potential for remote services for older adults
- San Diego communities with a high population density of seniors but without a senior center
- Existing senior centers sites with insufficient capacity to meet the current and/or future needs of older adults in their communities
- Optimal senior center models and configurations that would best serve each region
- Cost factors for renovation, refurbishment, new construction, and equipment

In-person and virtual meetings were held with senior center directors to further inform the process, resulting in valuable insights, perspective, and information.

\(^1\) County of San Diego Health & Human Services Agency, Demographics - Aging and Independence, 2020
Why Do Senior Centers Matter?

What do we hope for when looking upon an older family member, an older neighbor, or a senior we encounter in the public spaces we traverse every day? A home that is safe and secure, opportunities to connect with others, basic necessities met, support to meet the challenges that older adulthood can bring and a sense of belonging to the communities they call home. These may be the first thoughts that come to mind. These hopes do not appear too fanciful and can be reasonably expected to be achievable goals in a modern society.

However, threats are evolving that will impact the ability of some older adults to realize these goals.

- **Financial stress** associated with fixed incomes, adverse conditions for employment, unrealistic savings for the longer lifespan, uncertainties around Social Security and now, the impact of not one, but two recent economic cataclysms, the 2008 great recession and the COVID-19 pandemic.
- The **cost of healthcare** that annually outpaces inflation.
- The growing issues around the scarcity of **affordable housing** for older adults.
- The exploding costs of **long-term care** that is becoming more and more out of reach for more older adults.
- The **smaller nuclear families** that will result in less support for older adults in need of assistance.

This environment, influenced by long-acting variables and emerging ones, is creating a perfect storm that will alter our ability to ensure that older adults have the support to realize a quality of life that a country as wealthy as the United States should be able to provide.

In the coming years there will be more and more older adults. Where you may see one in the checkout line at the grocery store, tomorrow there will be two, where there are two awaiting the arrival of a bus on a street bench, next week there will be three, where there three at a table at a local coffee shop, next month there will be four.

Does a society that has never experienced such a dramatic shift in demographics have the means and infrastructure at current disposal to ensure older adults have the resources to live healthy and independent lives within the communities they call home?
Family support may not be enough, fraternal support may not be enough, certainly market-rate supports will not be enough. As we ponder the means to create solutions to give every senior the means to thrive to the best of their abilities, we return to the titular question, why senior centers matter.

In the creation of a new paradigm to enrich the aging experience, SDSCF views the senior center and its untapped potential as a path forward to be the counterbalance to the challenges that reside on the horizon. Macro issues such as economic, health care, housing, and long-term care require macro-level solutions. It is not suggested that reimagined senior centers will be critical in the creation of adaptive policy to remedy the many problems associated with these issues. What is proffered is in lieu of transformative social policy, a dynamic community-based senior center can be a critical element of social infrastructure to mitigate deficient policy responses that jeopardize everyday lives of our country’s older adults. There are any number of ways to present the purposes, objectives, and possibilities of modern senior centers. To provide a tangible idea to support a vision, we define a dynamic senior center as:

- The preeminent community location that becomes the trusted source for all things related to healthy aging at the individual level and the driver for an age-friendly environment at the population level. Modern facilities with improved amenities that reflects the needs, identities and cultures of the population served and leadership and staff with background in social work and gerontology will be the foundation upon which these transformative centers will be built.

- Supported by a grounding philosophy that views health and wellness as a synergistic confluence of multiple factors, senior centers will produce programs, services, and resources to build a framework that allows every older adult within their communities the opportunity to thrive.

- Dynamic senior centers can move beyond their walls to become the community’s advocate, champion, and leader in altering the public sphere that ensures equity, representation, and purpose for older adults. By improving the policies that positively affect older adults, senior centers will join other stakeholders to become leading disruptors to collectively work for a more just and inclusive society.

With investment, support, and community-based organizing initiatives to remake senior centers into the primary resource for older adults and their loved ones in each community, senior centers can be transitioned from a recreational model to a multi-disciplined dynamic model.

The social programming of a senior center will still certainly be a core focus, but it will be strengthened by programs and services that support the:

- **Physical/Health Care**
  - Fitness center with adaptive equipment, group exercise, yoga, dancing, walking groups, sporting events
  - Nursing and care coordination services, workshops on chronic disease management, nutrition education, health fairs, telemedicine

- **Behavioral**
  - Support groups, counseling services, connection to community mental health resources

- **Intellectual**
- Classes tailored to the practical and educational, connections to university programs, lecture series, book clubs

  - **Creative**
    - Journaling, creative writing, painting, expanded arts and crafts, theater, talent shows, musical classes

  - **Technology**
    - Computer labs, classes, support for hand-held and in-home technical devices

  - **Financial**
    - Access to professionals for consultation, budget development, job training/employment assistance

  - **Altruistic/Existential**
    - Volunteerism, civic engagement, peer advocacy, grass roots organizing, and building a community network that brings greater opportunities to build sense of belonging and purpose

These centers for innovation and total wellness will be entities where seniors will not just be fed, but nourished. Not just socialized but engaged. Not just a name, but a vibrant and essential part of the community.

What the subsequent report calls for is bold, but the variables detailed within demand such action. It would be simpler and perhaps more accurate to describe the pathway ahead of us as challenging, but the preference lies with describing the future as full of opportunity.

Philanthropy is mentioned numerous times throughout the report as an essential driver to a fully realized vision of robust and well-supported senior centers in San Diego. This is called for not only as a means to create the necessary seismic shift in required funding, but to address the economic climate that governments at all levels will be experiencing in the foreseeable future. While Federal and State governments have intervened with multiple financial initiatives to stem the economic fallout of COVID-19 and currently there are funds flowing to County and Local government, this surge in funding is temporary. And it remains to be seen how much of this funding will be allocated to services and infrastructure to support older adults. Though financial support will forever be a challenge with stakeholders and advocates engaged in endless advocacy efforts, government and affiliated agencies will be always be essential allies in leadership and policy development to hasten the progress that still can be made.

The Older American Act (OAA), enacted in 1965, has been an essential federal program that has enabled millions of older Americans to continue to live in the community and live healthy and independent lives. Services supported by the OAA include congregate and home-delivered meals, case management, specialized transportation services, employment and volunteer programs, adult day care, senior centers and activities, personal care, homemaker and chore services, legal support, health

> These centers for innovation and total wellness will be entities where seniors will not just be fed, but nourished. Not just socialized but engaged. Not just a name, but a vibrant and essential part of the community.
promotion, and disease prevention. In the reauthorization of the law in March 2020, language germane to the SDSCF initiative of a sophisticated network of senior centers demonstrates an alignment of vision put forth by the federal government and our purpose:

- The Area Agency will designate, where feasible, a focal point for comprehensive service delivery in each community, giving special consideration to designating multipurpose senior centers (including multipurpose senior centers operated by organizations referred to as such focal point)
- The term “focal point” means a facility established to encourage the maximum collocation and coordination of services for older individuals.
- The term “multipurpose senior center” means a community facility for the organization and provision of a broad spectrum of services, which shall include provision of health (including mental health), social, nutritional, and educational services and the provision of facilities for recreational activities for older individuals."

Funding from the OAA flows to regional Area Agencies on Aging that distribute funds to various local agencies that deliver the programs and services highlighted above. In San Diego, the agency responsible for oversight is the County’s Aging and Independence Services (AIS). As part of a collaborative effort with AARP and Live Well San Diego, the County produced the Age Well San Diego Action Plan. This comprehensive blueprint provides a vision to transform the region where healthy aging is a possibility for all. It is a valuable resource that has helped SDSCF in the development of this complementary report to construct the building blocks of that vision.

In January 2021, the state of California released its Master Plan for Aging, the result of an 18-month multi-disciplinary effort directed by Governor Gavin Newsom. The Master Plan will serve as a blueprint that can be used by state government, local communities, private organizations, and philanthropy to build environments that promote an age-friendly California. Five primary goals of the initiative include:

- **Goal One: Housing for All Stages & Ages** – We will live where we choose as we age in communities that are age-, disability-, and dementia-friendly and climate- and disaster-ready.
- **Goal Two: Health Reimagined** – We will have access to the services we need to live at home in our communities and to optimize our health and quality of life.
- **Goal Three: Inclusion & Equity, Not Isolation** – We will have lifelong opportunities for work, volunteering, engagement, and leadership and will be protected from isolation, discrimination, abuse, neglect, and exploitation.
- **Goal Four: Caregiving That Works** – We will be prepared for and supported through the rewards and challenges of caring for aging loved ones.
- **Goal Five: Affording Aging** – We will have economic security for as long as we live.

Utilizing these frameworks, the authors of this report find tremendous synergy in what is to be presented on the following pages. These government-led blueprints help ground our framework so as to arrive at a meaningful confluence of abstract vision and tangible action. While government faces uncertain financial waters in the near future, their intangible support in forms of leadership and innovative policy will be instrumental in changing the landscape of the senior support infrastructure in general and the evolution of dynamic senior center in specific.
San Diego Regional Senior Centers Master Business Plan

Thought leadership provided by government agencies in these collective blueprints all speak to transformation. There lies much potential in the addition of a variety of new and innovative programmatic practices that can anchor an expanded suite of services. In addition to the direct benefits of more comprehensive services at the individual level, three intangible benefits are introduced for consideration to support the argument of how a senior center can help influence societal issues of prominence:

1. HEALTH AND WELLNESS

The evolution of the American healthcare system continues to be bolstered through research, interventions, and public health level planning that looks beyond the walls of the doctor’s office and hospitals. A sustained emphasis placed upon the social determinants of health (SDOH) has brought new approaches that have created a fundamental shift in the definition of health. Rather than simply measuring health as the absence of disease, wellness and quality of life metrics present a picture that weaves multiple domains into a clearer understanding of what older adults are experiencing in their daily lives.

There is an evolution of new factors associated with overall health that include housing, transportation, nutrition, social, intellectual and the built environments of communities as critical categories that contribute to a more robust multi-disciplined approach to ensuring overall health and wellness. As the population of older adults soar in the United States over the next decades, there is a growing necessity, and with that, hopefully growing opportunity, for health care and the potential community proxies of a redefined health care system to form partnerships to meet the rising needs. In the subsequent pages, we hope to demonstrate the senior center of the future as a critical piece of this new paradigm.

2. SUPPORT NETWORK FOR LOW-INCOME SENIORS AND OLDER ADULTS OF MINORITY GROUPS

San Diego is home to older adults of numerous cultures and ethnicities. Many have borne the brunt of a lifetime of facing discrimination and having to overcome the inherent biases and outright roadblocks to progress and a better life. As these populations age, they become members of another marginalized subset of the population. As COVID-19 has illustrated all too well, older adults have been portrayed in various demeaning ways, with some suggestions going as far as to deem them expendable and call into question their very existence and purpose as sentient human beings.

Older adults, and particularly older adults of minority groups, will continue to face explicit and implicit barriers of a society out of balance. The senior center models proposed in the report will create the infrastructure to become the local solution for older adults of all means and backgrounds to receive the support, services, and resources to thrive.

3. EQUITY TO ENSURE ALL HAVE THE PROSPECTS FOR HEALTHY AGING

A global pandemic has once again been a large-scale event that has created momentum for a reckoning of the long-standing systemic racism and structural injustice that has long been an anchor weighing down the promise of an American society constructed for the inclusion of all.

Long-standing financial, educational, vocational, and environmental barriers have been the experiences of numerous ethnicities in the United States. A seminal event such as the COVID-19 pandemic can provide the oxygen for real and meaningful change in the country. Senior centers led by
exceptional thought leaders can become a community focal point where inclusion is paramount, outreach to marginalized populations is priority, and the adoption of advocacy efforts that commit to building the environment where older adults of all backgrounds are welcomed and empowered is essential.

Most everyone that gazes upon their future would be at their happiest to live in their homes, in the communities they love and be supported with resources and supports that maximize this period of life to whatever is desired.

Opportunity is there for a society that is able to create a new narrative for what healthy aging is and what can be done to ensure it is in place for every San Diego senior. It is the purpose of this foundation to ensure that all San Diegans can age with dignity and have access to the resources they need to thrive. In that context, this visionary blueprint is offered to be the catalyst so that senior centers are a place where every older adult has someone they can turn to and trust, and where community-based senior centers become the bedrock to support a new era of healthy aging.

Senior Centers of Excellence – What is Possible

Contemporary senior centers embrace modern facilities and equipment designed for today’s seniors, as well as innovation, entrepreneurialism, and a spirit of excellence. Studies conducted by the National Institute of Senior Centers (NISC) have identified exemplary models of new senior centers that place a high priority on excellence in design, health and wellness, innovative programming, social ventures providing job opportunities for low-income seniors and revenue to the senior center, community civic engagement, and the evolving needs and preferences of contemporary seniors. Today’s older adults are increasingly diverse, and they expect service agencies to strive for excellence.

The following graphic provides a visual representation of what is possible (click to view larger).
The following two examples of modern “senior centers of excellence” in other U.S. locations are provided for additional perspective of what is possible.

THE LOU WALKER SENIOR CENTER – LITHONIA GEORGIA

The Lou Walker Senior Center is a multipurpose facility for active seniors age 55 and older, with a vision to become a “world-class” Senior Center where seniors are valued, respected, and age well.

The 40,000 square foot facility offers spaces and amenities to meet the needs and interests of today’s active older adults with activities that stimulate the mind and body to remain active. The senior center includes numerous facilities for active seniors, including a swimming pool, a gym, an on-site hair salon and barber shop, vegetable gardens, and cooking classes.

THE OPC CENTER, ROCHESTER, MI

The OCP Center in Rochester MI is a 90,000 square foot Wellness Center Model with state-of-the-art fitness facilities that include a full-size gymnasium, an indoor walking track, a lap pool, a therapy pool for exercise classes (water temperature 92°F), cycling classes, circuit training, yoga, tai chi, Pilates, ballet, Zumba and more. The facility also has a café, garden, woodshop, computer lab, pottery studio, and auditorium. OPC Leisure Travel offers local, overnight, and extended trips in the U.S. and overseas. It is funded by multiple partnerships and funding sources.

In 2017, a study was conducted by the National Institute of Senior Centers (NISC) on evolving national trends in senior centers of excellence, focusing on emerging innovation and entrepreneurial trends in senior centers nationwide, and capturing key information on modernization and “best practices” in cutting-edge senior centers. Key findings from the NISC report are outlined in the section titled “Senior Centers of Excellence – A Study by the National Institute of Senior Centers” later in this document.
Senior Demographics – Our Current and Pending Reality

San Diego County will be home to over 1 million people over the age of 60 by 2050\(^2\). From today forward, the region’s population growth will be driven largely by the increase of these older adults. Of the county’s 18 cities, only Escondido (39%) and Vista (27%) will have growth percentages (of total population growth) of older adults under 40%.

In five cities, Coronado (181%), Carlsbad (142%), Encinitas (139%), Oceanside (97%), and Poway (92%), the increase in the number of total residents is due entirely, or nearly so, to the aging population. Accounting for the entire region, no age cohort under 60 has a percentage in growth greater than 20%. The three largest percentage increases are:

- **Age 75-79**: 69% increase
- **Age 80-84**: 118% increase
- **Age 85 plus**: 157% increase

The sheer numbers are enough reason for considerable concern, but what makes the situation so challenging is that American society has never had to address this transformative demographic reality. There was never a need to produce an infrastructure that accounted for a population that is living longer, well beyond what is the traditional retirement age, and is redefining and, in some cases, inventing the concepts of healthy aging.

To bring context to the raw numbers, demography needs to be viewed through the prism of the environment to accurately gauge what exists and where adaptation of new policies can ensure a populace has the means to enjoy a high quality of life.

Environmental factors:

- **Financial**
  - There are 50 million adults age 50 and over in the U.S. who fall into the low to moderate income category. Over 80% of these individuals struggle with some or all components of their financial lives.\(^3\)
  - In 2019, half of Medicare beneficiaries lived on less than $29,650 a year. One in four lived on less than $17,000. One in four had savings less than $8,500.\(^4\)

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\(^2\) SANDAG, Series 13 Regional Growth Forecast, 2013

\(^3\) Center for Financial Services Innovation, Redesigning the Financial Roadmap for the LMI 50+ Segment, 2019

\(^4\) Kaiser Family Foundation, Medicare Beneficiaries’ Financial Security Before the Coronavirus Pandemic, 2020
➢ Affordable housing

- The average Social Security monthly benefit is $1,543\(^5\)
- Only 8% of the apartment inventory in San Diego is available for less than $1,500 a month.\(^6\)
- The average rent in San Diego County is $1,850\(^7\)

➢ Social Security and Medicare:

- Social Security is solvent until 2034. If nothing is done, only 76% of scheduled benefits will be able to be paid\(^8\)
- Medicare Part A (hospital costs) will remain solvent until 2026, at which point, only 90% of benefits can be paid\(^9\)

➢ Long-Term Care

- In 2017 in San Diego, a semi-private nursing home room costs $100,000 per year. By 2035, the annual cost will jump to a projected $174,000. A private nursing home room will see an increase from $136,000 per annum to $233,000.\(^10\)
- Less than 5% of San Diego adults carry long term care insurance\(^11\)

See the report section titled **San Diego Regional Senior Demographics and Key Factors** (pg. 35) for additional information on regional demographics.

Optional Senior Center Models

Senior centers come in many sizes and shapes. The optimal configuration of a given senior center depends upon multiple variables including the local population of older adults, location, existing senior supports and services in the surrounding area, availability of land and facilities, and financial funding. In order to support and standardize recommendations for this Master Plan, three potential senior center models are presented:

1) A **smaller-sized**, yet modern and well-equipped, senior center based in a community with a relatively low population density of seniors (average 6,000-9,000 square feet)

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\(^6\) [RENTCafé, San Diego, CA Rental Market Trends](https://www.rentcafe.com/wire/san_diego_rental_trends), 2020

\(^7\) [San Diego Union-Tribune, San Diego Rents Down for the First Time Since Great Recession](https://www.sandiegouniontribune.com/news/local/article20745228.html), 2020

\(^8\) [Social Security Administration, Annual Social Security and Medicare Trust Fund Report](https://www.ssa.gov/oact/trustfunds/2020trustfunds.html), 2020


\(^10\) [Live Well San Diego, San Diego County Senior Cost of Living (Ages 65 and Over) By Subregional Area](https://www.livewellsandiego.org/cost-of-living), 2018

\(^11\) [Live Well San Diego, San Diego County Senior Cost of Living (Ages 65 and Over) By Subregional Area](https://www.livewellsandiego.org/cost-of-living), 2018
2) **A moderate-sized** senior center for communities with a higher population of seniors, often including a small fitness center with exercise equipment and open space for floor exercises (average 17,000-22,000 square feet)

3) **A larger-sized** multi-generational center with a dedicated space for seniors, and access to a fully equipped fitness center, gymnasium, and community aquatics center (average 28,000-35,000 square feet)

This Master Plan suggests construction of 22 new senior centers of excellence in the San Diego region. In some situations, a new senior center will be suggested to replace the existing center. For communities that have a high-density population of older adults but are without an existing senior center, a new senior center is suggested. Where new senior center construction is recommended, a suggested model will be presented as an option for consideration by local stakeholders.

For additional details on the specific configuration, space allocation, amenities, and square footage for these three models, see the section titled **Senior Center Models** later in this document.

**FITNESS CENTERS AND AQUATICS CENTERS AS TOOLS FOR HEALTHY SENIORS**

It is essential for senior centers of the future to consider the needs and preferences of today’s older adults, both those who are accustomed to an active lifestyle with access to multiple amenities, as well as those who are physically challenged and may benefit from customized exercise options supervised by qualified professionals. In this context, SDSCF believes it is important that consideration be given to amenities typically offered by YMCA facilities, including a fitness center and optional gymnasium, and an aquatics center. These amenities may be available at a larger multi-generational community center campus contiguous to a dedicated senior center, or as a part of the senior center complex itself. The rationale behind presenting these options attached to a modern senior center is that a) not every community has the same access to alternative fitness resources and b) an overall objective of comprehensive senior centers is the co-location of as many services as possible to reduce mobility and transportation issues faced by many older adults.

An essential amenity of modern senior centers is a fitness center. Staying active is a defining trait of the new generation of older adults. Physical fitness, along with services and programs that account for mental, emotional, social, and intellectual well-being, are critical for older adults to maintain overall health. Good health not only is important for the individual, but it also provides a social benefit in terms of reduced medical expenditures and pressures upon the social medical payer system. A well-equipped fitness center represents an investment in older adults.

Aquatics centers offer older adults low-impact options for exercise, as well as recreation. A modern and well-equipped aquatics center is also likely to attract more seniors to enjoy the other amenities and program offerings of a senior center.

High quality and well-equipped fitness and aquatics centers also offer senior center management the opportunity to open limited access to those facilities to the general public for a fee, helping to pay for operating and overhead costs.

Where new construction of a senior center is recommended in this report, a fitness center and aquatics center is also proposed with the intention of creating a new paradigm of full-featured senior centers with not only ample programs and services, but also first-class amenities that contribute to each older adult’s health.
For additional details on optional senior center amenities, including a fitness center, aquatics center, in-house commercial kitchen, and in-house theater, see the section titled **Senior Center Optional Amenities – Aquatics, Fitness, Kitchen, Theater** later in this document.

**Overview of Recommendations for Senior Center Facilities**

Based on the key observations and strategies outlined above, each San Diego city and community was examined to determine the density and location of seniors residing in those communities, the existing local infrastructure of supports and services for older adults, and the senior center environment in that community. Data from the 2019 assessment was expanded and additional research conducted to provide statistics and other relevant source information to enable an informed recommendation. Proposed interventions for each community generally fall into four primary categories:

1) Existing Senior Center – Recommending minor refurbishment and/or upgrades  
2) Existing Senior Center – Recommending major renovation or expansion  
3) Existing Senior Center – Recommending replacement with a new modern senior center  
4) Community with No Senior Center – Recommending construction of new senior center

The **Recommendations by Location** section of this report provides a *concise* overview of observations, recommendations, and cost factors for each city or community. A *detailed* analysis for each community is presented in **Appendix “1”** of this report.

Where construction of a new senior center is recommended, one of the senior center options defined in the **Senior Center Models** section of this report will be proposed.

All recommendations in this Master Plan are presented as options for consideration by community stakeholders. The authors acknowledge and emphasize that custom solutions will be required for each community after a deeper-dive community-specific business plan is developed, and that the ultimate decision for that community’s senior center solution may vary from the recommendations suggested in this report.

The following provides a high-level summary of recommended community solutions, for perspective:

**NEW SENIOR CENTER CONSTRUCTION – NO PREVIOUS SENIOR CENTER OR ADDITIONAL SENIOR CENTER SITE**

Demographic research and population density maps clearly indicated communities in the San Diego region with large populations of older adults, but no local senior center to serve them. In two cases, an existing senior center is serving a portion of the older adult population, but a second senior center is recommended in an underserved area of that community. **Nine** new senior centers (one small size, five moderate-sized and three larger-sized) are suggested for the following communities:

- The Eastlake/Otay Mesa area of Chula Vista  
- El Cajon  
- Santee (also serving Lakeside)  
- Pacific Beach/Mission Beach  
- Mission Hills (also serving Hillcrest)
NEW SENIOR CENTER CONSTRUCTION – REPLACE (OR COMPLEMENT) EXISTING SENIOR CENTER

As previously mentioned in this report, the targeted objective is to realize a robust network of modern, innovative, well-funded and well-staffed senior centers of excellence throughout the San Diego region. As each existing senior center was examined, questions raised included: Can the senior center in its current condition continue to serve a burgeoning population of older adults? And if a larger and more modern senior center is needed, is renovation and expansion appropriate, or is construction of a new senior center the better option? Factors that led to a specific recommendation for each community included the age, condition, and location of the facility, the facility’s footprint (room for expansion?), potential municipal bureaucratic red tape, and cost/value considerations.

Additionally, seniors in some locations are being served by a multi-purpose recreational facility or an agency that provides limited services to seniors – but there is no senior center dedicated exclusively to serving the older adult population.

Based on numerous variables, this report recommends construction of thirteen new senior centers (five small-sized, and eight moderate-sized) in the following communities:

- Alpine (replaces existing facility)
- Borrego Springs (replaces existing facility)
- Clairemont/Kearny Mesa (replaces existing facility)
- Escondido (two new moderate-sized at new sites)
- Fallbrook (replaces existing facility)
- Imperial Beach (replaces existing facility)
- Lemon Grove (replace existing facility) (also serving Spring Valley)
- Mira Mesa (replaces existing facility) (also serving Scripps Ranch)
- Point Loma/Ocean Beach (dedicated senior center) (does not replace Peninsula Shepherd Ctr)
- Rancho Bernardo (replaces existing facility)
- San Ysidro/Otay Mesa (replaces existing facility)
- Solana Beach (replaces existing facility) (also serving Del Mar) (does not replace Del Mar Community Connections)

EXPANSION, RENOVATION, OR UPGRADES

Based on the research, analysis and considerations outlined in the previous section, five senior centers are recommended for expansion, renovation, or upgrades.

- La Mesa (renovate and modernize existing facility; expand by adding square footage)
- Oceanside Country Club Senior Center (minor renovation)
- College Avenue Center (minor upgrades)
- Neighborhood House Senior Center (refurbishment and minor upgrades)
- Vista (minor upgrades)

Please see the **Recommendations by Location** section of this report for a concise summary for each of these locations along with costing factors, and **Appendix #1** for full analysis of each community.

**Regional Senior Center Capital Campaign – What Will All This Cost?**

As indicated elsewhere in this report, large philanthropic investments have been made over the years in the infrastructure of supports and services for children and youth. Successful capital campaigns have been launched and large amounts of money raised to build and maintain modern and well-funded YMCA’s and Boys and Girls Clubs. It is now imperative that the same level of infrastructure be developed for older adults.

An overall regional capital campaign budget sufficient to build a network of modern senior centers may at first appear intimidating. The principals and board of the San Diego Seniors Community Foundation believe this vision is both fully realizable and essential to serve our growing older adult population. As each community rises to the challenge and as philanthropic investors are identified and recruited, a Senior Center Master Plan regional budget is necessary to provide a funding target to achieve.

Since a stated goal of this effort is to ensure that each senior center provides an environment of excellence to effectively serve today’s seniors, each recommended new senior center includes:

- New furnishings and equipment
- A fitness center
- An in-house commercial kitchen

Moderate-sized and large-sized senior centers also include an in-house theater.

Extensive work was done to provide a framework for estimated costs of construction, renovation, and equipment recommended in this regional Master Plan.

Underscoring that the costs presented in this report are general estimates, and that actual costs will be heavily dependent upon numerous variables, the following capital budget is presented to provide a big-picture capital campaign goal for the entire region of San Diego city and county.

**Construction of 22 new senior centers (varying models) .................................................. $141 million**

Renovation and upgrades for five senior centers (including equipment) ......................... $6 million

**Provision for Contingencies ............................................................................................................. $3 million**

**Total Senior Center Capital Campaign................................................................. $150 Million**
**Key Strategies for Sustainable Senior Centers**

The following sections summarize the key findings, observations, conclusions, recommended solutions and interventions, cost factors, and implementation strategies to achieve a robust network of modern, innovative, and well-resourced senior centers of excellence throughout the San Diego region.

**PHILANTHROPY AS AN ESSENTIAL STRATEGY**

Institutional philanthropy contributes to a myriad of causes to support critical social infrastructure and programming. Causes associated with older adults receive only a small fraction of total giving, ranging from 2-3%. Despite the enormous growth of the older population, this percentage has remained unchanged for 20 years.\(^\text{12}\) This reality becomes even more profoundly disconcerting when looking at the performance of the stock market, a key guide of philanthropic wherewithal, over the last 10 years. In June of 2010, the market stood at 10,400; as of mid-January 2022, the index was over 35,000.

COVID-19 and the associated health and economic crises may yet have a deleterious effect upon the market, but one area where there is no doubt of economic ramification is in the budgets of federal, state, county, and municipal governments. Senior centers and the extended network of social supporting service agencies rely on all levels to provide financial support for the work undertaken. As mentioned, temporary financial stopgaps are in place but long-term funding prospects for nutrition, housing, transportation, health care, caregiving, supplemental income, and staffing and operations support face significant cuts that will not only impact entities supporting older adults, but the older adults themselves.

Now, more than ever, it is imperative for the older adult network to harness the power of philanthropy through a commitment to creating a sea change in the relationship between their missions and how they are perceived by donors. What exists in the present simply cannot abide. Senior centers in specific and the aging network in general must complete some internal examination of why they have been relatively unrecognized by large-scale philanthropy and just as important, create a narrative with compelling data to move the needle. It is not only about the viability of the centers, but also about the creation of an environment where older adults can be engaged and supported and quality of life is the goal, not just mere survival.

**Key points and strategic vision:**

- Philanthropy committed to the older adult network is minimal and the percentage of total giving has remained unchanged over the last twenty years.
- Government budgets at the federal, state, county and local levels will be negatively impacted by the known and yet-to-be determined impacts of the COVID-19 pandemic.

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Senior centers conduct operations with threadbare budgets. The ongoing and open-ended pandemic will further decimate senior center and nonprofit agencies budgets as fees for programming and special classes, periodic fundraising, and annual galas have been cancelled that threaten sustainability.

Sheer numbers: from 2000 to 2030, San Diego County will have grown by a little over one million people. One of every two residents representing that growth is over the age of 60.

Senior centers, nonprofit agencies, and the caregiving network are heavily subsidized with volunteer services in the case of the first two entities and unpaid family care for the latter. This informal infrastructure will further strain under the pressure of the growing older adult population. In the case of centers and agencies, it makes things difficult. For the family caregiver model, demographics indicate it will be unsustainable.

Stakeholders must join together to find answers for and create a strategic plan to address:

- Do perceptions and attitudes toward aging contribute to philanthropic indifference?
- Do outcomes and impacts require clearer articulation and in a manner that satisfies data-driven foundations?
- Can senior centers effectively communicate their impact on the overall health of their clientele and position themselves as a proxy to the health care system?
- Philanthropy is grounded in the principle of empowerment. How can the aging network demonstrate how their work empowers older adults?

This upcoming decade is unique in American history. At no time before and most likely, at no time in the future, will the country experience a more dramatic population shift. The action must commence now. History has shown that philanthropy has been instrumental in developing civic infrastructure and responding to civic need. The graying of America represents a historic need on par with other societal transformations. It is imperative that as the older adult network begins to fully feel the impact of this transformation, that philanthropy will be there to join the fight.

For a more thorough discussion of this important topic, see the report section titled *Harnessing the Power of Philanthropy – An Essential Strategy* (pg. 76).

**ENDOWMENTS AS A KEY TO SUSTAINABLE OPERATIONS**

Senior center operations are generally under-resourced. The reality of these financial constraints requires senior center directors to limit programs and services, hire part-time staff to meet a bare minimum of service needs, and defer facility maintenance. Over time, senior center facilities deteriorate and become outdated and drab, and equipment breaks down. Those adults entering their senior years are looking for modern and innovative senior centers with ample program offerings that reflect new perceptions on aging, but what they often find is a place that primarily focuses on serving congregate meals, providing limited programs, and playing bingo – a facility that ultimately develops the stigma of “a place where older people go.”
As indicated in the previous section, engaging, and harnessing the power of philanthropy is an essential ingredient to the successful and entrepreneurial senior center of the future. An effective fundraising strategy is an ongoing campaign to build a pipeline of faithful donors and to continue to cultivate those relationships for regular and annual gifts. Yet many senior centers embarking on sustained fundraising efforts fail to consider a longer-view approach to sustainable revenue from permanent endowment funding, most often raised through a planned-giving strategy.

Initiating and growing a permanent endowment fund has the advantage of providing long-term earnings for the charitable institution. Those earnings may be designated for specific programs or general operational expenses. A well-managed endowment provides a stable source of passive income.

Endowment fund assets are best managed by outside investment professionals, with the allocation of investments constructed to yield adequate income to maintain the endowment against inflation and also produce operating income for the senior center. The following is an example of the potential for sustainable income from an endowment:

- $2,000,000 endowment fund w/ 5% annual spending policy = $100,000/year for Operations

Typically, most endowment funding is received from estate gifts. The cultivation of such gifts requires nurturing ongoing relationships with donors and encouraging them to include a large bequest to the senior center in the donor’s will or living trust. Unlike other nonprofit entities that have developed such relationships, senior centers have gained little traction within this type of philanthropic engagement. To parallel the efforts of senior center leadership in the transformation of the senior center model, the level of sophistication of revenue-generating ideas needs to be transformed as well. A long-term strategic initiative to build permanent endowment assets is a core function to produce an additional source of dependable annual operating revenue for the senior center.

For additional details, see the section titled *Operating Endowments – A Key to Sustainability* (pg. 79) later in this document.

**THE EMERGING ROLE OF TECHNOLOGY AND MODERN FACILITIES**

To find a silver lining amidst the COVID-19 public health crisis, perhaps the experiences of today in adapting to the pandemic will provide a blueprint for new mechanisms of programs and service-delivery systems to take form that can help a larger number of older adults.

In any sector, technology is synonymous with innovation and it is no different in the older adult network. COVID-19 has brought the issue to the fore a bit quicker than what the demographics indicated, but the necessity of taking action in the here and now may be of benefit in the long run.

Two areas of focus are how to make senior center services more accessible within a digital environment and how the physical structure of the senior center can be enhanced to adapt to changing circumstances and the demands of a new retirement cohort.
The digital environment:

- More seniors are utilizing smartphones, engaging in social media and have home internet access.
- Like many issues, when looked at across the entire population, sizeable barriers exist when discerning by age, educational attainment, and income.
- Aside from accessibility to devices due to costs, access to broadband service is a challenge for many older adults.
- San Diego is home to a large number of tech and biotech companies. Can support for older adults to bridge the digital divide be found through partnering efforts with the local leaders of innovation?

The Senior Center: Design and virtual expansion

- Transformation of the physical plant through adaptation and technology upgrades
  - “Smart” buildings that maximize energy usage, equipped with the latest security and safety features and state-of-the-art ventilation systems
  - Advanced audio-visual capacity to accommodate multiple languages
  - Computer labs with well-supported hardware and software features
- Enhancing the senior center digital footprint
  - Data collection software to better understand client preferences and to improve comprehensive information gathering
  - Partnering with regional senior centers to host digital fairs to complement existing tech knowledge or introduce computer basics to seniors
  - Exploring potential partnerships with regional medical centers for the promise held by telemedicine that improves access to healthcare services particularly in lieu of the COVID-19 pandemic
  - Develop a regional coalition with other centers to advocate for the technology needs of older adults

See the report section titled *Technology and Virtual Capacity – The New Normal* (pg. 74) for additional discussion on the evolving need of technology and virtual/remote capacity as necessary infrastructure to effectively serve today’s older adults.

Local Supports and Services for Seniors

Senior centers deliver critical supports, services, and programs for older adults in San Diego. However, significant shortages of resources and staff require directors to seek partnerships in the community to
complement and increase the amount and variety of activities. These collaborations can occur within
the center or be delivered at partnering offices.

While it is a critical entity in each community, the senior center alone is not the only key element in
how a community creates an age-friendly environment for its older adult residents. How well a city or
region is equipped to create an effective infrastructure is dependent on the impact of the
aforementioned partnering agencies that provide medical, legal, nutrition, transportation, and other
services.

Later in this document, an inventory of such an age-friendly environment is provided for each current
senior center location as well as for areas with potential for new construction. In addition to the
service environment, each locale is examined for the current level of affordable housing, assisted living
and long-term care facilities and public transportation accessibility.

There are entities with scopes of services that encompass larger service areas or models that include
the entire County. These older adult agencies may support many or all of the area’s senior centers with
either specific programmatic functions or services that address a variety of client needs. The network-
wide organizations are comprised of:

- The County of San Diego Aging and Independence Services (AIS)
- Nonprofit agencies exclusively dedicated to serving older adults
- Nonprofit agencies who serve older adults as part of a larger mission

See the report section titled *Agencies Providing Regional Supports and Services for Seniors* (pg. 81) for
a more detailed presentation of these agencies.

**Implementation of the Master Plan**

Beyond the publishing of this senior center Master Plan, SDSCF plans a Phase II that will aggressively
market the document as a working tool to assist San Diego older adult network stakeholders in pursuit
of a sophisticated collective of modern senior centers. The visionary report is designed to inspire,
inform, and guide advocates in the development of a multi-tiered approach that develops consensus
with iterative action steps.

**PHASE II – MASTER PLAN ROLLOUT**

In Phase II, an outreach campaign will be designed and launched to reach out to key stakeholders,
community influencers, and all levels of local governance. SDSCF will seek meetings to discuss the
vision of the report, to establish the formative steps of consensus-building, and to call for action.

A component off Phase II is the retention of a marketing and public relations firm to plot out a media
campaign that will bring the findings of the report to the San Diego community. Television, radio,
newspaper, and social media platforms will be utilized to bring awareness to the challenges laid out
and the solutions proposed.

**ENGAGING LOCAL GOVERNANCE**

Offices of County supervisors and municipal officials are viewed as critical advocates in helping the
process of consensus building. The formation of a coalition creates unified voices that in turn build
political power.
The senior population, as evidenced later in this report, is significantly outpacing growth in every other age demographic. These growing numbers of voters, and seniors vote more than any other age group, will have an ally in SDSCF leading initiatives to ensure that every community in San Diego has the infrastructure for healthy aging. Political leaders will be essential in helping this effort along.

ENGAGING THE COMMUNITY

Harnessing input, feedback, and ideas from a wide range of individuals and entities in the community is essential as the current and future cohort of older adults bring a greater diversity of attitudes, perceptions, and ideas around what healthy aging means. This Master Plan contains data on multiple domains and provides a pathway for a regional campaign to build or rebuild senior centers into modern, attractive centers of innovation. An additional intent of the report is to be a catalyst for communities to take the findings and move forward with a more intensive and comprehensive market analysis.

Senior Center directors, with their board of directors or parks and recreation management, are critical stakeholders to join the campaign and to champion the cause to their communities. This phase will benefit from the current work of SDSCF in convening monthly meetings of senior center directors as we are currently building the internal mechanism of a County-wide coalition. Senior centers, with marginal budgets and limitations of staffing, are not positioned to undertake an effort on their own accord. But together, they possess the potential of truly effective grassroots campaigning efforts to bring the messaging to the communities they serve.

The older adults who attend senior centers and rely on the essential services will be part of community forums to gain insight into what their vision of healthy aging is in maintaining their wellbeing and independence in the communities they call home. Focus groups are essential in building capacity. Authors of reports such as this can prescribe and envision what things should look like. Without engagement of the seniors themselves, a critical element of consensus building is lacking. In Phase II, SDSCF will facilitate events and engagement opportunities to further inform the proposed action steps.

Each community is home to leaders and influencers that may not be directly linked to the work of the older adult network. Civic groups, businesses, faith-based organizations, and nonprofit groups who specialize in civic organizing are essential allies in the effort. They will be especially critical for areas where there are currently no senior centers. This Master Plan contains ideas for multiple communities to move forward with the building of new modern senior centers. SDSCF will invite leaders of these entities into community forum events to invite feedback and learn of the uniqueness of each community and the needs of their older adults.

IMPLEMENTATION AND PHILANTHROPY

The earliest work of this report was initiated just prior to the onset of the COVID-19 pandemic. Suffice to say, an effort to transform San Diego senior centers to modern facilities of innovation and total wellness is not immune to the devastation wrought by this terrible affliction. As the pandemic winds down, seniors are beginning to safely return to the region’s 28 senior centers to reap the benefits of the programs and services offered.

A key strategy of the Phase II efforts of this Master Plan is the engagement of large-scale philanthropy. In the original vision of the creation of a sophisticated network of senior centers in San Diego, philanthropy was viewed as the primary funding mechanism of the effort with public dollars leveraged.
It appears to be nearing certainty that access to public dollars will be dramatically affected for at least the next few years.

Philanthropy is envisioned as the primary driver to bring the recommendations of this plan to fruition. Later in the report, we discuss harnessing the power of philanthropy to benefit a cause that has traditionally been ignored by individual donors or foundations. There are embedded reasons as to why this is the case, but it is difficult to ignore the grim statistic that only 2-3% of institutional giving is committed to older adult causes and, despite an enormous jump in population, that percentage has remained unchanged for over 20 years.

But things can change. Philanthropy has previously responded to large-scale social needs. Libraries, YMCA’s, Boys and Girls Clubs, hospitals and schools are civic assets that have benefitted from massive philanthropic investment. Before they came to pass, perhaps doubt and uncertainty threatened the will to fund such elements of civic transformation. The following pages suggest a new paradigm to care, support and ensure that current and future seniors are provided an environment where they can thrive and where senior centers can become the newest in a long line of institutions that have made the most of philanthropic investment.

In spite of an adverse economic environment in a time of pandemic and social upheaval with the full brunt of an unprecedented demographic shift arriving to announce its presence, the challenges are extraordinary. But with commitment, dedication, and perseverance the opportunities are extraordinary as well.

COMMUNITY-SPECIFIC SENIOR CENTER BUSINESS PLANS

Momentum to pursue a deeper dive that builds upon the enclosed data is an objective of the Phase II strategy. Data provides stakeholders of each community with cursory findings around demographics, the supporting infrastructure of senior supports, and ancillary agencies and nonprofits that deliver services. The status of each city’s or region’s senior center is detailed with observations made on possible paths forward.

Granular detail on the above factors in addition to land usage, traffic patterns, area income, civic organizations and the built environment of business, faith-based organizations, schools, parks, and entities unique to each community will provide the data needed to determine feasibility of the proposals mentioned within the report body.

The ultimate solution for each community will require a customized senior center business plan that considers that region’s demographics, existing supports and services for older adults, transportation, community infrastructure, financial capacity and sources of funding, key stakeholder buy-in and involvement, and numerous other factors unique to that community.

At this writing, a number of communities have already engaged with SDSCF to consider the optimal senior center approach for their locale. These include:

Borrego Springs: This community engaged the services of SDSCF to develop a comprehensive senior center business plan. The result included detailed analysis of demographics, key factors unique to the Borrego Springs community, and a recommendation for construction of a new small senior center adjacent to the new Borrego Springs library and central shopping mall.
**Mission Hills:** SDSCF has been approached by a community stakeholder group to consider conversion of the existing Mission Hills library into a local senior center. Discussions are underway.

**Preliminary Conversations:** Various indications and preliminary discussions have taken place with the following communities:

- **Fallbrook:** Preliminary indications of interest in a new Fallbrook senior center
- **Imperial Beach:** Preliminary indications of interest in a new Imperial Beach senior center
- **Escondido:** Initial meetings with city officials to consider the best long-term approach for senior center(s) that would meet the needs of Escondido’s large population of older adults
- **Alpine:** Initial discussions with local key stakeholder

SDSCF’s leadership is available for discussions with key stakeholders and governance to consider a community’s existing senior center and senior supports infrastructure, and to determine if a detailed and customized local senior center business plan is warranted.

**BUILDING THE STAKEHOLDER NETWORK**

Solutions that seek transformation of a societal paradigm find their start in the minds of a few but can only be brought to fruition with the collective power of community buy-in, consensus and commitment. It is the responsibility of the primary stakeholders to bring the vision to the public domain in a way that resonates to those outside the field. The message and the promise must move beyond the insular and into the communal. The impending demographic shift will not merely impact those in the later stages of life, but those who love and care for them and the society that is charged with their health, happiness, and security.

The senior centers of today possess immense potential to become the foundational stone in the creation of an expanded infrastructure built to meet the challenges that the coming decades will bring. Aside from those leading the way in the older adult network, entities across the societal spectrum will be vital collaborators.

❯ **Government**

- Elected officials at the federal, state, county, and municipal level recognize the population shift and the need for immediate action.
  - Take on the mantle as a “champion” of older adults
  - Create and accept disruptive policy recommendations
  - Commit to greater public investment in infrastructure to support older adults
- Departmental Agencies
  - Continue to explore innovative practices and deliver policy recommendations to elected leaders

*The impending demographic shift will not merely impact those in the later stages of life, but those who love and care for them and the society that is charged with their health, happiness, and security.*
• Build robust public awareness campaigns to counter the debilitating impact of stigmas and pervasive ageism
• Increase outreach and provide additional support to the local communities where change is happening

➢ Hospitals/Physician Groups

• Continue the redefining of what health and wellness is in the older adult population
• Taking health care outside the walls of the hospital and doctor’s office and into the communities
• Seeking naturally aligned stakeholders, such as local senior centers, in building partnerships to create an enhanced culture of health and wellness

➢ Managed Care Organizations (MCO)

• Build innovative platforms that address the social determinants of health and the impact upon individual health
• Greater investment in the delivery of ancillary health care interventions at the community level
• Innovation and implementation of wrap-around services essential to “person-centered” care

➢ Universities

• Advance research initiatives to inform on the current and emerging demographic shift and the ripple effects of an aging society
• Utilize research to bring policy recommendations to government
• Adaptation in curriculum to create skill sets for a workforce equipped to provide greater quality of support to older adults

➢ Nonprofit Agencies

• Continue the strengthening of collaborative network that offsets the current levels of inadequate investment
• Build and lead an advocacy network that turns individual voices into a powerful collective
• Partner with senior centers to bring services directly to older adults so to maximize the co-location of as many resources under one roof as possible.

➢ Senior Centers

• Create a coalition of County-wide senior centers
• Present the senior center as a place where health and wellness happens and become a primary stakeholder in the evolving definition of what is needed for a healthy community
• Aspire to become the definitive community source for all things related to healthy aging
• Work towards accreditation from the National Institute of Senior Centers (NISC)
Corporate/Business Community
- Sponsor/support job training programs that provide new or updates skills for older adults seeking employment
- Acknowledge the growing demands upon the workforce of caregiving responsibilities and create an internal culture and benefits programs responsive to the unique needs
- Emphasize and champion a volunteer culture within the business to support older adult nonprofits and senior centers

Civic Groups/Churches
- The glue of thriving communities that possess the power to bring awareness of civic needs to a wider audience
- Essential partners in building consensus and buy-in
- Sources of potential additional programming and services to local senior centers

Philanthropy
- Opportunity for monumental change for a traditionally overlooked population that has been of little priority to institutional or large-scale giving
- Opportunity to become a championing foundation for older adults
- Essential piece to building sustainable advocacy and thought leadership

Older Adults
- Build a unifying message on healthy aging
- Leaders of building a new vision of aging....one community at a time
- Destroy the prevalent stereotypes and stigmas on aging
- Elevate fellow older adults...empowering oneself as a means to empower others

Everybody
- Older adults are part of nearly everyone’s lives. By building a community that embraces and supports older adults, everyone benefits.
- Senior centers can become the local trusted resource for everything related to the older adult network, including for community members who may inquire on behalf of a loved one or neighbor
- What we begin to build now will be there for tomorrow’s older adult
SAN DIEGO SENIOR DEMOGRAPHICS AND KEY FACTORS – A REGIONAL VIEW

Key Demographics

Within the older adult network, there are a few “go to” data points that have become integral parts of the broader messaging that advocates shout into the crowded public sphere.

“Every day in the U.S., 10,000 people celebrate their 65th birthday”13

“The fastest growing segment of the population is age 85 and over”14

“One day in 2034, a seminal day in U.S. history will arrive, there will be more people over the age of 65 than under the age of 18”15

If demography is indeed destiny then powerful changes to the societal fabric lie before us. San Diego County will be home to over 1,000,000 people over the age of 60 by 2050. Aside from the sheer numbers, there are variables such as longevity, financial challenges, lack of retirement savings, lack of affordable housing, decreasing numbers of potential caregivers, potential decreases to government funded safety nets, health care costs and exploding costs for long term care that will require innovative community-based solutions to at least mitigate the burdens of the rising demand.

The table on the next page illustrates the impending and unprecedented demographic shift in the San Diego region’s older adult population. Information was obtained from SANDAG’s forecast growth from 2020 through the year 2050 (30 years).16

While the overall population is projected to grow by an estimated 18% over the next 30 years, the following growth statistics related to older adults are noteworthy:

- Adults 60+ ........................................................................................................... 44% increase
- Seniors 75-79...................................................................................................... 69% increase
- Seniors 80-84...................................................................................................... 118% increase
- Seniors 85+........................................................................................................ 157% increase

Contrast these substantial increases in the population of older adults with the relatively low population growth rate of those who are typical caregivers to the aged:

- The average age of a caregiver is 49 years old
- 47% of caregivers are 18-49 years old
- 19% of caregivers are 65+ years old.17

13 U.S. Census Bureau, 2020 Census Will Help Policymakers Prepare for the Incoming Wave of Aging Boomers, 2019
14 Administration for Community Living, 2019 Profile of Older Americans, 2020
15 U.S. Census Bureau, Demographic Turning Points for the United States: Population Projections for 2020 to 2060, 2020
16 SANDAG, Series 13 Regional Growth Forecast, 2013
The table on the next page utilizes community-specific data from the San Diego Association of Governments (SANDAG) to illustrate how the region’s population will change over the course of the next 30 years. The County’s 18 cities and the County Unincorporated area are reviewed, and population forecasts are presented with percentage of growth for the population 60 and over.

**General review of above data**

The 18 municipalities and the aggregation of all the unincorporated communities of San Diego County all face significant growth of the 60 and over population.

Five cities: Coronado, Carlsbad, Encinitas, Oceanside, and Poway will see the 60 and over cohort account for all or nearly all of their population growth.

Twelve cities/regions: Chula Vista, Del Mar, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, San Diego, San Marcos, Santee, Solana

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17 National Alliance for Caregiving and AARP, Caregiving in the U.S., 2020
Beach, Unincorporated San Diego will see the 60 and over cohort account for over half or nearly half of their population growth.

Only two cities, Escondido, and Vista, will see a population growth of less than 40% of individuals over the age of 60.

The data in Table 1 allows additional inferences to be made on the demographic shift. No demographic cohort under the age 60 is forecasted to grow by more than 20%. The age cohorts of 60-74 show similar growth levels with the 65-69 and 70-74 becoming the first subsets to breach the 20% growth marker. It is the following three cohorts where the explosion of growth is fully evident. The three oldest age cohorts account for the largest percentage growths: 75-79 at 69%, 80-84 at 118% and 85 and older at 157%. In raw numbers, San Diego County will be home to an additional 227,000 older adults in 2050 than currently reside in the region.

<table>
<thead>
<tr>
<th>Community</th>
<th>Population Net Growth</th>
<th>% Growth Residents 60+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carlsbad</td>
<td>6,068</td>
<td>8,615</td>
</tr>
<tr>
<td>Chula Vista</td>
<td>58,413</td>
<td>35,188</td>
</tr>
<tr>
<td>Coronado</td>
<td>585</td>
<td>1,060</td>
</tr>
<tr>
<td>Del Mar</td>
<td>333</td>
<td>266</td>
</tr>
<tr>
<td>El Cajon</td>
<td>12,704</td>
<td>5,633</td>
</tr>
<tr>
<td>Encinitas</td>
<td>3,762</td>
<td>5,241</td>
</tr>
<tr>
<td>Escondido</td>
<td>8,411</td>
<td>3,283</td>
</tr>
<tr>
<td>Imperial Beach</td>
<td>4,185</td>
<td>2,776</td>
</tr>
<tr>
<td>La Mesa</td>
<td>16,779</td>
<td>7,735</td>
</tr>
<tr>
<td>Lemon Grove</td>
<td>4,019</td>
<td>2,439</td>
</tr>
<tr>
<td>National City</td>
<td>22,779</td>
<td>10,499</td>
</tr>
<tr>
<td>Oceanside</td>
<td>11,537</td>
<td>11,161</td>
</tr>
<tr>
<td>Poway</td>
<td>3,123</td>
<td>2,885</td>
</tr>
<tr>
<td>San Diego</td>
<td>324,669</td>
<td>144,986</td>
</tr>
<tr>
<td>San Marcos</td>
<td>14,100</td>
<td>6,153</td>
</tr>
<tr>
<td>Santee</td>
<td>6,816</td>
<td>4,661</td>
</tr>
<tr>
<td>Solana Beach</td>
<td>1,494</td>
<td>1,275</td>
</tr>
<tr>
<td>SD County Unincorp.</td>
<td>103,807</td>
<td>49,496</td>
</tr>
<tr>
<td>Vista</td>
<td>29,462</td>
<td>7,975</td>
</tr>
</tbody>
</table>

In the 2019 SDSCF Senior Center Assessment Report, it was found that the average age of attendees of the regions 25+ senior centers was 74 years old. The above numbers provide insight as to why the SDSCF vision of a vibrant infrastructure of supports is anchored by new, modern, and dynamic senior centers.

Raw population numbers alone do not provide for the impetus on which to promote and advocate for a substantial public/private investment. Why, if every one of these 227,000 older adults that will
gradually add to the population numbers possessed economic security, then calling for a campaign to strengthen and improve community-based services that come at little or no cost to the end user would not be the optimal solution.

If housing and transportation were accessible to all, why would there be a need to find solutions within the creation of a county-wide coalition?

If health care and long-term care were available to all, then what would be the urgency to create alternative means to which to address that which is resolved by those entities?

Population growth that has never been experienced by American society in a traditionally small segment of the population is certainly worth monitoring just on that fact alone. But in order to project what needs will arise, what situations lurk in the shadows that require further investigation or frankly simply guessing on scenarios that we just cannot foresee, takes additional layers to add on to the raw numbers. To accurately assess the growth in the older adult population, we need to view some environmental signs that may alter the strategies we undertake to account for the greying of the United States.

**Financial**

While the Baby Boomer generation taken as a whole possess an unprecedented degree of wealth, the distribution of that wealth mirrors the society-wide reality of wealth disparity.

Almost 50 million Americans over the age of 50 fall into a low to moderate income category. Of these, 83% struggle somewhat or completely with components of their financial lives from living check to check, having outstanding debt, and not being able to accumulate adequate savings. 18

In 2019, half of Medicare beneficiaries lived on less than $29,650 a year. One in four lived on less than $17,000. One in four had savings less than $8,500. 19

Nearly half of single Social Security recipients rely on the benefit for 90% or more of their income. 20

39% of low to moderate income adults 50 and over report having debt that is unmanageable. 21

From 1999 to 2019, total debt for individuals over the age of 70 increased 543%, the largest of any age group. 22

The Elder Economic Security Standard™ Index (Elder Index), was developed by the [Gerontology Institute at the University of Massachusetts Boston](https://www.u_mass_boston.edu/gerontology/). The Elder Index is a measure of the income that older adults need to meet their basic needs and age in place with dignity. The Elder Index is specific to household size, location,

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18 [Center for Financial Services Innovation, Redesigning the Financial Roadmap for the LMI 50+ Segment, 2019](https://www.cfsinstitute.org/resources/reports/redesigning-the-financial-roadmap-for-the-lmi-50)  
20 [Social Security Administration, Fact Sheet, 2020](https://www.ssa.gov/plans/retirement/elderindex.html)  
21 [Center for Financial Services Innovation, Redesigning the Financial Roadmap for the LMI 50+ Segment, 2019](https://www.cfsinstitute.org/resources/reports/redesigning-the-financial-roadmap-for-the-lmi-50)  
housing tenure, and health status. When viewed in comparison to the Federal Poverty Level (FPL), the official measurement of economic security utilized by the federal government, it portrays a very different illustration of need among the older adult population. The following presents the stark contrast between what is recognized as poverty by the government and what is needed to meet basic expenses according to the Elder Index. The disparity is presented through a breakdown along racial groups:

Under FPL (single older adults and couples):
- White: 7%
- Asian: 10% - 16%
- Black: 19%
- Latino: 17%

Under Elder Index (singles older adults)
- White: 47%
- Asian: 59%
- Black: 64%
- Latino: 72%

Under Elder Index (older adult couples)
- White: 21%
- Asian: 36%
- Black: 34%
- Latino: 49%

In 2019, the distribution of savings among seniors is reflective of the growing divide of haves and have-nots in the U.S. The top five percent of seniors had savings of more than $1.4 million per person. However, even before the economy started to falter due to COVID-19, half of all seniors had savings of $83,850 or less, a quarter had less than $9,650, and about one in ten (12%) had no savings at all.23

Now it is noted that the oldest baby boomer is 74 years old, so recent financial data includes previous generations of older adults as well. But there are more ominous signs for the younger generation of the current retirement cohort and those that follow that include the ramifications of 50 years of wage stagnation in the U.S., the disappearance of the employer defined pension system, explosive cost increases in housing, education and health care, a longer retirement period to budget for and the impact of not one, but two major economic cataclysms in a span of 12 years, the 2008 recession and the 2020 COVID-19 pandemic.

If individuals cannot provide for themselves, it is the social safety net and its degree of strength that can determine the environment and the quality of life enjoyed by the citizenry. There exist indicators that both current and past episodes in American society will impact the quality of life for community-dwelling older adults.

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23 Kaiser Family Foundation, Medicare Beneficiaries' Financial Security Before the Coronavirus Pandemic, 2020
Affordable housing

Only 8% of apartment inventory is available at rents of $1,500 or less in San Diego. As of November 2019, average rent in San Diego County was $1,852. In 2020, the average amount received by a Social Security recipient is $1,496.24

From 2006-2016, housing costs inflated by 24%. If this trajectory holds a similar course, by 2055, seniors will be paying over $3,000 a month for housing.25

A recent report published by the San Diego Housing Commission stated that nearly half of the city’s 70,000 affordable housing units are at risk of being lost by 2040.26 And this estimate does not include erosion of single room occupancy hotel units and mobile home parks, two under-the-radar types of housing that provide low-cost options for older adults.

While there are plans for both city and county to hit benchmarks in terms of affordable units per year over the next two decades, net gains will hardly put a dent into the affordable housing crisis that envelops all of San Diego and particularly impacts older adults living on fixed incomes.

Creating a County-wide initiative for the development of modern, dynamic senior centers to be community anchors for healthy aging will mean little if older adults cannot afford to live near them.

Social payer systems

According to the most recent report issued by the trustees of the Social Security and Medicare Trust Funds (it did not account for the impact of COVID-19) both programs face long-term financing shortfalls now and through the middle of the 2030’s due to the aging population.

The fund that pays retirement and survivor’s benefits will be solvent until 2034. Upon that date, only 76% of scheduled benefits will be able to be paid.27

The fund that pays for Medicare Part A inpatient expenses will retain solvency through 2026 at which point only 90% of total scheduled benefits can be expected to be paid.28

Medicaid, (Medi-Cal in California), is a federal/state health insurance program that provides medical benefits to low income, disabled and older adults. In addition to health care, Medi-Cal provides significant supports to older adults through In-Home Support Services, Assisted Living Waivers, community-based adult services (CBAS), multi-purpose senior service programs (MSSP), and the Program for All Inclusive Care for the Elderly (PACE). It has only been a few years since the damage of

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24 RENTCafé, San Diego, CA Rental Market Trends, 2020
25 Live Well San Diego, San Diego County Senior Cost of Living (Ages 65 and Over) By Subregional Area, 2018
26 San Diego Union-Tribune, Half of San Diego’s 70K ‘Affordable’ Rental Units Could Be Gone by 2040, Report Says, 2020
27 Social Security Administration, Annual Social Security and Medicare Trust Fund Report, 2020
28 2020 Annual Report of the Boards of Trustees of the Federal Hospital Insurance and Federal Supplementary Medical Insurance Trust Funds
the 2008 recession was mitigated and allowed for these programs to be able to expand to serve the growing needs.

Now in the light of the COVID-19 and the impending damage awaiting the state’s budgets, many of these critical support services are in line for significant cuts, at a time when society is just beginning to feel the impact of an aging society.

**Long term care costs**

With population gains being most pronounced in the oldest aging cohorts, caregiving and institutionalized care will present enormous challenges that will reverberate across all sectors of society. There is projected to be over 433,000 people over the age of 75 in San Diego County in 2050.\(^\text{29}\) It is likely that a good majority of these individuals will require some period of institutionalized care.

The County of San Diego Health and Human Services Live Well San Diego issued a report on current long-term care costs and what is to come.

In 2017, the average annual cost for in-home homemaker and home health aide services for one senior was $54,000.\(^\text{30}\) The costs were approximately the same for an older adult residing in an assisted living facility. Requirements for institutionalized nursing home care is where costs really begin to escalate.

In 2017, a semi-private room in a nursing home was just over $100,000 annually. For a private room, it was $136,000.

By 2035, the annual costs of a semi-private room and a private room are forecasted to be $174,000 and $233,000, respectively.

The growth in these costs are staggering and when factoring in previously mentioned variables of longevity, limited savings, and even greater costs for care associated with ADRD (Alzheimer’s Disease and related dementias), this type of care will seemingly be unsustainable or unattainable for a large majority of the senior population.

One way to pay for such care would be the purchasing of long-term care insurance. But the report indicates that few San Diegans have the means or the desire to procure such protection. The 2017 data shows that less than 5% of adults in San Diego have purchased appropriate insurance.

While long-term care will be inevitable for some older adults, there are ways for it to be delayed or in some cases even averted for some through a combination of factors. As society seeks alternative solutions to nursing home placement, the benefits of senior center programming, events, activities, and the emphasis on a holistic approach to overall wellness holds significant promise as a viable investment in prevention.

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\(^{29}\) SANDAG, Series 13 Regional Growth Forecast, 2013

\(^{30}\) Live Well San Diego, San Diego County Senior Cost of Living (Ages 65 and Over) By Subregional Area, 2018
SENIOR CENTER MODELS

Proposed Senior Center Configurations – Small, Moderate, and Large

Research of senior centers throughout the United States revealed three primary types of successful senior center models:

- **A smaller-sized**, yet modern and well-equipped, senior center based in a community with a relatively low population density of seniors
- **A moderate-sized** senior center for communities with a higher population of seniors, often including a small fitness center with exercise equipment and open space for floor exercises
- **A larger-sized** multi-generational center with a dedicated space for seniors, and access to a fully equipped fitness center, gymnasium, and community aquatics center

The following chart outlines possible configurations for each of these three models, acknowledging that each community would offer a customized facility solution based on their unique needs, local senior demographics, and funding capacity. The components of the following chart are offered for perspective and to stimulate the reader’s vision of what a modern senior center layout might look like.

One of these three models will be proposed as an option for each San Diego City/County location where a new senior center is recommended, along with supporting observations and conclusions.
### Senior Center Models

#### Senior Center Components

<table>
<thead>
<tr>
<th>Component</th>
<th>Small</th>
<th>Moderate</th>
<th>Large *</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Main Facility</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entrance and reception lobby area with seating</td>
<td>350</td>
<td>600</td>
<td>1,000</td>
</tr>
<tr>
<td>Main office</td>
<td>400</td>
<td>600</td>
<td>1,000</td>
</tr>
<tr>
<td>Small office/meeting rooms (ranging from 125-250 sq ft each)</td>
<td>250</td>
<td>600</td>
<td>1,200</td>
</tr>
<tr>
<td>Multi-purpose room with partitions (dual rental usage)</td>
<td>2,500</td>
<td>3,600</td>
<td>4,800</td>
</tr>
<tr>
<td>Dining room</td>
<td>800</td>
<td>1,500</td>
<td>2,500</td>
</tr>
<tr>
<td>Classrooms (500 sq ft each)</td>
<td>500</td>
<td>1,000</td>
<td>2,500</td>
</tr>
<tr>
<td>Game room (pool tables/ping pong, etc)</td>
<td>750</td>
<td>1,000</td>
<td>1,500</td>
</tr>
<tr>
<td>Commercial kitchen</td>
<td>750</td>
<td>1,000</td>
<td>1,500</td>
</tr>
<tr>
<td>Storage space</td>
<td>200</td>
<td>600</td>
<td>1,000</td>
</tr>
<tr>
<td>Restrooms</td>
<td>500</td>
<td>1,000</td>
<td>1,500</td>
</tr>
<tr>
<td>Contingency for Structural Common Areas (Hallways, etc.)</td>
<td>1,000</td>
<td>2,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Computer Lab</td>
<td></td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Senior Lounge</td>
<td>750</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>In-house library or reading room</td>
<td></td>
<td>750</td>
<td>1,500</td>
</tr>
<tr>
<td>Courtyard gathering/socialization/quad space</td>
<td>1,000</td>
<td>1,500</td>
<td>2,500</td>
</tr>
</tbody>
</table>

Sub-Total - Senior Center Facility                           | 9,000 | 17,000   | 28,000  |

#### Optional Facilities

<table>
<thead>
<tr>
<th>Facility</th>
<th>Small</th>
<th>Moderate</th>
<th>Large</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fitness Room (exercise equipment, weights, etc.)</td>
<td>1,500</td>
<td>5,000</td>
<td></td>
</tr>
<tr>
<td>Exercise Room (floor exercise, zumba, aerobics, etc)</td>
<td>1,000</td>
<td>2,000</td>
<td></td>
</tr>
<tr>
<td>Gymnasium (basketball, pickleball, etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Half-Court</td>
<td>3,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Court (optional viewing stands)</td>
<td></td>
<td>7,500</td>
<td></td>
</tr>
<tr>
<td>In-house theater (education, entertainment, rental income options)</td>
<td>1,500</td>
<td>3,000</td>
<td></td>
</tr>
</tbody>
</table>

Sub-Total - Optional Facilities                              | 0     | 7,500    | 17,500 |

#### Other Optional Outdoor Areas

<table>
<thead>
<tr>
<th>Area</th>
<th>Small</th>
<th>Moderate</th>
<th>Large</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Garden</td>
<td>1,000</td>
<td>2,000</td>
<td>5,000</td>
</tr>
</tbody>
</table>

Sub-Total - Outdoor Areas                                    | 1,000 | 2,000    | 5,000 |

#### Optional Social Enterprise (potential income sources)

<table>
<thead>
<tr>
<th>Enterprise</th>
<th>Small</th>
<th>Moderate</th>
<th>Large</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-house gift/thrift shop</td>
<td>500</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>Business enterprise (café, salon, catering business, etc.)</td>
<td>1,000</td>
<td>2,000</td>
<td></td>
</tr>
</tbody>
</table>

Sub-Total - Optional Social Enterprise                        | 0     | 1,500    | 2,500 |

Total Estimated Square Footage                                | 10,000| 28,000   | 53,000|

#### Parking Provision

<table>
<thead>
<tr>
<th>Provision</th>
<th>Small</th>
<th>Moderate</th>
<th>Large</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of parking places</td>
<td>30</td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>Parking lot (1 space per 300 square feet)</td>
<td>9,000</td>
<td>18,000</td>
<td>30,000</td>
</tr>
</tbody>
</table>

#### Optional Aquatics Center

<table>
<thead>
<tr>
<th>Aquatics Center Features</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outdoor pool with deck and covering</td>
<td>8,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Locker rooms/restrooms, storage, mechanical</td>
<td>1,500</td>
<td>2,500</td>
</tr>
</tbody>
</table>

Total Estimated Aquatics Square Footage                       | 9,500 | 12,500  |

* Potentially a multi-generational facility including exercise and recreational options, with seniors-only areas
Senior Centers of Excellence – A Study by the National Institute of Senior Centers

In August 2017, SDSCF researched an evolving national trend toward senior centers of excellence, and produced a report titled *SDSCF Report on Senior Centers* which reviewed emerging innovation and entrepreneurial trends in senior centers nationwide. The report captured key information on modernization and “best practices” in cutting-edge senior centers from a previous report published by the National Institute of Senior Centers (NISC). In 2009, a taskforce of NISC completed an ambitious project to identify examples of new models in the senior center field, envision senior centers of the future, position NISC as the leader in defining the 21st century senior center and disseminate what they learned. The result was a 55-page report titled “*New Models of Senior Centers.*”

Eight models of emerging senior centers were highlighted by the nationwide study:

- Centers of Excellence
- Community Center
- Wellness Center
- Lifelong Learning/Arts
- Continuum of Care/Transitions
- The Next Chapter
- Entrepreneurial Model
- Café Model

The NISC study also identified additional innovation in Projects and Programs, summarized in their report in the following categories:

- Facility Design
- Multi-generational Programming
- Civic Engagement and Volunteering
- Utilization and Incorporation of New Technology
- Attracting the Baby Boomers
- Innovative Marketing
- Innovative Fund Development
- Collaborations and Partnerships
- Innovative Programs
- Pursuing Recognition of Excellence

Local senior centers serve a critical role in addressing the complex needs of their clientele and tailor programs and services to meet those needs. Yet, lack of adequate funding, staffing and equipment limits their capacity to incorporate new initiatives. In recognition of the burden facing managers to simply maintain their day-to-day operations, SDSCF has identified promising initiatives that have been introduced in senior centers across the country. The following examples represent innovative efforts to address the changing needs of an increasingly diverse, burgeoning older adult population. Several local senior centers are already providing some of these programmatic options:

**Intergenerational**

- Sporting events
- Walking groups
- Community garden projects
- Community service projects for high school/college students
- “Adopt a class”
- Photographic scrapbook project
- ABCs of finance
Wellness/Socialization

- Talent show competition among local senior centers
- Hands-on healthy cooking
- Cooking for chronic disease management
- Fitbit wellness training
- Fitness room with enhanced accessibility and physical therapy

Social enterprise

- Job training with emphasis on technology skills
- Catering service
- Thrift store
- Hair salon
- Day care
- Arts and crafts
- Community health workers
- Financial education
- Respite caregiving

Common practices and philosophies exist that help establish increasing levels of excellence in senior center management. Whatever challenges may be unique to each senior center location, common themes in their work and approach emerge that result in a culture of excellence. Some of these strategies are already being incorporated in San Diego senior centers, while others remain as promising pathways that can increase the demand for senior center services. Here is an overview of practices that can lead to higher standards of excellence and performance:

Strong community networking practices

- Commitment to consistent outreach practices to reach targeted populations so that the senior center is truly representative of the community it serves
- Professional marketing materials and utilization of social media
- Establishment of relationships and continued cultivation of those relationships with municipal/county governance
- Identification of potential community partners and development of recruitment practices that can create collaborations to enhance center programming
- Creation of the senior center as a community hub for all things related to the older-adult environment
- Recruitment of the local business community to become supporters of the center through sponsorship programs and special events
- Recognition and cultivation of relationships with local universities or community colleges and the benefits of in-kind support and/or research that these institutions can provide
- Creation of a collaborative environment for companion senior centers in their regions

Modern facilities and amenities
- New construction of multipurpose centers or significant modernization of existing structures
- State of the art energy efficiency, safety and security features and ventilation systems required
- Maximize the availability of outdoor spaces for programs, classes, and group events where applicable
- Fitness centers complemented with a gymnasium, outdoor exercise space and aquatics
- Rental space in multipurpose rooms for use by the general community with some of the revenue going toward senior center operations
- Newer facilities with office and meeting spaces for rental to community businesses or as means to provide for social enterprises for their senior clientele
- Commitment to modernization viewed as an investment in their communities
- Space dedicated and equipped to enhance participation in the creative arts
- Newer centers constructed with an emphasis on the specific needs of the residents in their areas

**Responsive and adaptive programming**

- Consistent evaluation practices to gauge program efficacy. If something is not well received by clientele, program or activity is scuttled to allow for a new idea
- Consistent evaluation of programs and services for cost effectiveness
- Experimentation with senior center hours to respond to the needs of older adults, specifically those of the Baby Boomer cohort who continue to be part of the workforce
- Willingness to continue to expand center programming to broaden the appeal to the many cultures and ethnicities that comprise the rich diversity of San Diego County
- Recognizing the language barriers that exist within communities and providing engagement opportunities and support mechanisms for older adults that respond to this issue
- Complementing congregate meal service program with additional food security measures, such as partnerships with local food banks, pantries, and farmer’s markets
- Recognize the importance of transportation services and create various partnerships to maximize options for their clientele
- Develop partnerships with local businesses in conjunction with upgraded worker training programs to increase opportunity for seniors to gain employment
- Utilize technology to bring senior-related programming to isolated homebound seniors
- Develop intergenerational programming to connect their communities

**Operational standards**

- Development of engaged and involved advisory boards
- Consistent evaluation and adaptation of strategic planning initiatives
• Management and line staff expected to create annual action plans to strengthen competencies and improve the client experience at center

• Conduct biannual community needs assessments to stay current with changing preferences and stakeholder and community member feedback

• Consistent internal focus groups with clientele in a continuous quality improvement approach

• Create a culture of “senior ownership” of the center through peer-driven programming and client involvement on what they want their center to be

• Center directors adapt the “steward” leadership approach to integrate organizational and clientele needs with a focus on impacting the wider society.

• Willingness to take risks and incorporate innovative practices into the centers

• Thorough and comprehensive manuals for volunteer programs that extols the virtues of the giving of one’s time to achieve communal gains. Points of emphasis include recruitment, training, support, and recognition protocols.

• Create a welcoming environment in the center, with special sensitivity for members of minority communities or for individuals coming to a center for the first time. A “new member” protocol provides orientation and a supporting hand to ensure that a senior’s first experience at a center is a pleasant one

Financial practices

• Create diversified sources of funding

• Aggressive pursuit of grant opportunities and other periodic revenue sources

• Create membership models but recognize the financial limitations of the populations served

• Develop advocacy efforts to petition local government for a tax levy to help fund operations
RECOMMENDATIONS BY LOCATION

Introduction

In 2019, the San Diego Seniors Community Foundation (“SDSCF”) conducted an assessment of senior centers throughout the San Diego region, focusing on the condition and needs of each facility, staffing and operational levels and constraints, transportation logistics, oversight authority, sources of funding and the role of philanthropy, programming, partnerships and innovation. A full report on the assessment was published in the summer of 2019.

Based upon the response to this report from senior center leadership and community input, SDSCF team members and community partners agreed that a comprehensive Master Plan for San Diego Senior Centers was needed to build interest and momentum for a regional initiative to create a robust network of modern well-staffed and well-funded community-based senior centers serving the entire San Diego region.

To achieve this objective, additional research on local senior centers and relevant community factors was conducted, to include:

- Demographic analysis
- Identification of local supports and services for seniors
- Current issues facing senior center leadership
- Technology challenges, virtual capacity, and potential for remote services to the elderly
- San Diego communities with a high population density of seniors but without a senior center
- Existing senior centers sites with insufficient capacity to meet the needs of older adults in their communities
- Optimal senior center models and configurations that would best serve each region
- Cost factors for renovation, refurbishment, new construction, and equipment

In-person and virtual meetings were held with senior center directors to further inform the process, resulting in valuable insights, perspective, and information.

A full analysis for each city and/or community is presented in Appendix “1” of this report.

The following summaries are designed to provide a concise overview of the factors and resulting conclusions that lead to recommendations for each location. The authors emphasize that the recommendations presented are options for each community’s officials and key stakeholders to consider, with a view to ultimately realizing a network of sophisticated and effective senior centers throughout the San Diego region. Local variables and realities will certainly result in the need for flexibility and adaptiveness to determine the best solution for each unique community.

Where construction of new senior centers is proposed the authors have included a new gym/fitness center and aquatics center in the estimated budget. While these amenities are optional, they are also optimal to best serve the health needs of older adults as well as to create opportunities for income to the senior center if these facilities are opened to the public for a fee.
The methodology for estimated costs is described in a later section of this report. It is worth noting here that the cost of land is not included in cost estimations provided in the following sections. Please see the “Methodology for Estimated Costs” section of this report for further details.

**Concise Summaries of Recommendations by Location**

**Alpine**

Forecasts indicate that from 2020 to 2050 the population of Alpine senior residents age 65+ will increase by 79%, with seniors 80-84 increasing by 161% and seniors 85+ by 260%. Additionally, it is estimated that almost one in four Alpine seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The current Alpine Community Center is an 8,000 square foot multi-purpose facility built in 1999. It is part of a civic complex that includes the library, playground, and park. The center offers a broad menu of services to the entire community; services dedicated to the older adult community are only a small portion of the overall offerings. Alpine has no affordable housing, poor public transportation, and minimal medical and caregiving services.

**Recommendation:** The growth forecast of the Alpine area suggests an addition of 3,000 people age 60 and over by 2050. Given that the community is under resourced and senior services represent only a small fraction of programs delivered at the community center, it is suggested that a new, small senior center be considered by the community leadership to create a cultural and community hub for older adults in Alpine.

**New Construction – Estimated Costs**

- Senior Center 6,000-9,000 sq ft, with FF&E and commercial kitchen .................. $2,090,000
- Gym/Fitness Center and Aquatics Center ................................................................. 2,150,000

**Total Estimated Cost.......................................................... $4,240,000**

**Borrego Springs**

Forecasts indicate that from 2020 to 2050, the population of Borrego Spring’s senior residents age 65+ will increase by 46%, with seniors 85+ increasing by 218%. Additionally, it is estimated that almost one-third of Borrego Springs seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

In 2019, the Borrego Valley Endowment Fund (“BVEF”) commissioned the San Diego Seniors Community Foundation (“SDSCF”) to conduct a needs assessment for the older adult population of Borrego Springs.

**Business Plan:** Based on the assessment results, BVEF subsequently retained SDSCF to prepare a full business plan for a new modern Borrego Springs Senior Center that will serve the expanding population of both permanent senior residents and seasonal visitors. The business plan indicated the following estimated costs for a new senior center, complete with a commercial kitchen, and adjacent fitness and aquatics centers.
**New Construction – Estimated Costs**

- Senior Center 6,000-9,000 sq ft, with FF&E and commercial kitchen .................. $1,950,000
- Gym/Fitness Center and Aquatics Center ................................................................ $2,150,000

**Total Estimated Cost** .......................................................... $4,100,000

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**Carlsbad**

Forecasts indicate that from 2020 to 2050 the population of Carlsbad senior residents age 65+ will increase by 44%, with seniors 80-84 doubling (103%) and seniors 85+ increasing by 172%. Contrast that with an average 7% decline in the population of ages 18-39 (ages 18-24 will decline 17%). Additionally, it is estimated that almost one in four Carlsbad seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

Carlsbad is a community with a large geographical footprint and a current population of over 30,000 older adults 60+, and yet this area is served by only one senior center.

**The Carlsbad Senior Center – Current Site**

The Carlsbad Senior Center, located near the town center of Carlsbad, is well-supported by the community. The facility is large with multiple rooms that can accommodate large-scale programmatic offerings. The building is 30 years old, maintains pleasing aesthetics with plenty of natural light, and is aging well. Consistent upgrades keep the structure viable and modern.

**Conclusion:** No action or accompanying budget is suggested for the current Carlsbad Senior Center.

**Carlsbad Southeast – Proposed New Site**

The Carlsbad community will have an estimated population of almost 40,000 residents over the age of 60 by 2050, and as such will outgrow its current location. The growth in Carlsbad’s older adult population is a primary driver in suggesting an additional site be developed in an underserved area of Carlsbad to serve this expanding demographic.

**Recommended Solution:** The proposed solution for a second senior center site in the southeast area of Carlsbad contemplates construction of a new moderate-sized dedicated senior center, with new furnishings and equipment, a commercial kitchen, in-house theater and gym/fitness and aquatics centers.

**New Construction – Estimated Costs**

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen ............ $4,580,000
- Gym/Fitness Center and Aquatics Center ................................................................. $2,150,000

**Total Estimated Cost** .............................................................................. $6,730,000
Chula Vista

Forecasts indicate that from 2020 to 2050 the population of Chula Vista senior residents age 65+ will almost double (91%), with seniors 80-84 increasing by 163% and seniors 85+ by 171%. Contrast that with an average 3% decline in the population of ages 18-39 (ages 18-24 will decline 9%). Additionally, it is estimated that almost one in four Chula Vista seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

By 2050, Hispanics will comprise approximately 80% of the Chula Vista population. A local senior center must consider an environment and programs that are ethnically relevant, appropriate, and desired.

The Chula Vista Norman Park Senior Center is located near the older city center. In 2021, the Norman Park Senior Center completed a major renovation project with an approximate budget of $1 million. A complete overhaul of the interior of the building has brought the structure, constructed in 1963, into a brighter and more modern design.

**Conclusion:** With such a level of investment into the existing structure, it will be several years before any additional refurbishment will likely be needed. Despite the age of the building, it appears that the leadership of Chula Vista is satisfied with this location to continue to service the town’s older adults.

Clairemont, Kearny Mesa, Linda Vista

The *Kearny Mesa sub-regional area* includes the communities of Clairemont, Kearny Mesa and Linda Vista.

Forecasts indicate that from 2020 to 2050 the population of senior residents age 65+ in these communities will increase by 67%, with seniors 80-84 increasing by 124% and seniors 85+ by 166%. Over 25% of seniors in these communities live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The SANDAG population forecast for these communities suggest a population of over 40,000 people age 60 and over by the year 2050.

**Clairemont/Kearny Mesa – Current Site**

**Author’s Note:** The Cathy Hopper Friendship Center in Clairemont closed as of July of 2021. The following information on the previous facility is still included in the report to serve as a reference for a possible future senior center in Clairemont.

The Cathy Hopper Clairemont Friendship Center, located in the North Clairemont area, is currently the only center exclusively serving the older adult population in this community. The building is owned by the City of San Diego. Lutheran Social Services of Southern California, the organization that manages the facility, has been granted a special use permit to operate the center. The building is obsolete with an institutional feel and any attempts to refurbish the building will likely face significant regulatory requirements that will make the process difficult.
**Recommended Solution:** The proposed solution for the Clairemont/Kearny Mesa area is construction of a new moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment.

**New Construction – Estimated Costs – TBD based on future construction costs**

**Linda Vista – Current Site**

The Bayside Community Center serves the entire community of Linda Vista. The Center offers some senior programming as part of a large-scale community organization, but the older adult population represents only a portion of those served.

**Conclusion:** As a comprehensive social service agency, this Linda Vista center does not fit within the SDSCF model of a dedicated senior center. While its importance is unquestioned in fulfilling the needs of the community members, for the purpose of this document, this center will not be considered in the refurbishment timeline.

**Coronado**

Forecasts indicate that from 2020 to 2050 the population of Coronado senior residents age 65+ will increase by 27%, with seniors 80-84 increasing by 68% and seniors 85+ will double (116%). Contrast that with an average 3% *decline* in the population of ages 18-39 (ages 18-24 will *decline* 5%). Additionally, it is estimated that about 30% of Coronado seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Coronado John D. Spreckels Senior Center is a bright, modern 9,000 square foot facility that opened in 2017. It is strategically located on a main Coronado artery adjacent to a library and across the street from a large park. The facility is sufficient to serve the older adults of Coronado over the next few decades.

**Conclusion:** No action or accompanying budget is suggested for the Coronado Senior Center at this time.

**Del Mar**

Forecasts indicate that from 2020 to 2050 the population of Del Mar senior residents age 65+ will increase by 23%, with seniors 80-84 increasing by 75% and seniors 85+ by 141%.

The Del Mar Community Connections organization supports the Del Mar senior population. As a decentralized entity, Del Mar Community Connections does an admirable job in supporting older adults of the community. Given the small current and projected senior population of the town, even a small senior center may not be feasible. If the town leadership deliberates on the need to provide a permanent home for the DMCC, a partnership with the neighboring community of Solana Beach would provide an important additional population base to make the construction of a new center practical.

**Conclusion:** No action or accompanying budget for the existing Del Mar Community Connections center is suggested at this time. Please see the Solana Beach section for a recommended solution that would also serve residents of Del Mar.
El Cajon

Forecasts indicate that from 2020 to 2050 the population of El Cajon senior residents age 65+ will increase by 38%, with seniors 80-84 almost doubling (93%) and seniors 85+ increasing by 128%. Additionally, it is estimated that one in four El Cajon seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

There is no existing senior center in the City of El Cajon. Some services and activities for seniors are managed by the El Cajon City Parks and Recreation department at decentralized locations and by the Salvation Army. By 2050, according to SANDAG population forecast, the city will be home to over 26,000 residents over the age of 60. A city with this population size is an excellent candidate for the development of a new senior center.

**Recommended Solution:** The proposed solution for El Cajon is construction of a new large 28,000 – 35,000 square foot dedicated senior center that incorporates as many elements of a 21st century senior center as feasible, with new furnishings and equipment, a commercial kitchen, in-house theater and gym/fitness and aquatics centers.

**New Construction – Estimated Costs**

- Senior Center 18,000-35,000 sq ft, with FF&E and commercial kitchen..................$7,637,500
- Gym/Fitness Center and Aquatics Center...............................................................2,150,000
- **Total Estimated Cost**..........................................................................................$9,787,500

Encinitas

Forecasts indicate that from 2020 to 2050 the population of Encinitas senior residents age 65+ will increase by 48%, with seniors 80-84 almost doubling (94%) and seniors 85+ increasing by 161%. Contrast that with an average 6% decline in the population of ages 18-39 (ages 18-24 will decline 16%). Additionally, it is estimated that one in four Encinitas seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Encinitas Senior Center is located near a primary Encinitas artery and is part of a large municipal complex that includes a school, park, and other recreational space. The senior center is part of the larger Community Center that welcomes all ages, with its own dedicated entrance for seniors while still having the ability to access the amenities of the entire complex. The facility is relatively new with a bright, modern design. The physical plant is in excellent shape.

**Conclusion:** The Encinitas Senior Center is suitable to serve both current and future older adults of Encinitas in its current state. No action or accompanying budget is suggested for the Encinitas Senior Center at this time.

Escondido

Forecasts indicate that from 2020 to 2050 the population of Escondido senior residents age 65+ will increase by 20%, with seniors 80-84 increasing by 54% and seniors 85+ by 76%. Contrast that with an average 1% decline in the population of ages 18-39. Additionally, it is estimated that one in four Escondido seniors live alone, suggesting the potential for a significant number of socially isolated
older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The current Escondido Senior Center is comprised of 3 buildings, all older and outdated, with buildings dating back to 1908, 1958, 1994, and having been built and/or renovated progressively over time. The location of the center is in the central district and the town has an adequate infrastructure of supports for older adults. Refurbishment is an option for this campus, but with the age of all 3 structures, the merits of such an undertaking are questionable.

SANDAG population forecasts suggest that Escondido will be home to over 32,000 residents over the age of 60 by the year 2050, and given the large geographical footprint of the city, it is suggested that two moderate-sized senior centers be considered for the city’s planning needs.

**Recommended Solution:** It is recommended that community leaders consider two moderate-sized senior centers to be developed in locations that are more convenient for Escondido’s 60 and over population clusters. The new facilities would incorporate as many elements of a 21st century senior center as feasible, with new furnishings and equipment, a commercial kitchen, in-house theater and gym/fitness and aquatics centers.

**New Construction – Estimated Costs**

- Senior Center 18,000-35,000 sq ft, with FF&E and commercial kitchen..................$7,637,500
- Gym/Fitness Center and Aquatics Center.................................................................2,150,000

**Total Estimated Cost**.......................................................................................................$9,787,500

**Fallbrook**

Forecasts indicate that from 2020 to 2050 the population of Fallbrook senior residents age 65+ will increase by 39%, with seniors 80-84 doubling (98%) and seniors 85+ increasing by 149%.

The Fallbrook Senior Center is located on a main artery near the city center of Fallbrook. The site is part of a larger public area consisting of parks and recreational space and an all-ages community center. There is no public transportation servicing the center. The senior center building is older but has a sense of intimacy and charm that may be preferred by the members of the community. The presence of the Foundation for Senior Care is an asset to the community and a great source of additional support for the senior center. The infrastructure of senior supports (health care, social service agencies, transportation) in Fallbrook is below average in relation to other towns in San Diego County.

**Recommended Solution:** Community leaders of Fallbrook may wish to consider construction of a new small to moderate senior center in a location nearby (or next to) the current center’s location. The increase in total size would provide space for additional classrooms and a multi-purpose space as well as a computer lab and a fitness center. Space can be provided for the continuation of thrift store operations and perhaps space to bring in-house the Foundation for Senior Care.

**New Construction – Estimated Costs**

- Senior Center 6,000-9,000 sq ft, with FF&E and commercial kitchen..................$2,090,000
- Gym/Fitness Center and Aquatics Center.................................................................2,150,000

**Total Estimated Cost**.......................................................................................................$4,240,000
**Imperial Beach**

Forecasts indicate that from 2020 to 2050 the population of Imperial Beach senior residents age 65+ will increase by 68%, with seniors 80-84 increasing by 128% and seniors 85+ by 147%. Contrast that with an average 1% decline in the population of ages 18-39. Additionally, it is estimated that almost one in four Imperial Beach seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Imperial Beach Senior Center was constructed in 1968. It is part of a municipal complex that is relatively close to public transportation. There is street parking available but given the center’s proximity to other agencies and services, there may be times of high demand for the limited spaces. There is little external space that would allow for expansion of the current physical plant footprint. Equipment is extremely limited, and the IBSC has a very limited menu of services and minimal hours of operation.

The city currently has below average supports for older adults and with the projected increase in the 60 and over population to over 8,200 by 2050, a new senior center will be needed to address the emerging challenges.

**Recommended Solution:** It is recommended that community and city leaders consider construction of a small senior center for Imperial Beach.

**New Construction – Estimated Costs**

- Senior Center 6,000-9,000 sq ft, with FF&E and commercial kitchen.................. $2,090,000
- Gym/Fitness Center and Aquatics Center................................................................. 2,150,000

**Total Estimated Cost** ........................................................................................................... $4,240,000

**Jamul**

Forecasts indicate that from 2020 to 2050 the population of Jamul senior residents age 65+ will increase by 55%, with seniors 80-84 increasing by 124% and seniors 85+ by 231%.

While the growth rate of the senior population in Jamul is substantial, forecasts indicate a relatively low population count of older adults, even to the year 2050. New construction of a senior center even of the smallest model would likely face significant financial challenges and issues around usage and participants.

**Conclusion:** No action or accompanying budget is suggested for the Jamul area at this time

**La Jolla, Pacific Beach, Mission Beach**

La Jolla, Pacific Beach, and Mission Beach comprise the Coastal North Central sub-regional area. Forecasts indicate that from 2020 to 2050 the population of these community’s senior residents age 65+ will increase by 47%, with seniors 80-84 increasing by 87% and seniors 85+ by 146%.

Analysis and optional recommendations were considered separately for La Jolla vs. the Pacific Beach/Mission Beach areas.
**La Jolla Senior Center – Current Site**

With recent refurbishments, the La Jolla Senior Center is in excellent shape and provides a pleasant atmosphere for the clientele. The 7,200 square foot facility has a limited footprint for any potential expansion needs. Any thought of new construction would have to account for the cultural aspects of the community as well as the price of real estate.

**Conclusion:** No action or accompanying budget is suggested for the La Jolla Senior Center at this time.

**Pacific Beach / Mission Beach – Proposed New Site**

The infrastructure for older adults in the Pacific Beach and Mission Beach communities is poor and is further compromised by lack of a senior center in the community. By 2050, SANDAG population forecast suggests the two communities will have over 9,000 residents over the age of 60.

**Recommended Solution:** The proposed solution for the Pacific Beach / Mission Beach area is construction of a new moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment.

**New Construction – Estimated Costs**

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen $4,580,000
- Gym/Fitness Center and Aquatics Center $2,150,000

**Total Estimated Cost** $6,730,000

**La Mesa**

Forecasts indicate that from 2020 to 2050 the population of La Mesa senior residents age 65+ will increase by 69%, with seniors 80-84 doubling (116%) and seniors 85+ increasing by 174%. Additionally, it is estimated that almost one in four La Mesa seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The La Mesa Adult Enrichment Center was constructed in 1965 and is managed by the La Mesa City Parks and Recreation department. Interior aesthetics are dated and the facilities are generally uninviting with the feel of a basic governmental building. This ambience is supported by staff’s comments that the LMAEC has a stigma within the community as a place for older people, “not hip or appealing to the Baby Boomer generation”. Deferred maintenance needs include large-scale projects such as window replacement, roofing, and HVAC system. Substantial upgrades to campus facilities is required to bring them up to a modern and appealing environment that will attract today’s older adult population.

**Recommended Solution:** It is recommended that city leaders consider renovation and expansion of the existing senior center to achieve a modern motif and amenities that appeal to today’s older adult generation and taking care of all deferred maintenance needs. This proposal would consider expanding the existing facility from roughly 6,000 square feet to 9,000 square feet, adding more rooms for education and meetings, a game room, and other amenities, or a social enterprise such as a salon. The option to expand would depend on the availability of space within the existing
campus and an architect’s ability to configure a modified facility with additional square footage within that footprint.

**Renovation and Expansion – Estimated Costs**

- Refurbishment and expansion of current senior center facility and equipment ....$1,125,000
- Gym/Fitness Center and Aquatics Center ................................................................. 675,000

**Total Estimated Cost** ........................................................................................................ 1,800,000

**Lakeside**

Forecasts indicate that from 2020 to 2050 the population of Lakeside senior residents age 65+ will increase by 71%, with seniors 80-84 increasing by 146% and seniors 85+ by 238%. Additionally, it is estimated that almost one in five Lakeside seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

There is no senior center in Lakeside, and the local infrastructure of senior supports is limited. SANDAG forecasts a large increase in the population of adults 60 and over by 2050. The Lakeside sub-regional area stats indicate the region will be home to about 22,000 people over the age of 60.

With such a large demographic taking shape, the region would benefit from the construction of a large senior center serving both Lakeside and Santee.

**Recommended Solution:** See narrative in Santee section outlining a new shared senior center facility.

**Lemon Grove**

Forecasts indicate that from 2020 to 2050 the population of Lemon Grove senior residents age 65+ will increase by 60%, with seniors 75-79 doubling (100%), seniors 80-84 increasing by 166% and seniors 85+ by 119%. Additionally, it is estimated that almost one in four Lemon Grove seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Lemon Grove Senior Center is located on municipal property and consists of three buildings, two of which are used for the services provided to Lemon Grove seniors. The structures are over 40 years old and are located in a residential area of Lemon Grove. The center is an under-utilized, under resourced senior center in a poor location in terms of accessibility by its target population. The buildings are outdated, and the interior is dull, furnishings and fixtures need upgrade, and the physical plant requires modernization. The buildings are owned by the City of Lemon Grove and the merit of undertaking a major refurbishment of city-owned buildings in a poor location is questionable.

The SANDAG population forecast for Lemon Grove and the Spring Valley areas (combined) indicate that over 30,000 people over the age of 60 will reside in this general area by 2050.
**Recommended Solution:** The suggestion for this area is the construction of a new moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment. The proposed senior center site would be situated to serve both the Lemon Grove community and the nearby community of Spring Valley as well.

**New Construction – Estimated Costs**

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen
  - $4,580,000
- Gym/Fitness Center and Aquatics Center
  - $2,150,000

**Total Estimated Cost:** $6,730,000

**Mira Mesa and Scripps Ranch**

The Mira Mesa area is technically a part of the Del Mar sub-regional area, and Scripps Ranch area is a part of the Poway sub-regional area. Accordingly, the authors did not find extensive demographic statistics unique to these communities. However, given their proximity to nearby Poway where demographic stats are available, it is probable that by the year 2050 this region’s population of seniors 80-84 will more than double, and the population of seniors 85 and over will almost triple.

The Mira Mesa Scripps Ranch region has a below average level of infrastructure for older adults for such a densely populated area, specifically, no affordable housing and below average public transportation options. The Mira Mesa Senior Center is located on the grounds of a large municipal park complex owned by the City of San Diego and, as such, there are significant hurdles in completing major renovation work on the structure.

**Recommended Solution:** Given the potential population growth for the area, the suggestion is for construction of a new moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment.

**New Construction – Estimated Costs**

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen
  - $4,580,000
- Gym/Fitness Center and Aquatics Center
  - $2,150,000

**Total Estimated Cost:** $6,730,000

**National City**

Forecasts indicate that from 2020 to 2050 the population of National City senior residents age 65+ will increase by 118%, with seniors 75-79 increasing by 151%, seniors 80-84 by 186% and seniors 85+ by 183%. Additionally, it is estimated that almost one in four National City seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

By 2050, Hispanics will comprise over 70% of the National City population. A local senior center must consider an environment and programs that are ethnically relevant, appropriate, and desired.

The Kimball National City Senior Center is an approximately 5,000 square foot facility. The structure was built in 1987 and is dedicated exclusively to senior activities. The Center is strategically situated
across the street from a park and adjacent to 2 9-story senior HUD buildings that provide 300 units of affordable housing for seniors 62 and over.

A city initiative was recently approved for development of a comprehensive “city center” model for older adults. The plan is to be implemented fairly close to the present location and will include new affordable senior housing, a health center managed by San Ysidro Health Center, and a new senior center. Completion of the project is scheduled for 2022.

**Conclusion:** The city is to be commended for their foresight in addressing the current and growing needs of its older adult residents with the launch of this bold initiative. Given the contemplated level of investment, no action or accompanying budget is suggested for the National City Senior Center at this time.

**Oceanside**

Forecasts indicate that from 2020 to 2050 the population of Oceanside senior residents age 65+ will increase by 40%, with seniors 80-84 increasing by 84%, and seniors 85+ by 122%. Additionally, it is estimated that almost one in four Oceanside seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

According to SANDAG population forecast, the city of Oceanside will have an estimated population of 50,000 people over the age of 60 by 2050. The current estimated population for 2020 in Oceanside for the same cohort is approximately 38,000.

**Oceanside El Corazon Senior Center – Current Site**

The El Corazon Senior Center is located in the southeastern region of Oceanside in an area of commercial development and open space. It sits on a 6-acre city-owned parcel of land that will be further developed for public use. The ESCSC was built in 2009 as a response by city planners to prepare for the growing population of older adults in Oceanside and to provide a secondary option to complement the programs and services of the Country Club Senior Center in the older area of Oceanside.

**Recommended Solution:** This building was constructed in 2009 and recently underwent a major renovation to develop space for a commercial kitchen with repurposing capacity. The interior and exterior are modern and it is an appealing physical plant. Accordingly, no action or accompanying budget for the El Corazon Senior Center is suggested at this time.

**Oceanside Country Club Senior Center – Current Site**

The Oceanside Country Club Senior Center is part of a municipal complex with the senior center constructed in 1985. The site is older but maintains the promise of reinvigoration through refurbishment and facility upgrades. Infrastructure for older adults in this area of Oceanside is poor.

**Recommended Solution:** The proposed solution for the Oceanside Country Club Senior Center, given the building’s age and recent construction of a new center in another area of town, is for the completion of a renovation project.

**New Construction – Estimated Costs**
Point Loma, Ocean Beach

Forecasts indicate that from 2020 to 2050 the population of Point Loma/OB senior residents age 65+ will increase by 66%, with seniors 80-84 doubling (113%), and seniors 85+ increasing by 183%. Additionally, it is estimated that almost one-third of Point Loma/OB seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Peninsula Shepherd Center Senior Center operates decentralized programs at various sites throughout the Point Loma and Ocean Beach communities. As such, Point Loma and Ocean Beach is one of the more densely populated areas in the region that is without a dedicated senior center. The level of infrastructure support for seniors is poor for these communities. Aside from the lack of a bricks and mortar senior center, there is no affordable housing and a lack of caregiving services.

**Recommended Solution:** It is recommended that city leaders consider construction of a new moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment.

**New Construction – Estimated Costs**
- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen.......................$4,580,000
- Gym/Fitness Center and Aquatics Center................................................................. 2,150,000

**Total Estimated Cost.......................................................... $6,730,000**

Poway

Forecasts indicate that from 2020 to 2050 the population of Poway senior residents age 65+ will increase by 38%, with seniors 80-84 doubling (101%) and seniors 85+ increasing by 153%. Contrast that with an average 5% decline in the population of ages 18-39 (ages 18-24 will decline by 12%). Additionally, it is estimated that almost one in five Poway seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Poway Senior Center is in the midst of a transition period. The city of Poway approved the construction of a new multi-purpose community center that will replace the current Poway Senior Center structure. For the next two years, the senior center will move to a temporary home in Poway and continue to deliver services while construction of the new facility is completed.

**Conclusion:** Since the City of Poway has approved construction of a new 12,000 square-foot community and senior center scheduled for completion in the summer of 2021 no additional recommendations are suggested for Poway at this time.
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Ramona

Forecasts indicate that from 2020 to 2050 the population of Ramona senior residents age 65+ will increase by 53%, with seniors 80-84 increasing by 130%, and seniors 85+ tripling (204%).

The Ramona Senior Center facility was constructed in the 1990’s and is two blocks from a main thoroughfare in the Ramona Community Park. The exterior and interior aesthetics are reflective of the building’s age and is a typical municipal parks and recreation style building.

Plans have been approved for construction of a multi-generation community center which will have multiple amenities including a senior center and possibly an affordable housing development for seniors.

**Conclusion:** Given that a new senior center is planned as an amenity of the new multi-generational community center, no additional recommendations are suggested for Ramona at this time.

San Carlos, Del Cerro, Allied Gardens, Tierrasanta

The *Elliott Navajo sub-regional area* includes the communities of San Carlos, Del Cerro, Allied Gardens and Tierrasanta.

Forecasts indicate that from 2020 to 2050 the population in these communities of senior residents age 65+ will increase by 51%, with seniors 80-84 doubling (109%), and seniors 85+ increasing by 169%. Additionally, it is estimated that almost one in four seniors in these communities live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The analysis below considers three distinct areas of these communities:

**Del Cerro - The College Avenue Senior Center – Current Site**

The College Avenue Senior Center is located on the campus of Temple Emanu-El and occupies two buildings of a complex that also includes a pre-school and the synagogue. Public transportation is limited and not within easy walking distance of the campus. As part of a larger campus anchored by a synagogue, the primary building is relatively new and though it has a formal appearance and feel, there is little in the way of renovation required at this time.

The second smaller building containing classrooms is in a condition where some refurbishment options may be helpful, along with selected equipment upgrades.

**Recommended Solution:** The recommendation is to consider minor structural and cosmetic refurbishment to bring the classrooms up to date with a more modern design and transitioning to a modern computer lab and inclusion of audio-visual capacity.

**Refurbishment and Equipment – Estimated Costs**

- Senior Center cosmetic and basic upgrade renovations .......................................................... $250,000
- Provision for A/V and miscellaneous FF&E upgrades .......................................................... 50,000

 **Total Estimated Cost** ........................................................................................................ $300,000
San Carlos/Allied Gardens – Potential Future Site

San Carlos and Allied Gardens are primarily bedroom communities of single-family homes and limited public transportation. While there is a considerable density of older adults in areas of San Carlos, its proximity to the College Avenue Center in Del Cerro renders suggestion of a new senior center in these areas redundant.

**Recommended Solution**: No action or accompanying budget is suggested for San Carlos at this time.

Tierrasanta – Potential Future Site

The Village Model that has been incorporated in the Tierrasanta community is a great source of community pride and works for this particular community. Any suggestion of amending the manner in which services for older adults are delivered in this community would require significant community feedback and buy-in.

**Recommended Solution**: The grass roots village model currently in place works fine for the community and no recommendation to alter the practice is suggested.

San Diego Central

Forecasts indicate that from 2020 to 2050 the population of San Diego Central senior residents age 65+ will double (103%), with seniors 75-79 increasing by 124%, seniors 80-84 tripling (209%), and seniors 85+ increasing by 254%. Additionally, it is estimated that about 40% of San Diego Central seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The analysis below considers three communities within the San Diego Central area.

Downtown San Diego – Current Site

The Gary and Mary Senior Wellness Center is a modern, bright facility that opened in April of 2010. The interior matches the vibrancy of the exterior with plenty of light colors and natural lighting. This innovative community space has earned the designation of a Wellness Center and offers an extensive menu of services, programs and supports for older adult.

The building underwent a major renovation ten years ago to transition into its current layout. There is no external space available for any expansion vertically or horizontally.

**Recommended Solution**: Given that the GMWSWC is already a senior center of excellence and is serving the intended purpose, no action or accompanying budget is suggested at this time.

Mission Hills – Proposed New Site

The Uptown Community Plan Area contains the communities of Mission Hills, Hillcrest, and most of University Heights. The infrastructure for senior support services is very good in the area, but there is a glaring gap without the services of a modern senior center. By 2050, this region will have approximately 17,000 adults age 60 and over.
Currently, SDSCF has been in preliminary talks with a civic group in the Mission Hills community to repurpose a library into a modern senior center. Supportable estimated costs for renovation/conversion of the potential site are not available at this time. In lieu of having specific details on the building and site and what would be required to complete a major renovation, construction of a new moderate-sized dedicated senior center with new FF&E is proposed for Mission Hills as a cost placeholder.

**Recommended Solution**: The recommendation is to continue discussions with Mission Hills civic leaders to repurpose the existing potential site into a moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment, serving the residents of Mission Hills, Hillcrest, and University Heights. If the existing site does not work out, the recommendation for a moderate-sized senior center in Mission Hills still holds.

**New Construction – Estimated Costs**

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen.............$4,580,000
- Gym/Fitness Center and Aquatics Center.......................................................... 2,150,000

**Total Estimated Cost ................................................................................................................. $6,730,000**

**Hillcrest/University Heights – Potential Future Site**

There is no dedicated senior center serving the Hillcrest/University Heights areas, although the LGBT Center in Hillcrest does offer programming and services for older adults.

The model proposed for the Mission Hills area is considered to be sufficient for these two collaring communities.

**Recommended Solution**: No action or accompanying budget is suggested for the Hillcrest and University Heights areas at this time.

**Barrio Logan – Potential Future Site**

Forecasts indicate that from 2020 to 2050 the population of Barrio Logan senior residents age 65+ will increase by 360%, with seniors 75 and older increasing by 560%. As a whole, the community projects for an enormous increase in population; from a current estimate of 5,370 to a forecast of nearly 13,000 by 2050. An increase in population of such proportion will require innovative community-based solutions to meet the needs of all its residents and certainly the seniors who call Barrio Logan home.

The community is served by a City of San Diego Recreation Center that offers programming and services with a primary focus on youth. There is no dedicated senior center within the Barrio Logan community.

**Recommendation**: The growth forecast of the Barrio Logan area suggests the community will have 2,700 people age 60 and over by 2050. The vast majority of this population will be Hispanic. Given that the community is under resourced and senior services represent only a small fraction of programs delivered at the community center, it is suggested that a new, small senior center be considered by the community leadership to create a cultural and community hub for older adults in Barrio Logan and the surrounding communities.
San Diego Mid-City

The **San Diego Mid-City sub-regional area** includes the communities of City Heights, Kensington, Talmadge, Normal Heights, and a number of smaller communities.

Forecasts indicate that from 2020 to 2050 the population of San Diego Mid-City senior residents age 65+ will increase by 61%, with seniors 75-79 doubling (113%), seniors 80-84 increasing by 152%, and seniors 85+ by 124%. Additionally, it is estimated that one in four San Diego Mid-City seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

There are no existing senior centers in the San Diego Mid-City/East San Diego area. The analysis below considers options for two communities.

**City Heights – Proposed New Site**

Demographic stats reveal that City Heights has a high-density population of seniors 60+. According to SANDAG population forecast, the City Heights area will have 14,200 residents over the age of 60 by 2050. The current population of adults within the same age cohort is 8,800.

The neighborhood has an excellent support structure for older adults in place, with a new YMCA and the Joan Kroc Center, and the City of San Diego AgeWell services offering older adult programs. The only thing lacking is a dedicated senior center.

With the existing level of supporting infrastructure, it may be a difficult proposition to propose a new senior center. But since the mission of this foundation is to support dedicated senior centers, a moderate sized senior center would be ideal in serving the rapidly expanding population of older adults in the City Heights area.

**Recommended Solution:** It is recommended that community leaders consider construction of a new moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment

**New Construction – Estimated Costs**

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen...........$4,580,000
- Gym/Fitness Center and Aquatics Center.......................................................... 2,150,000

**Total Estimated Cost.......................................................................................... $6,730,000**

**Kensington/Talmadge – Potential Future Site**

The Kensington and Talmadge areas have a high density of seniors 60+, however, they are relatively small communities. With a projected population of just over 3,000 adults over the age of 60 by 2050, there does not appear to be a population forecast that would justify the
development of a new senior center in these neighboring communities. These neighborhoods can be included in the possible development of a refurbished or new senior center serving the Mission Hills or the City Heights neighborhoods.

**Conclusion:** No action is suggested for Kensington/Talmadge at this time.

**San Diego North/Rancho Bernardo**

The *San Diego North sub-regional area* includes the communities of Rancho Bernardo, 4S Ranch, Rancho Penasquitos, and Carmel Mountain Ranch.

Forecasts indicate that from 2020 to 2050 the population of San Diego North senior residents age 65+ will increase by 67%, with seniors 80-84 increasing by 80%, and seniors 85+ by 125%. Contrast that with an average 8% decline in the population of ages 18-39 (ages 18-29 will decline 11%). Additionally, it is estimated that one in four San Diego North seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Ed Brown Center for Active Adults in Rancho Bernardo is part of a large municipal park complex owned by the City of San Diego. EBSCRC has a special use permit (SUP) to utilize the building and grounds. Athletic fields, open green space, an all-ages recreation center, playgrounds and large tennis court complex are primary attractions. There is no public transportation serving the primary road adjacent to the facility.

The EBSCRB is a 5,200 square foot facility that was constructed in 1989. Most of the structure is comprised of a multipurpose community room with a stage where most of the programs are offered. Lease terms are very favorable for the center, but bureaucratic issues pose significant challenges in other areas that make the arrangement a challenge for the nonprofit. The current center is located in the northern part of the RB area, and while the setting is pleasant, a new building in the heart of the region may be of greater utility.

**Recommended Solution:** The supportive infrastructure for older adults in the region is subpar with limited affordable housing and minimal public transportation services. With a forecast of 15,000 people over 60 by 2050 and a current center that has significant challenges, a new moderate-sized senior center in a more geographically centered site is the recommendation.

**New Construction – Estimated Costs**

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen.................$4,580,000
- Gym/Fitness Center and Aquatics Center................................................................. 2,150,000
  
  **Total Estimated Cost** ......................................................................................... $6,730,000

**San Diego Southeast**

The *San Diego Southeast sub-regional area* includes the communities of Encanto, Valencia Park, Skyline, Bay Terraces, Paradise Hills, and a number of other small neighborhood communities.

Forecasts indicate that from 2020 to 2050 the population of San Diego Southeast senior residents age 65+ will increase by 72%, with seniors 75-79 doubling (100%), seniors 80-84 increasing by 140%, and seniors 85+ by 164%. Contrast that with an average 4% decline in the population of ages 18-39 (ages 18-24 will decline 9%).
The analysis below considers options for two existing facilities.

**The 4th District Senior Center – Current Site**

The Fourth District Senior Resource Center in the San Diego Southeast area is a LEED certified structure that was opened in March of 2006. It is in good condition and no major renovation is needed.

**Recommended Solution:** No action or accompanying budget is suggested for the 4th District Senior Center at this time.

**Neighborhood House Senior Center – Current Site**

The Neighborhood House Senior Center in the San Diego Southeast area was constructed in 1980 with minor remodeling occurring in 2006. The physical plant is approximately 2500 square feet, making it one of the smaller senior centers in the region. NHSC leases the building from the City of San Diego. The structure has a typical layout of a parks and recreation building with fixtures and furnishings of utilitarian design.

Given its condition and with a significant population increase of adults 60 and over forecasted, new construction would be a recommendation, but given that the building is part of a larger complex that includes other NHA programs, the best option may be to renovate the existing structure, the bureaucratic challenges of working with the city of San Diego notwithstanding.

**Recommended Solution:** While a candidate for new construction, the NHSC location as part of the larger NHA campus makes renovation the more viable option. The building interior would benefit from a complete refurbishment with new equipment and furnishings. There is limited external space available for expanding the physical plant.

**Refurbishment and Equipment – Estimated Costs**

- Provision for refurbishment of existing Senior Center .................. $500,000
- Provision for new equipment, and replacement of outdated equipment .......... 75,000

**Total Estimated Cost** .......................................................... $575,000

**San Marcos**

Forecasts indicate that from 2020 to 2050 the population of San Marcos senior residents age 65+ will increase by 43%, with seniors 80-84 increasing by 80%, and seniors 85+ by 122%. Additionally, it is estimated that one in four San Marcos seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The San Marcos Senior Center is located just off of a main San Marcos artery, with plentiful parking available. The outside grounds are visually appealing and entry into the lobby reveals a bright, modern-looking facility with vibrant coloring and plenty of natural light. Construction of the building occurred in the late 1980’s.

The region is above average for its level of supportive infrastructure for older adults. The current senior center is in excellent condition.
**Recommendations:** Minor upgrades to the facility and some of the fixtures and furnishings are the only necessary steps at this time.

**FF&E Upgrades – Estimated Costs**

- Provision for equipment and other upgrades .................................................. $100,000

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**San Ysidro, Otay Mesa (and South Bay)**

**San Ysidro:** Forecasts indicate that from 2020 to 2050 the population of San Ysidro senior residents age 65+ will increase by 134%, with seniors 75-79 increasing by 184%, with seniors 80-84 by 238%, and seniors 85+ by 219%. Contrast that with an average 2% *decline* in the population of ages 18-39 (ages 20-29 will *decline* 8%).

**Otay Mesa:** SANDAG confirmed that this sparsely populated area will likely experience explosive growth over the next 30 years. Forecasts indicate that from 2020 to 2050 the population of Otay Mesa senior residents age 65+ will increase by 423%, with seniors 80-84 increasing by 814%, and seniors 85+ by 892%.

Over one in four South Bay seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The San Ysidro Senior Center (SYSC) is part of the San Ysidro Community Park complex operated by the City of San Diego’s Park and Recreation Department. The building, constructed in 1986, sits adjacent to the community library and playground and athletic fields. The physical plant is approximately 2,000 square feet.

- One option to better serve the older adults of San Ysidro and other parts of the South Bay region would be the construction of a new senior center in the northern part of the San Ysidro community that borders the city of Chula Vista. There is a large population tract of older adults in the South Chula Vista area who may be better served with the development of a center in this location.
- A second option, and perhaps more feasible due to explosive population growth, is for the construction of a new senior center that would serve residents from San Ysidro and Otay Mesa, the community on San Ysidro’s eastern border.

The 60 and over population of San Ysidro is projected to double in size over the next 30 years. The Otay Mesa projections make that growth seem inconsequential as SANDAG estimates indicate that the same age cohort in Otay Mesa will double.... then double again. The current senior center services and physical plant are well below a standard that will be needed to accommodate and support the area’s seniors, a vast majority of whom are Hispanic.

By 2050, Hispanics will comprise over 85% of the San Ysidro and Otay Mesa population. The senior center must consider an environment and programs that are ethnically relevant and appropriate.
**Recommended Solution:** The proposed solution for San Ysidro is construction of a new small dedicated senior center with new furnishings and equipment, and a gym/fitness center and aquatics center, shared by the residents of Otay Mesa.

**New Construction – Estimated Costs**
- Senior Center 6,000-9,000 sq ft, with FF&E and commercial kitchen.............................. $2,090,000
- Gym/Fitness Center and Aquatics Center.................................................................................. 2,150,000
  **Total Estimated Cost.................................................................................................................. $4,240,000**

**Santee (Also Serving Lakeside)**
Forecasts indicate that from 2020 to 2050 the population of Santee senior residents age 65+ will increase by 51%, with seniors 80-84 doubling (114%) and seniors 85+ increasing by 193%. Contrast that with a flat growth (1%) in the population of ages 18-39. Additionally, it is estimated that one in four Santee seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

There is no existing senior center in the City of Santee. The infrastructure of senior supports is limited in both Santee and Lakeside. SANDAG projects that both communities will see a large increase in the population of adults 60 and over by 2050. With such a substantial demographic taking shape, the region would benefit from the construction of a large senior center.

**Recommended Solution:** The proposed solution for Santee is construction of a new large dedicated senior center that incorporates as many elements of a 21st century senior center as feasible, with new furnishings and equipment, a commercial kitchen, in-house theater and gym/fitness and aquatics centers.

**New Construction – Estimated Costs**
- Senior Center 18,000-35,000 sq ft, with FF&E and commercial kitchen...................... $7,637,500
- Gym/Fitness Center and Aquatics Center............................................................................... 2,150,000
  **Total Estimated Cost.............................................................................................................. $9,787,500**

**Solana Beach**
Forecasts indicate that from 2020 to 2050 the population of Solana Beach senior residents age 65+ will increase by 39%, with seniors 80-84 doubling (101%) and seniors 85+ increasing by 171%. Contrast that with flat growth (0%) in the population of ages 18-39 (ages 18-24 will decline 8%). Additionally, it is estimated that one in four Solana Beach seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Solana Beach Community Senior Center is an outreach program operated by the Solana Beach Presbyterian Church. There is no dedicated senior center space; programs and activities take place in various sites of the church campus. These services are offered only once each week.
The cities of Del Mar and Solana Beach are without a bricks and mortar senior center. With a similar population size and geographic proximity, the construction of small senior center would serve both communities.

**Recommended Solution:** The proposed solution for Solana Beach is construction of a new small dedicated senior center with new furnishings and equipment, and a gym/fitness center and aquatics center, shared by the residents of Del Mar.

**New Construction – Estimated Costs**

- Senior Center 6,000-9,000 sq ft, with FF&E and commercial kitchen.........................$2,090,000
- Gym/Fitness Center and Aquatics Center................................................................. 2,150,000
- Total Estimated Cost................................................................................................. $4,240,000

**Spring Valley**

Forecasts indicate that from 2020 to 2050 the population of Spring Valley senior residents age 65+ will increase by 38%, with seniors 80-84 increasing by 82% and seniors 85+ by 111%. Contrast that with an average 2% decline in the population of ages 18-39 (ages 20-29 will decline 6%). Additionally, it is estimated that one in five Spring Valley seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

There is no senior center in Spring Valley. Limited programming for seniors is currently available at Spring Valley Community Center, a parks and recreation facility operated by the County.

**Recommended Solution:** This community is adjacent to the City of Lemon Grove, and accordingly may best be served by a shared senior center. Please see the Lemon Grove section of this report for details.

**Sweetwater, Eastlake, Otay Ranch**

The Sweetwater sub-regional area includes the communities of Eastlake, Otay Ranch, Rancho del Ray, and Bonita.

Forecasts indicate that from 2020 to 2050 the population of senior residents age 65+ in these communities will increase by 76%, with seniors 75-79 doubling (107%), seniors 80-84 increasing by 148% and seniors 85+ by 154%.

There is no senior center currently serving the Sweetwater region of eastern Chula Vista. Apart from the City of El Cajon, there is no other community with such a glaring need of a senior center than this region of Chula Vista. By 2050, the region will be home to 34,000 adults over the age of 60. The current Chula Vista senior center is not a feasible option for many older adults in this region given that it is a 20-30 minute drive or a considerably longer commute via public transportation. There is a below-average level of supporting infrastructure for seniors as well.

**Recommended Solution:** The proposed solution for Sweetwater is construction of a new large dedicated senior center that incorporates as many elements of a 21st century senior center as feasible, with new furnishings and equipment, a commercial kitchen, in-house theater and gym/fitness and aquatics centers. The best location for the new senior center is likely in census
tract 134.18, with a seniors 60+ density of 1,922 per square mile. This is the Eastlake area of the Sweetwater region.

**New Construction – Estimated Costs**

- Senior Center 18,000-35,000 sq ft, with FF&E and commercial kitchen..................$7,637,500
- Gym/Fitness Center and Aquatics Center.......................... 2,150,000

**Total Estimated Cost**........................................................................................................... $9,787,500

**University City/UCSD**

Forecasts indicate that from 2020 to 2050 the population of University City senior residents age 65+ will increase by 11%, with seniors 80-84 increasing by 34% and seniors 85+ by 60%. It is estimated that about one-third of University City seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Lawrence Family Jewish Community Center located just south of UCSD offers a program curriculum tailored to older adult members of this all-ages facility. The entire campus is a 97,000 square foot multi-purpose facility with outstanding amenities.

The area will see very minimal growth of the older adult population over the next 30 years. This expansive community center is in excellent condition with numerous amenities and is sufficient to serve the needs of older adults in the region.

**Conclusion:** No action is suggested for the University City/UCSD area at this time.

**Vista**

Forecasts indicate that from 2020 to 2050 the population of Vista senior residents age 65+ will increase by 62%, with seniors 80-84 doubling (104%) and seniors 85+ increasing by 141%. Additionally, it is estimated that over one in five Vista seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

According to SANDAG population forecast, the City of Vista will have an estimated population of 25,000 adults age 60 and over by 2050. As of 2020, the similar age cohort accounts for 16,800 residents of the city.

The analysis below considers options for two facilities.

**The Vista Senior Center – Current Site**

The Vista Senior Center consists of two 8,100 square-foot buildings of similar design located on the 39-acre Brengle Terrace Park that contains multiple recreation sites. Building 1 is the primary entrance to the facility. This building recently underwent significant renovation with new flooring, remodeled bathrooms, upgraded tables and chairs and improvements to make the building more accessible for seniors with mobility challenges. Building 2 is located immediately north, no more than a 20-foot walk from building 1. It is not an identical floor plan but is of similar interior and external design.
**Recommendations:** The existing Vista Senior Center needs a renovation project to create space for a fitness room to utilize a donation of various exercise equipment. There is additional need for minor maintenance projects as well, but nothing on the order of significant renovation.

**Refurbishment and Equipment – Estimated Costs**

- Provision for Senior Center Renovation for Fitness Center space .................. $175,000
- Provision for potential new or upgraded FF&E ........................................ 25,000

  Total Estimated Cost ................................................................................. $200,000

**Vista Southwest – Proposed New Site**

The City of Vista has grown to the point that the existing senior center may not be able to address the needs of all older adults in the community. The director mentioned areas to the south and west of city center that are a twenty-minute drive away. This region is home to more “younger seniors”, according to the director, who have different needs and circumstances and may find the GMAARC inconvenient with programming that does not resonate with this population.

**Recommended Solution:** To address Vista’s growing demographic and to better serve older adults in the community, a recommendation for adding a second site is suggested, consisting of a new moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment.

**New Construction – Estimated Costs**

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen......... $4,580,000
- Gym/Fitness Center and Aquatics Center....................................................... 2,150,000

  Total Estimated Cost ................................................................................. $6,730,000

**CONSOLIDATED REGIONAL SENIOR CENTER MAP**

The map on the following page plots the location of senior centers throughout the San Diego region contemplated in this Master Plan. Centers are identified in three categories:

1. Existing centers that would remain in the same location, perhaps with some refurbishment
2. Locations for which new construction is suggested, replacing the existing senior center
3. Locations currently without a senior center, at which construction of a new center is suggested
Proposed Senior Center Locations

North Coastal
1. Country Club Senior Center
2. El Corazon Senior Center
3. Carlsbad Senior Center
4. Carlsbad Southeast
5. Encinitas Community & Senior Center
6. Rancho Santa Fe Senior Center
7. Solana Beach
8. Del Mar Community Connections

North Inland
9. Fallbrook
10. Borrego Springs
11. Gloria McClellan Senior Center
12. Vista Southwest
13. San Marcos Senior Activity Center
14. Escondido
15. Rancho Bernardo
16. Ramona
17. Poway

Central
18. Mira Mesa
19. Lawrence Family Jewish Community Center
20. La Jolla Community Center
21. Clairemont
22. Pacific Beach / Mission Beach
23. Bayside Community Center
24. College Avenue Center
25. Mission Hills
26. City Heights
27. Balboa Park Senior Lounge
28. Ocean Beach / Point Loma
29. Serving Seniors’ Gary and Mary West Senior Wellness Center
30. Neighborhood House Senior Center
31. Fourth District Senior Resource Center

East
32. Santee / Lakeside
33. Alpine
34. El Cajon
35. La Mesa Adult Enrichment Center
36. Lemon Grove

South
37. John D. Spreckels Center
38. National City
39. Nornan Park Senior Center
40. Sweetwater / Eastlake / Otay Ranch
41. Imperial Beach
42. San Ysidro

Adults age 60+ per square mile
1 = 5,100
Source: 2013-2017 American Community Survey 5-Year Estimates
TECHNOLOGY AND VIRTUAL CAPACITY – THE NEW NORMAL

Building the Tech Capacity for Senior Centers and Older Adults

Creativity is needed to properly address the challenges that will manifest as the population of older adults dramatically increases. Traditional means of service delivery have to be expanded and new channels developed to accommodate a time of rapidly increasing need that will continue to expand and gain intensity over the next 30 years.

To find a silver lining amidst the COVID-19 public health crisis, perhaps the experiences of today in adapting to the pandemic will provide a blueprint for new mechanisms of programs and services delivery systems to take form.

In any sector, technology is synonymous with innovation and it is no different in the older adult network. COVID-19 has brought the issue to the fore a bit quicker than what the demographics indicated, but the necessity of implementing quicker action may be of benefit in the long run.

COVID-19 has disproportionately impacted older adults. People over the age of 65 were instructed to isolate in place causing significant potential problems in terms of the adverse effects of social isolation and disconnection to the community. Senior centers were shuttered, congregate meals program transitioned to home-delivery, classes and activities cancelled, visits to doctor’s jeopardized, religious services moved to an online format and even the opportunities to see families and close friends were significantly reduced.

The crisis still remains with us with no discernible timeline as to when normal life can resume. In lieu of being able to conduct the normal activities of daily life over the last two years, all have been transitioned to some degree to a virtual reality. This required adaptation impacted older adults significantly as there exists several barriers to technology for seniors.

Of course, there are older adults who are quite at ease with technology and the numbers who utilize digital networks is growing. According to the Pew Research Center, in 2017, 42% of people 65 and over owned a smartphone. In 2013, that percentage was only 18%. Home access to internet services has also grown significantly rising from 14% of older adults in 2000 to 67% of people over 65 having internet access in 2017.

Differences within age, education attainment and income levels demonstrate the divide that exists within the older adult cohort on access and usage of technology. Smart phone usage drops significantly after the age of 75 with 31% of the 75-79 cohort possessing the equipment and only 17% of individuals over the age of 80 having a smart phone. The percentage of people who utilize the internet age 65-70 is 82%. For those over the age of 80, usage drops to 44%.

Educational levels demonstrate a significant difference in smart phone ownership. Percentage breakdown is$^{31}$:

- Seniors with bachelors or advanced degrees: 67%

31 Pew Research Center, Tech Adoption Climbs Among Older Adults, 2017
Some College: 45%
High School or less: 27%
For internet use and home internet service, the percentages are:
  - Seniors with bachelors or advanced degrees: 92% and 82%
  - High School or less: 49% and 30%
Income levels illustrate similar differences amongst the older adult cohort:
Smart phone ownership
  - Individuals with incomes greater than $75,000: 81%
  - Individuals with incomes less than $30,000: 27%
Use of internet and home internet service:
  - Individuals with incomes greater than $75,000: 94% and 87%
  - Individuals with incomes less than $30,000: 46% and 27%
Other key findings from the report include:
  - Percentage of seniors who use social media: 34%
  - Percentage of seniors who are confident in using technology: 26%
  - Percentage of seniors who needs assistance with new devices: 73%
  - Percentage of disabled senior who have home internet service: 33%
  - Percentage of seniors who utilize the internet that go online everyday: 76%
  - Percentage of seniors stating that technology has had a mostly positive impact on society: 58%

While the use of technology is growing with each passing day within the older adult cohort, barriers are in place for those without the technology or the means to utilize. Growing emphasis on technology will provide little difficulty for a segment of the senior population, but stakeholders need to be mindful of those that for numerous reasons do not have the means to adapt to a dramatic technological shift. Senior centers can become critical players in helping older adults with tech limitations gain competency and support in accessing this critical piece of social infrastructure.

Senior centers have multiple opportunities to embrace technology with physical plant upgrades and utilizing the digital environment through enhanced learning practices and program implementation.

The physical structure can be transformed through modern fixtures and equipment. Examples of how senior centers can become tech friendly:
  - Automatic entryways
  - Flooring that reduces trip hazards and fall risks
  - Design principles with emphasis on brighter coloring and natural light exposure
  - Updated audio-visual equipment with multi-language capability
  - Specialty furniture designed for use for older adults
  - Modern and well-equipped computer labs that signal the center's prioritization of technology use and support
when generating ideas for creating new forms of programming, senior centers can utilize technology to broaden their appeal to the target population. directors should be cognizant of the changing attitudes around aging and that the daily schedules of many older adults, whether occupied by work, caregiving, raising grandchildren, volunteering or other endeavors demand alternative styles of programming. while continuing to provide the traditional services that have been a staple of the organization, striving to become a tech hub for older adults is becoming a more common practice of innovative centers. examples include:

- develop more programming, classes, and lectures for an online platform that can bring in seniors that are unable to come to a center during normal operating hours
- schedule consistent hours of computer tutoring and instruction for use of smart phones, ipads and other portable devices
- create an all-senior volunteer “digital corps” to provide instruction on tech use for home bound clients
- create “digital fairs” to help older adults and other members of the community gain greater competency in tech usage
- partner with other senior centers to create a regional coalition of tech centers to provide shared purpose and develop an advocacy effort to ensure that everyone has access to basic technology implements and services
- partner with local hospital systems to become a center with telemedicine capabilities
- san diego is home to a multitude of tech and biotech companies. potential partnerships abound for centers that seek out such opportunities

**Harnessing the Power of Philanthropy – An Essential Strategy**

Each day, senior center and nonprofit senior leaders are faced with the daunting challenge of delivering a maximum level of services to accommodate senior needs within a minimal budgetary structure. Most senior centers rely on a mix of funding streams such as municipal general funds, grants, contracts, federal and state grants, membership dues, fees for selected programming and donations to sustain operations.

Centers create appeals campaigns, unique donor engagement practices and fundraising events to complement the larger revenue streams. however, the donations typically support a relatively small portion of the budget.

In the philanthropy space, funding for issues and causes pertaining to older adults have received limited attention. nationally, only 2% of institutional philanthropy is provided to the aging network, and despite the current demographic shift, this percentage has not changed over the last 20 years.

Like YMCAs, Boys and Girls Clubs and the public library system, senior centers represent a community resource committed to the public good. yet, unlike these entities, senior centers have not been the beneficiaries of large-scale philanthropy.
This has been the environment in which senior centers have operated over the last several decades. During this era, macro-economic conditions ebbed and flowed, but the financial challenges facing senior centers and, by extension, the older adult network, remained roughly the same throughout; in a constant state of survival and focused merely on staying above water.

The pandemic produced conditions have come together that will fundamentally threaten economic survival of multiple sectors of society with the older adult network being one of the more likely immediate casualties and certainly one of the more vulnerable ecosystems.

We have exited a decade with one of the longest economic expansions in U.S. history. In June 2010, the Dow Jones Index was at 10,400; in mid-January 2022, the index is above 35,000. Since a significant amount of philanthropy is linked with market performance, it would follow that organizations reliant upon donations have been beneficiaries of increased largesse. This may be so for some sectors of giving, but as noted above, little has changed for causes that support older adults.

Now, with the advent of a once-a-century crisis event of the COVID-19 outbreak and with ominous demographic trends on the horizon, now more than ever stakeholders must find ways to bring attention to the inevitable societal shift and find a way to connect with large-scale philanthropy.

While the older adult sector does receive some support from private and public foundations, it is relatively minor compared to other beneficiaries. The sector is heavily reliant upon three other forms of support: federal, state, and local government programs, donations, and fees from end users of services and in-kind donations and support.

COVID-19 and demographic consequences are going to put significant strain upon all three of these traditional support means for the senior center and older adult network.

While the stock market has stabilized from damage caused from the onset of COVID-19, the same cannot be said for municipal budgets that have borne significant costs due to the outbreak while simultaneously seeing a precipitous drop in tax revenue due to the public health lockdowns. It took several years for states and cities to recover from the 2008 recession. A similar timeline, if not a greater one, is likely the same for the balance of this decade for government entities.

With reduction in resources, cuts will have to be made and if history is a guide then layers of the social safety net will be amongst the first casualties. What is in the community that can help fill this void? Philanthropy.

With public health edicts emphasizing the importance of social distancing and, for seniors in particular, isolation in their own homes, senior centers and nonprofits with community programming have not been immune to interruption or loss of revenue streams. Budgets dependent on fees from activities, classes and events that have been cancelled due to the public health crisis have added considerable strain. Major fundraising events that represent a significant a portion of revenue have been shelved. In some cases, agencies and centers have transitioned to a scaled-down online environment in lieu of the primary fundraising event, but the scaled-down offerings have not come close to matching proceeds that are realized from a live event. These entities face serious peril in their abilities to weather the crisis and come out the other side in whole and sustainable. What is in the community that can help fill this void? Philanthropy.

Large swaths of the older adult sector are propped up by the enormous in-kind donations of volunteer support that blur the true costs of what is entailed for society to properly care for older adults. To
Further compromise this model of service delivery is the impending demographic shift that threatens to overwhelm this fragile system. In the U.S, the decade of 2020 will see an increase of over 18 million people over the age of 65 with the fastest growing segment of the population those 85 and over. At no time in history, neither past nor most likely future, will the United States have faced a decade with such an enormous growth in the older adult population.

To continue to rely on volunteer services to fill the vast chasm is not a sustainable solution. Looking back to data from 2017, 41 million Americans provided 34 billion hours of care; $470 billion was the estimated value of these unpaid caregiving services. That figure exceeded the value of paid home care and total Medicaid spending in the same year and was $100 billion more than the total of all out-of-pocket health expenditures in the U.S. in 2017\textsuperscript{33}. In addition to these in-kind costs, caregivers in 2017 spent $7,000 annually in out-of-pocket costs when providing caregiver services.\textsuperscript{34}

With these types of costs that will only continue to grow in the future into a demographic reality that will present more seniors with fewer, if any, available caregivers, what exists in the community to bridge this divide? Philanthropy...and some innovative public policy.

An already tilted battleground for philanthropic resources for the older sector is further burdened with the long-term consequences of COVID-19 and demographic certainties. How do leaders in the older adult network alter this landscape and inform and inspire charitable entities and individuals with the capacity for significant investment about the emerging needs of older adults and the community infrastructure that supports them? To capture the attention of philanthropic organizations, stakeholders dedicated to serving older adults must find answers to the following questions:

- Why has the older adult space been excluded from significant philanthropic investment?
- Do perceptions and attitudes toward aging contribute to philanthropic indifference?
- Do organizations clearly articulate the impact of the demographic shift on all levels of society?
- Are outcomes and impacts of senior programs and projects too vague to generate interest?
- Have senior centers been able to demonstrate the impact of their work as a complementary component in the reduction of rising health care costs?
- COVID-19 has starkly reminded society of the vulnerability of the older adult population. Can leaders in the senior center and nonprofit sector demonstrate to philanthropy that the current crisis is a harbinger of things to come and now is the time to begin to broaden the weakened and incomplete infrastructure?
- Large-scale philanthropy has provided massive financial support to public entities such as universities, hospitals, libraries, and community centers. Why have senior centers been unable to gain equal status?
- Are senior center managers supported by their board of directors or municipal managers to think strategically in terms of long-term sustainable funding and deferred giving, and if not, what can be done to change that paradigm?

\textsuperscript{32} U.S. Census Bureau, \textit{Projects of the Size and Composition of the U.S. Population: 2014 to 2060}, 2015
\textsuperscript{33} AARP Public Policy Institute, \textit{Valuing the Invaluable}, 2019
\textsuperscript{34} AARP, \textit{Family Caregiving and Out-Of-Pocket Costs}, 2016
Philanthropy is grounded in the principle of empowerment, i.e. a resource is provided for a disadvantaged individual so that they may acquire the capacity to thrive in the world. How do older adult service providers create new narratives and strategies that can demonstrate the impact of empowerment of seniors to funders?

SDSCF is pleased to help as a strategic partner within San Diego’s older adult network to promote strategies that engage and inspire the philanthropic community to invest in the empowerment of the region’s older adults.

OPERATING ENDOWMENTS – A KEY TO ACHIEVING SUSTAINABILITY

The term *Endowment* has various meanings. For this report we will define an endowment as follows:

A contribution where the original gift amount is permanently restricted and as such cannot be expended for operational support, programs, or grant awards, and where investment earnings from the endowment may be either added to the endowment in order to grow the principal balance or expended for the intended charitable purpose.

Initiating and growing a permanent endowment fund has the advantage of providing long-term earnings for the charitable institution. Those earnings may be designated for specific programs or general operational expenses. A well-managed endowment provides a stable source of passive income.

Endowment funds are required to be managed in a prudent manner, ensuring that investment assets are well-diversified and professionally managed. Endowment investments are designed to produce sufficient income to grow the endowment corpus (principal) against inflation and also provide a targeted annualized income sufficient to fund the designated programs or operations. The income allocated for expenditures is typically referred to as a *spending policy*.

For example, endowment assets may be invested to achieve a long-term total return of 7%, with the goal of allocating 2% per year to the endowment to hedge against inflation, and 5% per annum to a spending policy that funds the intended programs or operational expenses.

To achieve these objectives, most nonprofit organizations retain an outside professional investment consultant and utilize one or more investment firms with the requisite expertise to manage various classes of investment assets. The mix of specific investments is designed to achieve the desired long-term total return, and may consist of domestic and international equities, fixed income instruments, and alternative investments. A qualified outside investment advisor should be retained to help ensure that investment assets are diversified with an acceptable level of market risk and return.

For the purpose of this report, the authors note that most senior centers are financially constrained and would benefit greatly from a long-term stable source of operational income to supplement program support revenues, ongoing donations, and municipal support.

The following provides an example of what an endowment fund might achieve for a senior center:
In this example, for every $1,000,000 of endowment principal, $50,000 per year is generated for operational expenses. And allocation of a portion of earnings to endowment principal means that the spending policy amount will gradually increase over the years as the endowment corpus grows.

It is important to observe that actual earnings will fluctuate each year depending upon the investment market. Some years may have large investment gains, and other years will experience losses. To compensate for these fluctuations, the spending policy amount is “smoothed” by utilizing a multi-year rolling average of the endowment principal balance. An example of a method that is often used by nonprofits with substantial endowment assets is to employ a 36-month rolling average. In the example above, the nonprofit organization would average the endowment principal balance over 36 months and calculate 5% of that amount for the annual spending policy. In essence this means that when annual investment earnings are high, most of those earnings are set aside for years when investment earnings decline or are negative (losses). This smoothing technique provides a measure of stability and dependability of spending policy amounts, contributing to a more effective budgeting process.

The amount of endowment principal that is needed to achieve significant spending policy amounts may at first appear intimidating. However, a permanent endowment is exactly the type of leveraged philanthropic investment that many donors are interested in funding. Sophisticated donors know that the stability and sustainability of a nonprofit organization can be assured through the instrument of a permanent and well-managed endowment. Often the donor’s name(s) will be associated with the endowment, giving them a named legacy that lives beyond their lifetime. Such gifts may be given during the donor’s lifetime, but more often are included in a donor’s estate plans.

Endowments may be held by the beneficiary nonprofit organization, or they may be donated to a community foundation for safeguarding. There are at least two benefits of placing an endowment at a community foundation: (1) A community foundation has specific and extensive experience in managing the investment assets of multiple endowment funds, with well-diversified pools of professionally managed investments overseen by an independent investment committee. (2) The nonprofit agency remains the permanent beneficiary of spending policy distributions, but the endowment itself becomes an asset of the foundation, ensuring that the endowment principal is protected in perpetuity even if the beneficiary nonprofit experiences any future financial difficulty or even insolvency.

The authors encourage the directors of 501c3 senior centers to actively engage in cultivating and building a donor pipeline, designed both to raise current gifts and to develop a long-term planned giving strategy for larger endowment gifts that build operational capacity. The San Diego Seniors Community Foundation will work in partnership with local senior centers to create an improved system-wide philanthropic strategy.
AGENCIES PROVIDING REGIONAL SUPPORTS AND SERVICES FOR SENIORS

Older Adult Supporting Services Network

San Diego County senior centers are just one of the entities within the regional infrastructure of services and supports available to older adults. A host of other nonprofit agencies, some exclusively committed to the senior population, others that provide programs as part of a larger mission, and County and municipal departments form a loosely connected effort to create the foundation for healthy aging in the community.

Senior centers complement and benefit from the mission of the other stakeholders in the network. To gain a better understanding of how a changing demographic will impact this collective effort and help stakeholders strategize on optimal partnerships, it is critical to gain insight into the current inventory of entities working towards the same goals as senior centers. SDSCF published a report in August 2019 to identify what the landscape of regional senior centers was at that point in time. In order to establish a vision for the future, it was imperative to know what exists in the present.

To build upon the knowledge base of the current inventory of ancillary senior supports, that same approach is taken here to see what is available now so that we can better understand what will be needed in the future. We envision senior centers to become much more dynamic, comprehensive, and holistic in the approach to serve a community’s older adults. Yet, this effort will not succeed without the incorporation of partners in the community that work toward similar goals.

Economic challenges, negative perceptions and stigma around aging, low prioritization of needs within the philanthropic community and a host of other challenges are daunting for all stakeholders in the aging network and present existing and growing pressures to accommodate a more diverse and larger senior population. As such, to counter the inertia of these compromising forces, senior centers and the other agencies committed to serving the older adult population must pursue a strategic mission that maximizes partnerships and the leveraging of the limited resources available.

Appendix #2 of this report provides greater detail on the ancillary support structure that senior centers can tap into as well as providing reciprocal support. The appendix is separated into three categories of entities:

The County of San Diego Aging and Independence Services (AIS)

An Area Agency on Aging (AAA) is a public or private non-profit agency, designated by the state to address the needs and concerns of all older persons at the regional and local levels. “Area Agency on Aging” is a generic term—specific names of local AAAs may vary. AAAs are primarily responsible for a geographic area, also known as a PSA, that is either a city, a single county, or a multi-county district. AAAs may be categorized as: county, city, regional planning council or council of governments, private, or non-profit. In San Diego County and within the department of Health and Human Services, the entity that is responsible for the operations of the regional support for older adults is Aging and Independence Services (AIS).

The department is charged with the delivery of a variety of key services including:

- The development of a regional AgeWell plan that strives to make communities age-friendly and more accessible to older adults.
- Congregate and home-delivered meals programs.
- Adult Protective Services (APS) that conducts investigations into suspected elder abuse
- Family Caregiver Support Program that helps those who provide daily support to frail older adults with a litany of services to lighten the considerable toll that caregiving can bring about.
- Several care and case management programs that help older adults with low incomes and complex health conditions to maintain their health and independence.
- In Home Support Services (IHSS) that cover caregiving services for seniors with complex health conditions that are unable to afford market-rate services.
- Health promotion activities that include exercise classes and chronic condition management classes
- Outreach and Education team that provides presentations to inform the general public on the agency services
- Information and Referral service that connects older adults to the resources of the San Diego older adult network
- Choose Well SD, an online platform that allows the public to review and compare assisted living options in San Diego
- Senior Mental Health team that responds to inquiries from the community to help seniors who struggle with mental health issues
- Long Term Care Ombudsman is a volunteer program that provides an advocate for older adults who reside in nursing homes and other care facilities to ensure that the patient is receiving appropriate care.
- Project C.A.R.E. keeps seniors who live alone from being totally isolated. It provides referrals to community resources, assistance with completing a Vial of Life, reassurance and wellness check-in calls, plus other services.
- Senior Volunteer Program that gives older adults an opportunity to stay connected and give back to their communities.

**Agencies Exclusively Dedicated to Older Adult Services**

There are nonprofits that exist solely to realize a mission of assisting older adults through a variety of programs that address general community needs or specific, targeted efforts. Similar to the challenges of the area’s senior centers, these entities exist in an environment that does not prioritize the issues of aging. Despite the barriers that limited resources presents, these agencies work in parallel and in collaboration with senior centers to bring programs that benefit the older adult population. These entities deliver critical services that help seniors stay in their own homes by maintaining independence through supportive services and continue to build an infrastructure of accessible community supports. With the foundation built upon maximizing autonomy and giving every senior a chance to thrive within their own communities, the programs and services include:

- Meal delivery and food assistance programs
- In home care services
- Case management
- Volunteer Transportation
- Housing services including the operation of affordable developments, navigation services, support services and home sharing programs
- Home modification and safety check-up
- Programs and services for homeless seniors
- Education, outreach, and advocacy efforts
- Technology and computer instruction services
- Lifelong learning opportunities and connection to higher education programs
- Volunteer programs that serve internal efforts as well as community causes
- Civic engagement programs that give seniors the opportunity to become involved in their neighborhoods and beyond through advocacy efforts and political involvement
- Caregiving initiatives, support programs and adult day health care for individuals with complex physical and cognitive conditions
- Information and referral service to the regional network
- Legal and health care advocacy
- Comprehensive medical services programs

**Agencies That Support Older Adults as Part of a Larger Mission**

San Diego is home to several large nonprofit organizations that have a comprehensive portfolio of services that address the needs of residents of all ages. Within these agencies exist specific programs that address the needs of their older adult cohort. These entities fill critical service area gaps in communities that may not have a senior center or a nonprofit agency serving older adults, or they may serve as a complementary service model that adds more options for seniors.

These agencies help seniors achieve independence and further connect to their neighborhoods and communities by providing opportunity and resources. Many of the programs and services listed in the preceding section comprise the menu of services offered in part by some of these large-scale agencies. Additional programmatic initiatives include:

- Foster grandparent support program
- Geriatric mental health outreach programs
- Employment assistance and job training
- Recovery services for mental health and/or substance abuse issues
- Community Health Worker Programs and use of the Promotore model
- Community Center services for LGBTQ seniors
- Advocacy programs for older adults and individuals with disabilities
- Physical and occupational therapy
- Support services for individuals suffering from vision and/or hearing loss
- Programs that help seniors with their pets
- Comprehensive transportation services
METHODOLOGY FOR ESTIMATING COSTS

This Master Plan for San Diego Senior Centers proposes that a robust network of community-based senior centers throughout the San Diego region will provide centralized hubs that effectively serve the needs of older adults in each community. This report is designed as a catalyst for communities to prompt a more focused community need assessment and business plan.

Senior Centers – Construction, Expansion, Renovation, and Equipment

Innovative senior centers throughout the United States have achieved standards of excellence by building new, modern, sophisticated, well-staffed and well-funded senior centers that are appealing and inviting to today’s older adult population. Modern senior centers are typically larger well-appointed facilities, offering multiple programs designed for socialization, exercise, education, entertainment, civic engagement, and volunteer opportunities. Many provide amenities such as a commercial kitchen, fitness center, aquatics center, and often an in-house business (aka, “social enterprise”) that provides revenue to the senior center and employment and/or job training for older adults.

There are plentiful opportunities to bring San Diego senior centers to a level of aesthetic quality and facility upgrade that can transform the environment where services and programs are delivered. The emerging cohort of the Baby Boomer generation entering older adulthood will redefine healthy aging; senior center leadership must anticipate the influence new attitudes will have on their model. One thing is certain, the status quo will not do. Outdated, drab, and uninspiring facilities will fail to meet expectations of a retirement cohort with different expectations of aging. To create a vision and to start the conversation on remaking the built environment of senior centers of the 21st century, we present examples of how communities can remake, reinvigorate, or build anew:

➢ Construction of a new senior center
➢ Expansion of the existing senior center facility to a larger model
➢ Renovation of the existing senior center facility
➢ New FF&E (furnishings, fixtures, and equipment)

ESTIMATED COST OF NEW AND REVITALIZED SENIOR CENTERS

Author’s note: Construction estimates in this report are based on average costs over the preceding three-to-five years. Actual costs may vary depending on construction booms/busts, environmental factors (such as the recent pandemic), and supply and demand.

In order to support estimated financial costs for the proposed recommendations, the authors researched various cost options, reached out to contractors for advice and estimates, and established a methodology that utilizes cost ranges and/or average costs to be applied to the three primary senior center models described in a previous section of this report. Estimated costs are also provided for
additional optional amenities, including a fitness/gym facility, an aquatics center, a commercial kitchen, and an in-house theater.

Research and discussions with industry professionals consistently observed the wide variability of cost estimates for new construction, facility expansion and renovation, based on numerous factors including, but not limited to: the condition of land, type and quality of materials and fixtures, age of an existing building, potential mitigation and abatement (e.g., asbestos, lead paint), building code compliance, extent of necessary repairs (including plumbing, electrical, and roofing), architect fees, and conforming the facility to consider the needs of older adults patrons. The cost range estimates presented in this report are intended to accommodate these variables.

The authors emphasize that the actual cost of new or renovated senior center facilities and FF&E will depend on custom quotes by professional contractors and the impact of construction boom cycles.

The following estimated cost factors will be applied to the recommended senior center solution for each community, in order to provide a total target amount for a region-wide capital campaign.

NEW CONSTRUCTION OR EXPANSION

As indicated above, research into the cost of new construction revealed a wide range of costs due to variable factors. Considerations included a comparison to the construction cost ranges for senior assisted care facilities, and the cost of labor and materials in the San Diego region.

➢ Cost range for new senior center construction: .................................................. $175 - $250/sf

The per-square-foot cost estimates will be applied as an average for most new construction but may vary for specific situations (such as wealthier communities that may expect upgraded facilities and fixtures).

Where expansion of an existing senior center facility is contemplated, the indicated square footage rates will be applied pro rata. For example, if a small 9,000 square foot senior center will be expanded to 15,000 square feet, cost of the additional 6,000 square feet will be estimated at the same rates as new construction.

FACILITY RENOVATION

The founder and principal of San Diego-based Ruttkay Development Corporation 35 graciously offered perspective on renovation costs. This firm has overseen renovation of numerous San Diego facilities over many years, including a current contract to renovate Seaport Village.

Consistent with the caveats expressed in this section’s introduction, Mr. Ruttkay emphasized the substantial variability in renovation costs, including numerous factors such as demolition, age of the building, potential abatement, electrical and plumbing repairs, building and fire code upgrades, ADA compliance, and so forth. Accordingly, the following cost ranges are provided to gain an overall estimation of potential costs, while stressing the importance of obtaining a custom quote that considers the unique situation and characteristics of any given facility.

In order to ensure a consistent reference, the following definitions will be applied to the cost estimates for each community where a renovated senior center solution is proposed.

35 John Rutkkay, Rukkay Development Corporation, 2535 Kettner Blvd, San Diego, CA 92101 (619) 237-2767
**Level 1: Primarily cosmetic upgrades:** Examples include new interior and/or exterior paint, upgraded flooring, repair or upgraded replacement of selected fixtures, moderate landscaping, minor construction upgrades (e.g., front portico, patio cover, additional divider wall, etc.).

➤ **Level 1 cost estimate range**: $75 - $125/sf

**Level 2: Moderate renovation:** Includes cosmetic upgrades defined in Level 1, plus more extensive repair or replacement of fixtures, minor building/fire code upgrades, moderate structural improvements to provide appealing and contemporary environment.

➤ **Level 2 cost estimate range**: $125 - $175/sf

**Level 3: Major renovation with no abatement or major code/infrastructure upgrades:** Includes all renovations described in Levels 1 and 2, plus additional structural upgrades to improve program offerings, more extensive infrastructure repairs, new fixtures (lighting, bathroom), moderate code upgrades, enhanced environment appealing to older adults.

➤ **Level 3 cost estimate range**: $150 - $200/sf

**Level 4: Major renovation, extensive code upgrades, provision for abatement:** Typically, an older building – full gut, anticipated code upgrades, high potential for abatement costs, major structural changes, enhancement for modern inviting environment.

➤ **Level 4 cost estimate range**: $175 - $250/sf

The reader may observe that Level 3 and 4 renovation costs approach or equal that of new construction, yet the facility would already include basic infrastructure, such as a foundation and structural materials. Some of the primary cost drivers not present in new construction include demolition, infrastructure repairs that may require additional upgrades (electrical, plumbing), building code and ADA upgrades, and abatement.

Since actual costs of a complete renovation may equal that of new construction, senior center leadership will want to assess all options in determining the best solution for their unique situation. For example, removing the existing building and constructing a new facility still entails demolition costs. And constructing a new facility in a different location may require purchase of land.

For communities that are considering a new senior center or a major renovation, the authors recommend that senior center leadership and governance, and/or local stakeholders, form a steering committee and consider development of a formal business plan that analyzes the community’s unique demographics, needs and opportunities, existing local supports and services, capital and operational cost factors, and fundraising feasibility.

**SENIOR CENTER FURNISHINGS AND EQUIPMENT**

Furnishings and equipment for a new senior center include, but are not limited to, provision for the following potential locations: reception and lobby, office, classrooms, multi-purpose room with A/V equipment, dining room, computer lab, game room, entryway, outdoor gathering places (e.g., quad, patio), storage room, and emergency equipment.

Estimated costs for senior center furnishings and equipment follow:

➤ **Small Senior Center Model (10,000 sq ft)**: $75,000

➤ **Moderate Senior Center Model (17,000 sq ft)**: $125,000
Senior Center Optional Amenities – Aquatics, Fitness, Kitchen, Theater

It is essential for Senior Centers of the future to consider the needs and preferences of today’s older adults, both those who are accustomed to an active lifestyle with access to multiple amenities, as well as those with physical limitations who may benefit from customized exercise options supervised by qualified professionals. In this context, we believe it is important that consideration be given to amenities typically offered by YMCA facilities, including a fitness center and optional gymnasium, and an aquatics center. These amenities may be available at a larger multi-generational community center campus contiguous to a dedicated senior center, or a part of the senior center complex itself.

An essential amenity of modern senior centers is a fitness center. Staying active is a defining trait of the new generation of older adults. Physical fitness, along with actions and programs that account for mental, emotional, social, and intellectual well-being, are essential for older adults to maintain overall health. Good health not only is important for the individual, but it also provides a social benefit in terms of reduced medical expenditures and pressure upon the social medical payer system. A well-equipped fitness center represents an investment in older adults, one of many ways that our society can address health issues, namely, by doing what we can from a preventative standpoint. Biotech and pharma invest hundreds of billions into technology aids and drug interventions, after a condition comes into existence. The profit motive notwithstanding, can even a fraction of that investment be directed into a modality that addresses issues before rather than after the fact. In addition to biotech and pharma, health insurance companies, hospital systems, and the state and federal medical payer systems comprise a collective that should leave no stone unturned for finding solutions to lowering costs and improving population health. Fitness centers designed with older adults as the primary users have potential to be just that.

A challenge in making such a case is the diffusion of the proposed benefit to the healthcare system, without an explicit benefit to a specific entity, lack of motivation to change anything is an understandable reaction. That issue is difficult to overcome to be sure, but recognition of the enormous influence and power of preventive methods that have amassed tremendous gains in other areas of public health can serve as examples of what is possible through multi-disciplinary sectors working together.

Fitness and aquatics amenities, in addition to providing a valuable service to older adults, may also be made available for use by the public, attracting entire family groups to the campus and the older adults associated with those families. As such, these amenities can become valuable community assets.

The following sections provide a general overview of the potential factors and costs associated with these amenities. All dollar amounts presented in the following sections are generalized estimates provided for the reader’s overall perspective. Specific costs would be dependent upon custom quotes from qualified professional contractors.

AQUATICS CENTER WITH LOCKER/SHOWER ROOMS AND RESTROOMS – CONSTRUCTION

For most senior centers, a five-lane commercial pool similar to the design below would accommodate the exercise needs of a senior center’s older adult constituency. If the aquatics center will be made available to the public a larger pool may be necessary, depending on the size of the surrounding
community. An aquatics center of sufficient size open to the public can generate membership revenue to help offset the cost of pool service, repairs, and energy costs.


Construction costs for commercial pools vary widely, depending upon the type and quality of materials, including construction materials, plumbing, couplings, drainage, tile work, pumps, and other machinery, etc. Higher-grade construction materials and equipment are recommended for a commercial pool that welcomes the public. Quality of material and construction is especially important in communities that may experience high temperatures in summer.

Senior centers that desire to have an aquatics center would likely be well-served with a 3,500 square foot five-lane commercial pool, with ample decking, fencing, drainage, machinery and storage, for a total aquatics center footprint of 8,500 sq. ft. Additionally, it is recommended to consider including locker/shower rooms and restrooms comprising 1,500 sq. ft that can service both the aquatics center and an adjacent senior center. It is important to note that these facilities open to the public must be ADA compliant. The authors recognize Mission Pools for their help in estimating construction costs for an aquatics center.  

The following construction estimates are provided as ranges in order to accommodate potential designs, materials, fixtures, and equipment, in varying levels of quality. The estimates also include a “premium” to cover extra costs if the senior center is located in a remote location.

- **Pool (3,500 sf, five-lane, with decking, fencing, and drainage)** ........... $550,000 - $600,000
- **Deck cover (sails configuration)** .......................................................... $5,000 - $10,000
- **Locker/Shower Rooms and Restroom** ................................................. $250,000 - $400,000
  Total ........................................................................................................... $805,000 - $1,010,000

When averaged, construction costs for the contemplated aquatics center pool complex are estimated at $575,000, and centralized locker/shower rooms and restrooms at $325,000. In rounded numbers, the entire aquatics center and locker rooms/restrooms may be estimated at an average cost of $900,000.

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36 Mission Pools, 755 W Grand Ave, Escondido, CA 92025, (760) 743-2605 miker@missionpools.com
AQUATICS CENTER – FURNITURE AND EQUIPMENT

Mechanical equipment for the contemplated aquatics center is included in the construction cost estimates in the previous section.

Aquatics furnishings primarily comprise lounge chairs, other tables with chairs, umbrellas, and a lifeguard station, plus accessory furniture, and pool accoutrements. The cost of furnishings and equipment depend on the quantity and quality selected. The estimated cost range is:

➢ **Aquatics Center Furniture and Equipment** .......................................................... $35,000 - $70,000

Based on these ranges, a reasonable allowance for aquatics furniture and equipment can be estimated at **$50,000 to $60,000**, inclusive of an ADA-compliant pool lift to help physically challenged individuals in and out of the pool.

FITNESS CENTER/GYMNASIUM – CONSTRUCTION

A fitness center can include stationary exercise equipment, an open area for floor exercises, and a half-court or full-court gymnasium.

The professional gym and fitness center envisioned for a Senior Center campus includes the following components:

➢ A 3,500 sq. ft gym accommodating half-court basketball with options for pickle ball and volleyball that is inclusive of appropriate flooring and installation. This gym facility can also accommodate floor exercises such as aerobics and Zumba.

➢ A 2,500 sq. ft fitness center completely outfitted with exercise equipment that includes installation

Research from various sources indicate that construction costs for a 6,000 sq ft gymnasium and fitness center range from $150/sf to $200/sf, resulting in total estimated construction costs ranging from $900,000 to $1,200,000. For purposes of this cost analysis, we will estimate the total gymnasium construction cost at mid-range for a total of just over **$1,000,000**.

GYM / FITNESS CENTER – EQUIPMENT

The principals at Fitness Direct of San Diego\textsuperscript{37} went the “extra mile” in providing not only cost estimates for equipment and flooring for both the gymnasium and fitness center, but also a professional schematic, rendered below:

\textsuperscript{37} Fitness Direct, 8063 Balboa Ave., San Diego, CA 92111 (800) 771-2730 nickv@fitdir.com (619) 248-8008
The footprint of the combined gym/fitness center model above is 5,500 sq. ft., which is an appropriate model for initial cost estimates to provide as a template for consideration.

Fitness Direct provided support for an estimated cost of $200,000 that includes the fitness center equipment, flooring for both the gym and fitness center, and installation of all equipment and flooring. Actual costs would depend on the specific configuration, quantity and quality of equipment and flooring, and other optional enhancements.

They also had the foresight to suggest an optional juice bar depicted in the lower-right of the diagram above. While this option is not included in the 5,500 sq. ft, it is an ingenious suggestion. One of the goals in formulating revenue options for San Diego County senior centers is formation of “social enterprise” businesses within the senior center campus. This provides at least four potential benefits: (A) some social enterprises have the potential of attracting more seniors to the facility and its programs and services, such as an in-house salon, or in this case a juice bar, (B) certain social enterprise solutions may offer job training for seniors needing additional skills and income, such as a catering business utilizing a senior center’s commercial kitchen, (C) a portion of the social enterprise net income may accrue to the benefit of the senior center’s revenue, and (D) some social enterprises may pay a salary or stipend to the seniors involved in the business.

In this case, a juice bar, potentially run by volunteers, could provide some income to the senior center, offer a refreshing break to members utilizing the fitness center, and provide a healthy alternative for senior center patrons as well as nearby neighbors. The cost of this option was not determined during preparation of this report.

We recommend that the eventual project developers contact Fitness Direct for a more precise design and quote. Fitness Direct contact info is in the footnote on the previous page.

**COMMERCIAL KITCHEN**

An in-house commercial kitchen is presented in this report as an option for all three senior center models, ranging from 750 to 1,500 square feet. The inclusion of a commercial kitchen provides both programmatic and income opportunities.

Advantages of a commercial kitchen may include:

- **Cost control:** Senior centers purchasing food from outside vendors (e.g., restaurants or caterers) may be able to achieve cost savings with an in-house commercial kitchen run primarily by part-time cooks and/or volunteers.
Currents nutrition menus and flexible service times: An in-house commercial kitchen can facilitate custom meals for seniors with specific dietary restrictions and offer additional food service at times not convenient to outside vendors.

Rental Income: A fully equipped kitchen can enhance opportunities of renting the senior center’s facilities for birthdays, bar mitzvah’s, fundraising events, and business meetings, by offering limited and supervised usage of the commercial kitchen to renters.

Job Training: A commercial kitchen can offer on-the-job training for seniors needing additional income by training them in food handling/preparation and service. Federal funding may be available to fund such job training for low-income seniors.

In-house “social enterprise” business: A commercial kitchen may provide an opportunity for additional income to the senior center by launching a catering business operated out of the commercial kitchen. This strategy provides shared income opportunities from net revenue for both the seniors working there and the senior center itself.

Given the potential multiple benefits of a commercial kitchen, this report contemplates that where the recommended solution for a community includes construction, expansion, or renovation of a senior center, the eventual community-specific business plan will include space for a commercial kitchen. Accordingly, the cost factors presented below apply to standard kitchen fixtures and equipment, a small wares package, and kitchen design.

We express thanks to F.S.E. Kitchen Facilities Design of San Diego for offering an estimation of equipment pricing for a 750 sq. ft commercial kitchen. Senior center leaders planning to design and implement an in-house commercial kitchen may wish to contact F.S.E. for more precise kitchen design and equipment cost estimates once the project configuration is finalized. F.S.E. contact information is in the footnote below.

The cost of outfitting a senior center’s in-house commercial kitchen with new appliances, equipment, and accoutrements is estimated as follows:

- Small Senior Center (750 sq ft kitchen) ................................................................. $80,000
- Moderate Senior Center (1,000 sq ft kitchen) ...................................................... $105,000
- Large Senior Center (1,500 sq ft kitchen) ............................................................ $160,000

For optional high-end kitchen equipment add 20%-25%

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38 F.S.E. San Diego, 3039 Hoover Ave., National City, CA 91950 (619)696-1699 marlene@fsesd.com
IN-HOUSE THEATER

The small- and moderate-sized senior center models proposed in this report include an optional in-house theater, providing a comfortable environment with audio/visual capabilities, and offering a number of potential benefits to serving older adults, including but not limited to the following:

- Educational seminars and video presentations
- Health workshops *
- Entertainment (e.g., movie night, comedy night)
- Virtual travel **
- Rental income ***

* With the burgeoning population of older adults, health seminars and workshops will be increasingly important. An in-house theater outfitted with quality audio/video equipment will facilitate both in-house presentations and remote communications and presentations by health experts who otherwise may not be able to be present physically.

** For many seniors, travel is no longer an option. Through the amenity of an in-house theater, seniors can be transported to any location in the world through travelogue video. Enhancements within this marketplace not only provide viewers virtual travel to countries, but to specific sites such as the world’s great museums and natural wonders. This program can be implemented through the internal staffing of an activity coordinator or through a volunteer program.

*** An in-house theater can be made available as a rental option to businesses wanting a small yet comfortable venue for conferences, seminars, and corporate events.

The following options include estimated costs for theater-style seating, A/V screen/equipment, instructor podium, table, and chair, a quality high-end commercial AV projector, and A/V infrastructure, plus contingency funding:

- **Moderate Senior Center (1,500 sf theater, 35 theater seats)** ........................................ $50,000
- **Large Senior Center (3,000 sf theater, 70 theater seats)** ............................................. $75,000

Revenue and Expense Budget Models

The operational and programmatic budgets of a senior center vary considerably, depending on the size of the center, the number of senior patrons, the type and number of programs and services offered, the local climate (consider utility costs in Point Loma vs. Borrego Springs), the level of program revenue that can be generated, primary funding sources (e.g., government funding, philanthropic support), supplementary revenues, staffing, volunteer support, and the type and level of general operating costs.

The authors note that a detailed business plan customized for each senior center is necessary to estimate a comprehensive budget that considers the unique environment of that center, its revenue-producing options, and specific cost factors. Components to consider in a budget estimate for each locale include, but are not limited to:

- Programmatic revenue opportunities
- Philanthropic support from individuals and fundraising events
- Membership revenue (e.g., annual admission to aquatics or fitness center)
- Potential for other income, such as venue rentals and social enterprises (e.g., thrift shop)
- Support from the local municipality
- Support and costs of federal programs (e.g., nutrition program and subsidy)
- Number of FTE staff members – salaries and benefits
- Outsourced consultants and services (e.g., payroll)
- Volunteer support expenses
- Facility repair, maintenance, and operational costs (including utilities)
- Equipment upkeep and replacement
- Cost of outsourced programs (e.g., instructor fees)
- Food service costs and permits
- Other operational costs (insurance, supplies, printing, mailing, technology, etc.)

As previously indicated in this report, a long-term strategy to raise funding for a permanent operating endowment will eventually result in a steady stream of passive income for operational costs.
OVERVIEW OF REGIONAL CAPITAL BUDGET

As outlined in the preceding section, extensive work was done to provide a framework for estimated costs of construction, renovation, and equipment recommended in this regional Master Plan.

Since a stated goal of this effort is to ensure that each senior center provides an environment of excellence to serve the senior of today and tomorrow, each recommended new senior center includes new equipment and furnishings, a commercial kitchen, a fitness center, and an aquatics center. Large and moderate-sized senior centers also include an in-house theater. Underscoring that the costs presented in this report are general estimates, and that actual costs will be heavily dependent on numerous variables, the following summary of estimated costs is provided for each community.

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<td>Vista - Existing Site</td>
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* New Construction includes a Commercial Kitchen for all models, and an In-House Theater for moderate and large facilities
APPENDIX #1 – ANALYSIS BY LOCATION

ALPINE

Introduction:
The Alpine area includes the town of Alpine and the region to the east of Harbison Crest.
The County of San Diego’s 2016 demographic profile estimated the total Alpine area population at 16,163, with 2,942 seniors 65+ (18.2% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of Alpine is projected to increase by 5,692, or 35%
- During that same 30-year time period:
  - Seniors 60+ will comprise 52% of Alpine population growth
  - The population of seniors 75+ is forecast to increase by 156%

Poverty Statistics:
- Over 20% of Alpine residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 4% are living below 100% of the federal poverty level
  - Almost one in five are living below 200% of the federal poverty level
  - One in five Alpine seniors 65+ are still working

Cultural Observations:
- Currently 16% of Alpine residents are Hispanic; SANDAG forecasts that Hispanics will comprise over 25% of Alpine population by the year 2050
  - A local senior center must consider ethnically appealing programs and environment

Potential Senior Orphans:
- Approximately 23% of Alpine seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
- Over 17% of Alpine seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,790.
- The average cost of living for seniors 65+ in Alpine is:
  - $2,929 per month for single adults
$3,683 per month for couples
- The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**
According to census tract information, the density of Alpine seniors 60+ ranges from 46 to 399 per square mile, averaging about 200 per sq. mile.

- The **Alpine Community Center** is located at census tract 202.05, with a seniors 60+ density of 399 per square mile.

**Community Infrastructure Supporting Older Adults**

*Affordable Senior Housing*
- None

*Assisted Living*
- Alpine Vie Lodge – capacity 38
- Kasitz Kastle – capacity 12

*Transportation*
- MTS bus routes through Alpine run along Alpine Blvd and Tavern Road.

*Caregiving*
None

**Nutrition Assistance**
- Alpine Community Center, 1830 Alpine Blvd., Alpine, CA 91901
- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
  - (619) 447-8782 eastcounty@meals-on-wheels.org
- Home delivered meal service provided by Serving Seniors (619-337-1425)
- San Diego Food Bank neighborhood distribution locations in East County:
  - Journey Community Church, 8363 Center Dr., Ste. 6C, La Mesa, CA 91942
  - El Cajon Seventh-Day Adventist Church, 1630 E. Madison Ave., El Cajon, CA 92019
  - Faith Chapel, 9400 Campo Rd., Spring Valley, CA 91977
- Feeding San Diego food distributions sites
  - Mobile Pantry Alpine, First Baptist Church, 1912 Arnold Way, Alpine, CA 91901

**Entities/Programs unique to this community**
- County Library, Alpine Branch: 1752 Alpine Blvd, Alpine, CA 91901
- Alpine View Lodge, Adult Day Care http://www.alpineviewlodge.com/

The Alpine Community Center:
The Alpine Community Center is located at 1830 Alpine Boulevard, Alpine, CA.

**Observations on Existing Conditions:**
- **Facility**
  - Multi-purpose community center built in 1999. The 8,000 square foot facility is part of a civic complex that includes the library, playground, and park.
  - The building consists of a 5,000 square foot large meeting room with 3 smaller meeting rooms and a conference room.
- **FF&E**
  - Typical features of a park and recreation community building that includes a certified kitchen
- **Staffing**
  - A director manages the community center. Senior programming is supported by volunteers.
Options for Capital Expenditures:

- **Refurbishment**
  - The building is 20 years old. Aside from regular maintenance and minor upkeep, the center is in good shape.

- **New Construction**
  - Executive staff of SDSCF has been approached by Alpine community leaders to begin discussions on the completion of a dedicated senior center.

- **Furnishings and Equipment**
  - The building does not have a fitness room nor computer lab.

Other Observations:

- According to SANDAG population forecast, the Alpine area will have 7,600 residents over the age of 60 by 2050. The current population of the same age cohort in the community is 4,700.

Recommended Model:

The level of supporting infrastructure for older adults in Alpine, in relation to other towns and communities in San Diego County, is below average. There is no affordable housing, poor public transportation, and minimal medical and caregiving services. However, this is to be expected of a small community located in the far eastern area of the County, and the older adult residents may be quite willing to sacrifice such a paucity of infrastructure for living in a bucolic, rural setting. Access to a larger scope of services is available in the city of El Cajon, 10 miles to the west of Alpine.

The services available to older adults at the current center, The Alpine Community Center, is minimal and part of the broader menu of services that is provided to the entire community. The Center is part of a larger complex that provides other public usage.

Upgrades and refurbishment to enhance senior services at the community center is a possibility. The building lacks a fitness center and a modern, well-equipped computer lab; both are amenities that can strengthen the supports to Alpine older adults.

Yet, the growth forecast of the Alpine area suggests an addition of 3000 people age 60 and over by 2050. Given that the community is under resourced and senior services represent only a small fraction of programs delivered at the community center, it is the suggestion that a new, small senior center be considered by the community leadership.

Original construction of a dedicated senior center with an approximate square footage of 6000 – 9,000 square feet that includes multi-purpose room with up to date audio visuals, classrooms, computer lab, arts program, exercise room, fitness center, and outdoor recreation or garden area will create the cultural and community hub for older adults in Alpine and nearby communities.
**San Diego Regional Seniors Center Master Business Plan**

**SUMMER 2022**

**Estimated Capital and/or Refurbishments Costs:**

The proposed solution for Alpine is construction of a new small dedicated senior center, with new furnishings and equipment. The “small” senior center model presented in this Master Plan contemplates a 9,000 square foot facility inclusive of a 750 square foot commercial kitchen.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (9,000 sf at $215/sf)** ................................................................. $1,935,000
- **Provision for Senior Center FF&E** .................................................................................. 75,000
- **Provision for Small Commercial Kitchen Equipment** .................................................... 80,000
  
  **Sub-Total – Senior Center** ............................................................................................ $2,090,000

- **Gym/Fitness Center – Construction and Equipment** ....................................................... 1,200,000
- **Aquatics Center – Construction and FF&E** ..................................................................... 630,000
- **Locker/Shower Rooms and Restrooms** .......................................................................... 320,000
  
  **Sub-Total – Gym/Fitness and Aquatics Amenities** ......................................................... $2,150,000

  **Total Estimated Budget** ............................................................................................... $4,240,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $4.2M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
BORREGO SPRINGS

Introduction:

Borrego Springs is a town located in the Anza-Borrego region east of San Diego. The County of San Diego’s 2016 demographic profile estimated the total Borrego Springs population at 3,219, with 1,063 seniors 65+ (33% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Borrego Springs is projected to increase by 2,136, or 41%
- During that same 30-year time period:
  - Seniors 60+ will comprise 39% of the Borrego Springs population growth
  - The population of seniors 75+ is forecast to double

Poverty Statistics:

- Over half of Borrego Springs residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 5% are living below 100% of the federal poverty level
  - Over one-third are living below 200% of the federal poverty level
  - One in four Borrego Springs seniors 65+ are still working

Cultural Observations:

- Currently over two-thirds of Borrego Springs residents are Hispanic; SANDAG forecasts that Hispanics will comprise over two-thirds of the Borrego Springs population by the year 2050
  - A local senior center must consider ethnically appealing programs and environment

Potential Senior Orphans:

- Over two-thirds of Borrego Springs seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- Over 15% of Borrego Springs seniors 65+ rent a house or apartment, at a median monthly rental rate of $741.
- The average cost of living for seniors 65+ in Borrego Springs is:
  - $1,844 per month for single adults
  - $2,596 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:
According to census tract information, the density of Borrego Springs seniors 60+ averages less than 3 per square mile.

- The **Borrego Springs Senior Center** is located at census tract 210, with a seniors 60+ density of 1 per square mile.

### Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- None

**Assisted Living**
- Mountain View Cottages, 2707 Country Club Rd, Borrego Springs, CA 92004

**Transportation**
- Borrego does not have any public transportation
- The Borrego Senior Center offers a subsidized volunteer transportation program

**Caregiving**
- None Found

**Nutrition Assistance**
- Borrego Senior Center, 80 Circle J Drive, Borrego Springs, CA 92004 (760) 767-3116
- Feeding San Diego food distributions sites
  - Mobile Pantry Borrego Springs, 611 Church Ln, Borrego Springs, CA 92004

**Entities/Programs unique to this community**
The Borrego Springs Senior Center:
The Borrego Springs Senior Center is located at 580 Circle J Drive, Borrego Springs, CA. The BSSC shares a parcel of land with a pre-school and a little league baseball field. The building is of modular design and consists of one multipurpose room. There is no dedicated parking lot; an area just to the north and west is open space that provides 5-6 makeshift parking spaces. Parking is available along the street. A ramp has been constructed to accommodate individuals with ambulatory impairment as the building is elevated.

Observations on Existing Conditions:

🔗 Facility
- The building is a prefabricated modular rectangular structure. It is a 2,400 square foot one-room facility that has been in operation since 1991. There is no outdoor space available for recreational activities.

🔗 FF&E
- The BSSC received 2 computers and a printer through a donation to provide tech capacity for their participants. A piano is adjacent to the computer area. A large exercise bike has recently been donated, but there is no space at this time for utilization. A mounted TV is used for movie days and special events.
- A large, commercial refrigerator is located within the main room and tables and chairs for 40 seniors for meals, card games and social events accounts for most of the center space. A small office for staff comprises the remaining space of the building. The building recently received an upgrade with the installation of 3 air-conditioning units.

🔗 Staffing
- The BSSC conducts operations with 2 part time staff and 15 volunteers who provide internal and external support.

Options for Capital Expenditures:

🔗 Refurbishment
- The senior center occupies a small parcel of land that limits the possibility of expansion. The modular building severely restricts the option or need to refurbish the existing physical plant. While Borrego Springs is a small town, the center is located several blocks to the north and west of the city center; the setting may deter or present barriers for older adults to access. For these reasons, refurbishment of the current senior center is not recommended.
New Construction

- The San Diego Seniors Community Foundation was retained to conduct a needs assessment and provided a report to the Borrego Valley Endowment Fund (BVEF). The report suggested that the area take advantage of a proposed land development in the city center adjacent to the new library. This proposal included affordable housing for seniors that could make the construction of a new senior center feasible.
- BVEF approved a second report that laid out a business plan for the senior center that included multiple additional amenities including a fitness room/gymnasium and aquatics complex. The plan is under deliberation at this time.

Furnishings and Equipment

- The construction of a new senior center would not include any existing equipment or furnishings of the current senior center.

Recommended Model:

SDSCF has produced a business plan outlining the steps and options for a new senior center in Borrego Springs.

Estimated Capital and/or Refurbishments Costs:

The Borrego Springs detailed business plan (a separate document commissioned by the Borrego Valley Endowment Fund and the Borrego Springs Senior Center) contemplates construction of a new 9,000 square foot dedicated senior center inclusive of a 750 square foot commercial kitchen and in-house theater, with new furnishings and equipment. The Borrego Springs business plan also contemplates the addition of a gym and fitness center and an aquatics center with adjacent locker/shower rooms and restrooms.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (9,000 sf)** .......................................................... $1,750,000
- **Provision for Senior Center FF&E** ................................................................. 70,000
- **Provision for Theater Equipment** ................................................................. 50,000
- **Provision for Commercial Kitchen Equipment** ......................................... 80,000
  - **Sub-Total – Senior Center** ........................................................................ 1,950,000
- **Gym/Fitness Center – Construction and Equipment** .................................. 1,200,000
- **Aquatics Center – Construction and FF&E** .................................................. 630,000
- **Locker/Shower Rooms and Restrooms** ....................................................... 320,000
  - **Sub-Total – Gym/Fitness and Aquatics Amenities** ..................................... 2,150,000
  - **Total Estimated Budget** ............................................................................ 4,100,000

Local stakeholders have indicated that land for this project will be donated.
It is also noteworthy that consideration is underway to determine the feasibility of a new affordable housing project for low-income seniors in Borrego Springs that would include a new senior center in the same building complex. This concept would utilize low-income housing tax credits plus loan funding from the County of San Diego, resulting in a considerable reduction in the cost of a new senior center. While the details of this potential arrangement are not within the scope of this senior center regional Master Plan, those communities that consider construction of a new senior center facility may wish to check into the option of accessing tax credits and county loan funding for a campus that includes both a senior center and an increase in affordable housing inventory that is so badly needed for low income seniors in our region.
CARLSBAD

Introduction:
Carlsbad is a North County city encompassing roughly 39.11 square miles. The County of San Diego’s 2016 demographic profile estimated the total Carlsbad population at 112,008, with 17,523 seniors 65+ (15.6% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of Carlsbad is projected to increase by 6,068, or 5%
- During that same 30-year time period:
  - While the overall Carlsbad population will increase by 6,068, the population of seniors 60+ will increase by 8,615, representing 142% of the total population growth
  - The population of seniors 75+ is forecast to more than double (103%)
  - However, a portion of the population that comprises a critical caregiving cohort to seniors (ages 20-40) is forecast to decrease over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:
- 16.4% of Carlsbad residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 5% are living below 100% of the federal poverty level
  - Almost one in seven are living below 200% of the federal poverty level
  - Almost one in six Carlsbad seniors 65+ are still working

Cultural Observations:
- Currently almost 15% of Carlsbad residents are Hispanic; SANDAG forecasts that Hispanics will comprise 18% of the Carlsbad population by the year 2050
  - A local senior center needs to include culturally appropriate programming and develop an environment that embraces the diversity of cultures in their communities

Potential Senior Orphans:
- Approximately 23% of Carlsbad seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
➢ 17.9% of Carlsbad seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,830.
➢ The average cost of living for seniors 65+ in Carlsbad is:
  o $3,034 per month for single adults
  o $3,787 per month for couples
  o The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

According to census tract information, the density of Carlsbad seniors 60+ ranges from about 300 up to 1,695 per square mile, averaging about 900 per sq. mile.

➢ The *Carlsbad Senior Center* is located at census tract 180, with a seniors 60+ density of 1,695 per square mile.
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- Carlsbad Sunset Seniors 1003 Chinquapin 92008, 36 units, waitlist 2-3 years
- Jefferson House I, 3090 Jefferson Street 92008, 48 units, waitlist N/A
- Jefferson House II, 2848 Jefferson Street 92008, 57 units, waitlist N/A
- Tavarua Senior Apartments 3568 Harding 92008, 50 units, waitlist closed
- Tyler Court Apartments 3363 Tyler Street 92008, 75 units, waitlist 2-3 years
- Portola Senior Apartments 2600 Gage Drive 92020, 101 units, waitlist open

**Assisted Living**
- 26 facilities with a capacity for 2203 residents

**Transportation**
NCTD bus routes: Routes 101, 444, 445, 309, 315, 323, 325 (7)
NCTD Sprinter: None
Carlsbad Senior Center Nutrition Transportation Program
City of Carlsbad Senior Transportation Program

Caregiving
- A Hand to Hold 300 Carlsbad Village Drive 92008
- Age Advantage 2910 Jefferson Street 92008
- Avenue Home Care 5115 Avenida Encinas 92008
- All Heart Home Care (Regional office in La Mesa 91942)
- Best of Care 6120 Paseo Del Norte 92011
- Heritage Senior Care 2755 Jefferson 92008
- Home Watch Caregivers 5731 Palmer Way 92010

Nutrition Assistance
- Carlsbad Senior Center Congregate and Home Delivered meals program
- San Diego Food Bank Senior Food program, Carlsbad Community Center 92008
- San Diego Food Bank Emergency Food Assistance Program 92008
- San Diego Food Bank Emergency Food Assistance Program 92011
- Feeding San Diego Food Distribution Program 92010

Entities/Programs unique to this community
- City of Carlsbad Senior Commission

THE CARLSBAD SENIOR CENTER – CURRENT SITE

The Carlsbad Senior Center is located at 799 Pine Street, Carlsbad, CA 92008. It is located near the town center of Carlsbad and shares a large public space with a park and an adjoining youth activity center. A large church is located across the street. The exterior of building is consistent with architectural styles of the area and is enhanced by its proximity to a vast green space. A large parking lot can accommodate over 100 vehicles. There is limited public transportation; the nearest bus stop is on a main artery approximately 4 blocks from the CBC.

Observations on Existing Conditions:
- **Facility**
  - The CBC is a large facility with multiple rooms that can accommodate large-scale programmatic offerings. The building is 30 years old and maintains pleasing aesthetics with plenty of natural light. A moderate-sized outdoor space is at the center of the building design. The location is complemented with its proximity to a large public park.
with plenty of green space, athletic fields, and other amenities. A stand-out feature is the large community garden at the southern end of the complex. The 50-bed garden provides seniors with access to expert instruction and space to develop a green thumb.

- **FF&E**
  - CBC maintains a sizeable equipment inventory that includes a large computer room, game rooms, pool tables, ping pong, art studio with supplies including a kiln for ceramics, audio/visual equipment, fitness room and a commercial kitchen.
  - The most recent upgrade was the modernizing of the fitness room that included equipment that allows for interactive experience.

- **Staffing**
  - CBC is operated with 2 full-time employees and 15 part-time employees. Seniors are provided with opportunity to volunteer throughout the Center.

**Options for Capital Expenditures:**

- **Refurbishment**
  - The building was constructed in 1989 so there are opportunities for upgrade. The exterior of the building has satisfactory curb appeal and the surrounding green space make for a pleasant setting. There is opportunity for enhancement of the outdoor space of the CBC with patio furniture and outdoor accessories.
  - Upon completion of the upgrades to the fitness room, the next target for CBC upgrades was for common interior areas for flooring and windows.

- **New Construction**
  - The building is 30 years old but has satisfactory appeal. Given the location and surrounding space, the current center is in an ideal location. Continued upgrades and refurbishment where necessary would make a strategy of new construction unnecessary at this time.

- **Furnishings and Equipment**
  - The CBC maintains an above-average level of equipment. The furnishings are becoming outdated and is a primary focus for building enhancement.

**Other Observations:**

- **Additional Senior Center to serve Carlsbad**
Between 2020 and 2050, Carlsbad is projected to see an increase of over 9,000 people over the age of 75 and an estimated population of 39,000 of residents 60 and over. There are regions of the city, particularly in the southeastern area, that may contain barriers for older adults to participate at the current location. With such estimated growth, a second senior center is a possible option.

**Recommended Model:**

The current senior center in Carlsbad is well-supported by the community and its elected officials. The building is over 30 years old, but it is aging well, and consistent upgrades keep the structure viable and modern. An updated and expanded fitness room and improvements to the fixtures and furnishings of the center keep the physical plant both utile and appealing. The city’s older adults reside in a community with a good level of supports and services and a decent infrastructure.

**Estimated Capital and/or Refurbishments Costs – Existing Site:**

Per the narrative above, no action or accompanying budget for the existing Carlsbad Senior Center site is suggested at this time.

**CARLSBAD SOUTHEAST– PROPOSED NEW SITE**

The growth in Carlsbad’s older adult population is a primary driver in suggesting an additional site be developed to serve this expanding demographic. A community that will have nearly 40,000 residents over the age of 60 by 2050 will outgrow its current location and benefit from a new site in an underserved area of the city. The city can look to the neighboring community of Oceanside who recently opened a 2nd senior center to serve its growing population.

A moderate size 17,000- 22,000 square foot facility that is highlighted by a fitness center and computer lab located in the southern and eastern part of Carlsbad is a suggested option for civic leaders to consider.

**Estimated Capital and/or Refurbishments Costs – Second Site:**

The proposed solution for a second senior center site in Carlsbad contemplates construction of a new moderate-sized dedicated senior center, with new furnishings and equipment as a second site in Carlsbad. The “moderate” senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.
Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (20,000 sf at $215/sf)** ................................................................. $4,300,000
- **Provision for Senior Center FF&E** ....................................................................................... 125,000
- **Provision for Moderate-Sized Commercial Kitchen Equipment** ................................. 105,000
- **Provision for In-House Theater Equipment** ................................................................. 50,000
  
  **Sub-Total – Senior Center** .................................................................................................. $4,580,000

- **Gym/Fitness Center – Construction and Equipment** ......................................................... 1,200,000
- **Aquatics Center – Construction and FF&E** ....................................................................... 630,000
- **Locker/Shower Rooms and Restrooms** ............................................................................ 320,000
  
  **Sub-Total – Gym/Fitness and Aquatics Amenities** ....................................................... $2,150,000

  **Total Estimated Budget** .................................................................................................... $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
CHULA VISTA

Introduction:

Given the extensive population and geographical footprint of Chula Vista, the municipality has been split into two sub-regional areas by the County and SANDAG. This section pertains to the City of Chula Vista which includes the main city and western region. The area of Sweetwater in the eastern region that includes Otay Ranch, East Lake, Rancho Del Rey, and Bonita is technically a part of Chula Vista, but will be presented in a separate section of this report.

The County of San Diego’s 2016 demographic profile estimated the total Chula Vista population at 117,463, with 16,095 seniors 65+ (13.7% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Chula Vista is projected to increase by 23,711, or 20%
- During that same 30-year time period:
  - Seniors 60+ will comprise 76% of the Chula Vista population growth
  - The population of seniors 75+ is forecast to increase by 146%
  - However, a portion of the population that provides caregiving services to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population.

Poverty Statistics:

- Almost half of Chula Vista residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 14% are living below 100% of the federal poverty level
  - Over 40% are living below 200% of the federal poverty level
  - Almost one in seven Chula Vista seniors 65+ are still working

Cultural Observations:

- Currently three out of every four Chula Vista residents are Hispanic; SANDAG forecasts that Hispanics will comprise 80% of the Chula Vista population by the year 2050
  - A local senior center must consider ethnically appealing programs and environment

Potential Senior Orphans:

- Approximately 25% of Chula Vista seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
➢ Over one-third of Chula Vista seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,291.
➢ The average cost of living for seniors 65+ in Chula Vista is:
  o $2,202 per month for single adults
  o $2,956 per month for couples
  o The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

According to census tract information, the density of Chula Vista seniors 60+ ranges from 688 to 3,837 per square mile, averaging almost 2,000 per sq. mile.

➢ The **Chula Vista Senior Center** is located at census tract 123.02, with a seniors 60+ density of 2,573 per square mile.
**Community Infrastructure Supporting Older Adults**

**Affordable Senior Housing**

- Congregational Tower Apartments, 288 F street 91910, 186 units, waitlist closed
- Garden Villa Apartments, 1260 Third Avenue, 91911, 100 units, waitlist closed
- Seniors on Broadway, 845 Broadway 91911, 42 units, waitlist 4-5 years
- Silvercrest Chula Vista Apartments, 636 Third Avenue, 91910, 74 units, waitlist 5-6 years
- Town Center Manor, 434 F street 91910, 121 units, waitlist 2-3 years
- Villa Serena Senior Apartments, 1231 Medical Center Drive 91911, 132 units, waitlist N/A

**Assisted Living**
- 23 facilities with bed capacity of 8811

**Transportation**
- MTS bus routes interior of city: Routes 701, 704, 705, 707, 709, 712, 225, 929, 932 (9)
- MTS Trolley: Blue line with stops within city
- Renewing Life transportation services for Chula Vista older adults
- A Better Solution Transportation Services (private pay)
- A Caring Heart Transportation services (private pay)

**Caregiving**
- A Caring Heart 371 E. Millan Street 91910
- Absolute Senior Home Care 3450 Bonita Road 91910
- In Good Hands Care 916 4th Avenue 91911
- Genki Home Care 1260 3rd Avenue 91911

**Nutrition Assistance**
- Meals on Wheels 270 F Street 91910
- Salvation Army Congregate Meals Program 648 3rd Avenue 91910
- San Diego Food Bank Senior Food Program 91910 and 91911
- San Diego Food Bank Emergency Food Assistance Program 91910 and 91911
- San Diego Food Bank Neighborhood Distribution Program 91910
- Feeding San Diego Food Distribution Program 91910 (5 sites) and 91911 (3 sites)

**Entities/Programs unique to this community**
- Glenner Family Town Square Adult Day Health Center 2765 Main Street 91911
- St. Paul’s PACE 630 L Street 91911
- South Bay YMCA 1201 Paseo Magda 91910
- City of Chula Vista Commission on Aging 91910
- Senior Volunteer Patrol 91910
The Chula Vista Senior Center:

The Chula Vista Norman Park Senior Center is located at 270 F Street, Chula Vista, CA 91910. The site is located near the older city center. Public transportation access is within 1 block from the building. There is no dedicated parking lot for visitors although there is ample street parking available. The physical plant is situated on 1.5 acres and was built in 1963. Exterior aesthetics are reflective of buildings from that era.

Observations on Existing Conditions:

- **Facility**
  - The building has dedicated classroom space for a variety of its education and social programming and a large multipurpose room to accommodate larger events. There is a second floor with additional office space and is currently in use by unaffiliated nonprofits. There is a commercial kitchen utilized for special nutritional programs and for use as an amenity for the building rental to the community. There have been lingering issues with the kitchen that has limited its availability, but a recent major renovation has restored the space to its full capacity. Despite the presence of the kitchen, there is no congregate meal program at the NPSC.

- **FF&E**
  - The NPSC includes a fitness center with an outdoor exercise space that has been recently added. The recent major renovation has included upgrades to the center’s furnishings and amenities.

- **Staffing**
  - The NPSC staff consists of 14 employees with over 40 seniors volunteering at the site. The NPSC has a Senior Club Board to provide older adults opportunity to participate in Center business.

Options for Capital Expenditures:

- **Refurbishment**
  - The NPSC has recently completed a major renovation. The $1 million project has upgraded common areas, classrooms, kitchen, and the multipurpose room.

- **New Construction**
With this investment, new construction of a senior center in this service area would not be a priority. There is a high-density area of older adults in the southern portion of the City that may face barriers in accessing the services of the NPSC. Despite a challenge of involving another community, a senior center in partnership with the community of San Ysidro is a possibility to address a regional need.

**Furnishings and Equipment**

The renovation project included new furnishings and furniture throughout the building. The fitness room is adequately served with current inventory although the equipment is older and will eventually need replacement. The space that constitutes the computer lab is small with very limited hardware.

**Other Observations:**

**Chula Vista Geography and Population Forecast**

As mentioned earlier in this section, the City of Chula Vista presents challenges given the expansion of the community over the last 30 years and the way data is categorized by local government. The NPSC, with the current renovation project delivering a significant positive upgrade to the facility, adequately serves the “traditional” area of Chula Vista.

The “newer” areas of Chula Vista; Eastlake and Otay Ranch, and the current support environment for those areas’ seniors will be addressed in a separate section of this report.

Whether reviewed as a region or as discrete locales, the City of Chula Vista currently has one senior center to serve its population. With a population forecast of 88,000 people over the age of 60 by 2050, movement is needed to begin to address this pending demographic reality that will result in increased demand for services and supports.

**Recommended Model:**

With such a level of investment into the existing structure, it will be several years before any additional refurbishment will likely be needed. Despite the age of the building, it appears that the leadership of Chula Vista is satisfied with this location to continue to service the town’s older adults for the next few decades.

Minor upgrades may be needed over the next decade. This scenario places the NPSC as a low priority on our refurbishment timeline.

**Estimated Capital and/or Refurbishments Costs:**

Per the narrative above, no action or accompanying budget is suggested for the Chula Vista Senior Center at this time.
CLAIREMONT, KEARNY MESA, LINDA VISTA

Introduction:
The Kearny Mesa sub-regional area includes the following communities.

- Clairemont
- Kearny Mesa
- Serra Mesa
- Linda Vista
- Bay Park

The County of San Diego’s 2016 demographic profile estimated total population at 164,467, with 22,023 seniors 65+ (13.4% of the population).

Demographic Observations:

*Estimated population growth from 2020-2050 (30-year time period):*

- The population is projected to increase by 40,630, or 24%
- During that same 30-year time period:
  - Seniors 60+ will comprise 46% of the population growth
  - The population of seniors 75+ is forecast to more than double (115%)

*Poverty Statistics:*

- Almost 30% of residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 10% are living below 100% of the federal poverty level
  - Over one in four are living below 200% of the federal poverty level
  - One in six seniors 65+ are still working

*Cultural Observations:*

- Currently one in four of residents are Hispanic; SANDAG forecasts that Hispanics will comprise over one-third of the population by the year 2050
  - A local senior center needs to embrace the diversity of the community they serve and develop culturally appropriate programming and services.

*Potential Senior Orphans:*

- Approximately 26% of seniors live alone
  - This raises the possibility of a significant number of senior orphans

*Cost of Living Factors:*
➢ About 20% of seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,670.
➢ The average cost of living for seniors 65+ is:
  - $2,526 per month for single adults
  - $3,279 per month for couples
  - The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

Census tract information indicates the density of seniors 60+ at:

➢ Clairemont: Ranges from 1,071 to 2,444 per square mile, averaging about 1,500 per sq. mile.
➢ Kearny Mesa is a single census tract with a senior density of 217 per square mile.
➢ Serra Mesa: Ranges from 826 to 1,426 per square mile, averaging about 1,000 per sq. mile.
➢ Linda Vista: Ranges from 408 to 2,209 per square mile, averaging about 1,500 per sq. mile.
➢ Bay Park: Ranges from 1,325 to 1,980 per square mile, averaging about 1,600 per sq. mile.

There is one community center and one senior center currently in the area:

➢ The **Bayside Community Center** is located in Linda Vista at census tract 90, with a seniors 60+ density of 1,015 per square mile.
➢ The **Cathy Hopper Clairemont Friendship Center** is located in North Clairemont at census tract 85.04, with a seniors 60+ density of 1,161 per square mile.
  - **NOTE:** Cathy Hopper Center was closed in July 2021
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- La Casa Balboa 6106 Beadnell Way 92117, 88 units, Seniors 55 and over, waitlist N/A
- The Orchard Apartments 4040 Hancock Street, 92110, 563 units, Seniors 55 and over, waitlist closed
- Sorrento Tower 2875 Cowley Way 92110, 184 units, Seniors 62+, waitlist closed
- Village North Senior Garden Apartments 7720 Belden Street 92111, 120 units, Seniors 55 and over, waitlist N/A
- Belden Village Apartments 7705 Belden Street 92111, 240 units, Seniors 55 and over, waitlist 1-2 years

**Assisted Living**
- 3 facilities with a capacity of 179 in 92110
- 6 facilities with a capacity of 36 in 92111
- 11 facilities with a capacity of 413 in 92117
- 8 facilities with a capacity of 45 in 92123

**Transportation**
- MTS Bus Routes: 50, 105, 44, 120, 20, 60, 27, 25, 928, 41 (10)
- MTS Trolley: Multiple stops for Green Line at far southern end of SRA

**Caregiving**
- 1st Meridian Homecare 4545 Murphy Canyon Road 92123
- 1CallforCare 8305 Vickers Street 92111
- Always Best Senior Home Care 3665 Ruffin Road 92123
- All Valley Home Care 3665 Ruffin Road 92123
- Home Instead Senior Care 8775 Aero Drive 92123
- Nurse Next Door Home Care Services 8328 Clairemont Mesa Boulevard 92111
- Right at Home Senior Care Services 8369 Vickers Street 92111

**Nutrition Assistance**
- Salvation Army Congregate Meals program 92117
- Jewish Family Services Home Delivered Meals program 92110, 92111, 92117, 92123
- San Diego Food Bank Emergency Food Assistance Program 92123 (2 sites), 92117, 92110
- San Diego Food Bank Neighborhood Distribution program 92111
- San Diego Food Bank Senior Food Distribution program 92110, 92117, 92111
- Feeding San Diego Food Distribution program 92117, 92111 (2 sites), 92123 (2 sites)

**Entities/Programs unique to this community**
- Mission Valley YMCA 5505 Friars Road 92110
- Toby Wells YMCA 5105 Overland Way 92123
- Alzheimer’s San Diego 6632 Convoy Ct. 92111
- Bayside Community Center 2202 Comstock St. 92111

**CLAIREMONT/KEARNY MESA – CURRENT SITE**

The **Cathy Hopper Friendship Center** is located at 4425 Bannock Avenue, San Diego, CA, in the North Clairemont area.

**Author’s Note:** The Cathy Hopper Friendship Center in Clairemont closed as of July of 2021. The following information on the previous facility is still included in the report to serve as a reference for a possible future senior center in Clairemont.

**Observations on Existing Conditions:**
- Facility
The operator of the senior center is Lutheran Social Services of Southern California (LSSSC), a 501c3 organization with a 70-year history of providing services to the San Diego region. The organization became the administrator of the CHCFC in 2017 in response to a City of San Diego Request for Proposal seeking an entity to reopen the property for senior services after the closure of the previous center in 2015. The city is the owner of the building and leases the location to LSSSC. The building is available for rental space to the community and is home to evening meetings of various associations in the Clairemont community.

The CHCFC is located within the North Clairemont Community Park. The building was constructed in 1988 and is adjacent to the community recreation center. There is sufficient parking available to older adults who utilize the CHCFC, but public transportation provides a challenge as the nearest MTS bus stop is approximately 3 blocks from the park grounds.

Building consists of a moderate-sized community meeting room with several smaller classrooms.

- **FF&E**
  - The center has a small inventory of equipment with an outdated aesthetic and furnishings.

- **Staffing**
  - One full-time employee and 2 part-time employees who are responsible for operations are employees of LSSSC

**Options for Capital Expenditures:**

- **Refurbishment**
  - The building is lacking in physical appeal and needs significant upgrades to lighting, floor planning and fixtures. However, as a city-owned building, the barriers to conducting a renovation project would be numerous.

- **New Construction**
  - Given the condition of the building and a public transportation system that does not adequately serve the location, construction of a new center for this region should be a priority.

- **Furnishings and Equipment**
If new construction were undertaken, there is nothing in the current building that would be transferable to new location.

Other Observations:
- According to SANDAG population forecast, the Clairemont Mesa and Kearny Mesa area will have 30,000 residents over the age of 60 by 2050. The current population of the same age cohort in the plan area is 21,300.

Recommended Model:
The SANDAG population forecast for the areas of Clairemont, Kearny Mesa and Linda Vista (combined) suggest a population of over 40,000 people age 60 and over in these communities by 2050. There is a good infrastructure of supports and services within the community. The Bayside Community Center offers some senior programming as part of a large-scale community organization, but the older adult population represents only a portion of those served.

The Cathy Hopper Clairemont Friendship Center was closed as of July 2021. It was the only center exclusively serving the older adult population in the area. The building is owned by the City of San Diego and the organization managing the facility was the Lutheran Social Services of Southern California, who had been granted special use permit to operate.

The building is obsolete with an institutional feel and, as mentioned, any attempts to refurbish the building will face significant regulatory requirements that will make the process difficult.

Given the substantial growth projected for the area and the presence of one center that does not exclusively focus on seniors and another that does but is in a dated and bland physical plant, it is suggested that new construction of a moderate-sized senior center 17,000-22,000 square feet be developed on a new site to better serve the current and future older adults of this region.

Estimated Capital and/or Refurbishments Costs:
The proposed solution for the Clairemont/Kearny Mesa area is construction of a new moderate-sized dedicated senior center, with new furnishings and equipment. The “moderate” senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:
- **Senior Center Construction (20,000 sf at $215/sf)** ................................................................. $4,300,000
- **Provision for Senior Center FF&E** ......................................................................................... 125,000
- **Provision for Moderate-Sized Commercial Kitchen Equipment** ............................. $105,000
- **Provision for In-House Theater Equipment** ........................................................... $50,000
  - **Sub-Total – Senior Center** .................................................................................. $4,580,000
- **Gym/Fitness Center – Construction and Equipment** ................................................ $1,200,000
- **Aquatics Center – Construction and FF&E** .............................................................. $630,000
- **Locker/Shower Rooms and Restrooms** ................................................................. $320,000
  - **Sub-Total – Gym/Fitness and Aquatics Amenities** .............................................. $2,150,000
  - **Total Estimated Budget** ...................................................................................... $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

**LINDA VISTA – CURRENT SITE**

The **Bayside Community Center** is located at 6882 Linda Vista Road, San Diego, CA.

**Observations on Existing Conditions:**

- **Facility**
  - SDSCF has not conducted a site visit with this multi-purpose center

**Other Observations:**

- According to SANDAG population forecast, the Linda Vista area will have approximately 11,000 adults over the age of 60 by 2050. The current population of the same age cohort is 6,100.

**Recommended Model:**

Bayside Community Center serves the entire community of Linda Vista, senior programs and services are just a part of what they do to accomplish their mission. As a comprehensive social service agency, this center does not fit within the SDSCF model of a dedicated senior center. While its importance is unquestioned in fulfilling the needs of the community members, for the purpose of this document, this center will not be considered in the refurbishment timeline or assigned a level of priority.

**Estimated Capital and/or Refurbishments Costs:**

Per the narrative above, no action or accompanying budget is suggested for the Bayside Community Center at this time.
CORONADO

Introduction:
Coronado is an independent city encompassing roughly 32.67 square miles. The County of San Diego’s 2016 demographic profile estimated the total Coronado population at 24,852, with 4,639 seniors 65+ (18.7% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Coronado is projected to increase by 585, or 2%
- During that same 30-year time period:
  - While the overall Coronado population will increase by 585, the population of seniors 60+ will increase by 1,060, representing 181% of the total population growth
  - The population of seniors 75+ is forecast to increase by two-thirds (64%)
  - However, a portion of the population that typically provides caregiving assistance to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- One in six Coronado residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Almost 5% are living below 100% of the federal poverty level
  - About one in seven are living below 200% of the federal poverty level
  - Almost one in six Coronado seniors 65+ are still working

Cultural Observations:

- Currently 15% of Coronado residents are Hispanic; SANDAG forecasts that Hispanics will comprise 18% of the Coronado population by the year 2050
  - A local senior center must consider ethnically appealing programs and environment

Potential Senior Orphans:

- Approximately 28% of Coronado seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
- Almost 24% of Coronado seniors 65+ rent a house or apartment, at a median monthly rental rate of $2,268.
- The average cost of living for seniors 65+ in Coronado is:
  - $3,606 per month for single adults
  - $4,357 per month for couples
  - The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**
According to census tract information, the density of Coronado seniors 60+ ranges from 1,229 to 3,521 per square mile, averaging about 2,400 per sq. mile.
- The *Coronado Senior Center* is located at census tract 108, with a seniors 60+ density of 2,188 per square mile.
Community Infrastructure Supporting Older Adults

Affordable Senior Housing
- Coronado Senior Apartments, 550 Orange Avenue, 92118, 30 units, waitlist closed

Assisted Living
- Coronado Retirement Village 299 Prospect Place, 92118, 120 resident capacity

Transportation
- MTS bus routes interior of city: Routes 901, 904 (2)
- MTS Trolley: None
- City of Coronado Seniors Out and About Volunteer Driver Program

Caregiving
- Always There 1224 10th Street, 92118
- Comfort Keepers 830 Orange Avenue, 92118
- Home Care Assistance 1330 Orange Avenue, 92118

Nutrition Assistance
- None

Entities/Programs unique to this community
- Sharp Coronado Hospital Sewall Fitness Center 250 Prospect Place, 92118
- Coronado Senior Association 1079 7th Street, 92118
- Coronado Lawn Bowling Club 1079 7th Street, 92118

The Coronado Senior Center:
The Coronado Senior Center is located at 1019 Seventh Street, Coronado, CA 92118. The COCSC is a bright, modern 9,000 square foot facility that opened in 2017. It is strategically located on a main Coronado artery adjacent to a library and across the street from a large park. A bowling green, managed by a volunteer association, is located on the COCSC property. There is no dedicated parking lot on site, but some street parking is available within a short walk of the COCSC. Public transportation is accessible and within a short walk of the building.

Observations on Existing Conditions:
- Facility
  - The interior of the complex is bright, modern and possesses a most welcoming environment. There is a large multipurpose room that can be partitioned to accommodate various needs. A beautiful, well-appointed lounge with fireplace
overlooks the adjacent park and provides a setting for social engagement. A pool table and two outdoor gathering areas are additional building amenities. The building also includes a catering kitchen that is utilized for special events and is a key amenity for the purpose of facility rental for the general community.

- **FF&E**
  - There is no gym, fitness room or pool on-site, but the infrastructure within Coronado allows for easy access to these entities within a manageable distance from the COCSC.

- **Staffing**
  - Programs and services under the direction of the recreation services department are supported by 2 full time employees and 7 part-time staff. The events led by the Coronado Senior Association are under the direction of 2 part-time staff and are crafted with a focus on the older cohort of the senior population.

**Options for Capital Expenditures:**

- **Refurbishment**
  - The John D Spreckels Center was opened in 2017. No suggested refurbishment proposed.

- **New Construction**
  - None

- **Furnishings and Equipment**
  - See Above

**Other Observations:**

- According to SANDAG population forecast, about 7,000 Coronado residents will be over the age of 60 by 2050. As of 2020, the population of the same age cohort is 5800.

**Recommended Model:**

The John D. Spreckels Center was constructed in 2017. The facility is sufficient to serve the older adults of Coronado over the next few decades. No action required in the immediate future. This center is a low priority on our refurbishment/new construction timeline.

**Estimated Capital and/or Refurbishments Costs:**

Per the narrative above, no action or accompanying budget is suggested for the Coronado Senior Center at this time.
DEL MAR

Introduction:
Del Mar is an independent city encompassing roughly 1.77 square miles. The County of San Diego’s 2016 demographic profile estimated the total Del Mar population at 4,312, with 1,015 seniors 65+ (23.5% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of Del Mar is projected to increase by 333, or 8%
- During that same 30-year time period:
  - Seniors 60+ will comprise 80% of the Del Mar population growth
  - The population of seniors 75+ is forecast to increase by 69%
  - However, a portion of the population that traditionally provides caregiving assistance to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:
- 8.2% of Del Mar residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 3% are living below 100% of the federal poverty level
  - Almost one in four Del Mar seniors 65+ are still working

Cultural Observations:
- SANDAG forecasts that Hispanics will comprise 18% of the Del Mar population by the year 2050, so a key to serving the entire Del Mar senior population should involve ethnically appealing programs and services

Potential Senior Orphans:
- About 20% of Del Mar seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
- The median monthly rental rate in Del Mar is $1,987
- The average cost of living for seniors 65+ in Del Mar is:
  - $3,154 per month for single adults
  - $3,907 per month for couples
  - The estimated cost of living exceeds average social security income
**Population Density – Seniors 60+:**

According to census tract information, the density of Del Mar seniors 60+ ranges from 492 to 912 per square mile, averaging about 700 per sq. mile.

- The *Del Mar Community Connections* organization supports the Del Mar senior population, and is located at census tract 172, with a seniors 60+ density of 836 per square mile.
Community Infrastructure Supporting Older Adults

Affordable Senior Housing
- None

Assisted Living
- Coastal Breeze Assisted Living 1040 Solana Drive, 92014, 6 units

Transportation
- NCTD bus routes interior of city: Routes 101 (1)
- NCTD Sprinter: None
- Del Mar Community Connections “Del Mar Seniors on the Go” multi-faceted transportation program

Caregiving
- Advanced Home Health 1155 Camino Del Mar 92014

Nutrition Assistance
- Feeding San Diego Food Distribution Program 92014

Entities/Programs unique to this community
- None

The Del Mar Senior Center:
The Del Mar Community Connections organization supports the Del Mar senior population and is located at 225 Ninth Street, Del Mar, CA 92014.

Observations on Existing Conditions:
- Facility
  - There is no specific “senior center” building. The programs and services are delivered in several locations in Del Mar with the Del Mar Community Building as a primary site.
- FF&E
  - As a “decentralized” senior center, DMCC holds little inventory. Primary equipment includes two vans that provide the bulk of the transportation services
- Staffing
  - 2 full time staff members oversee the operations.
**Options for Capital Expenditures:**

- **Refurbishment**
  - This not applicable to DMCC as they do not operate their services at a dedicated location.

- **New Construction**
  - Del Mar is a small coastal community with more access to additional resources and support than most San Diego communities. It is noted that the DMCC has been providing services in the community for nearly 20 years and there is no current effort to alter the delivery method. A decentralized network providing services in a unique, insular community may be the optimal strategy.
  - Given demographic projections, if a new senior center is constructed, it would probably require a partnering effort with the adjacent community of Solana Beach. Combining the two municipalities, forecast of the 60 and over population by 2050 is estimated to be 7,800.

- **Furnishings and Equipment**
  - If a new senior center is constructed, a complete inventory of new furnishings and equipment would need to be procured.

**Recommended Model:**

As a decentralized entity, Del Mar Community Connections does an admirable job in supporting older adults of the community. Given the small current and projected senior population of the town, even a small senior center may not be feasible. If the town leadership deliberates on the need to provide a permanent home for the DMCC, a partnership with the community of Solana Beach would provide an important additional population base to make the construction of a new center practical.

**Estimated Capital and/or Refurbishments Costs:**

Per the narrative above, no action or accompanying budget for the existing Del Mar Senior Center is suggested at this time. Please see the Solana Beach section for a recommended solution that would also serve residents of Del Mar.
EL CAJON

Introduction:
El Cajon is an independent city encompassing roughly 14.49 square miles. The County of San Diego’s 2016 demographic profile estimated the total El Cajon population at 102,894, with 11,806 seniors 65+ (11.5% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of El Cajon is projected to increase by 5,633, or 27%
- During that same 30-year time period:
  - Seniors 60+ will comprise 44% of the El Cajon population growth
  - The population of seniors 75+ is forecast to increase by 81%
  - However, a portion of the population that traditionally provides caregiving assistance to seniors (ages 20-40) is forecast to increase by an average of only 3% over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population.

Poverty Statistics:
- Almost half (47%) of El Cajon residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Over 12% are living below 100% of the federal poverty level
  - One out of every three are living below 200% of the federal poverty level
  - One in eight El Cajon seniors 65+ are still working

Cultural Observations:
- Currently over 25% of El Cajon residents are Hispanic; SANDAG forecasts that Hispanics will comprise roughly 50% of the El Cajon population by the year 2050
  - A local senior center must consider ethnically appealing programs and environment

Potential Senior Orphans:
- Approximately 23% of El Cajon seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
- One-third of El Cajon seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,137.
- The average cost of living for seniors 65+ in El Cajon is:
- $2,484 per month for single adults
- $3,236 per month for couples
- The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

According to census tract information, the density of El Cajon seniors 60+ ranges from 863 to 5008 per square mile, averaging about 1,900 per sq. mile.

- El Cajon does not currently have a senior center. The highest population density of seniors 60+ in El Cajon is 5,008 per sq. mile, indicating the need for a vibrant senior center located in the central area of the city.

**Community Infrastructure Supporting Older Adults**

**Affordable Senior Housing**

- El Cajon Senior Towers, 180 Ballantyne Street, El Cajon 92020
  - 90 one-bedroom units; section 8 program, subsidized low-rent
- Lexington Senior Apartments, 250 E. Lexington Avenue, El Cajon 92020
  - 88 one-bedroom and 12 two-bedroom units

Construction of new large senior center recommended for El Cajon
➢ Silvercrest El Cajon Apartments, 175 S. Anza Street, El Cajon 92020
  ○ 18 studio units, 56 one-bedroom units, subsidized for low-income residents

**Assisted Living**

➢ Capacity – more than 6
  ○ Carrolls Residential Care – capacity 144
  ○ Parkway Gardens Retirement Care Home – capacity 15
  ○ Silvercrest Guest Home – capacity 15
  ○ California Home For Seniors – capacity 15
  ○ Casa El Cajon – capacity 99
  ○ Good Samaritan Retirement Home – capacity 70
  ○ La Vida Real – capacity 177
  ○ Lo-Har Senior Living – capacity 68

➢ Capacity – six or less
  ○ Care Plus Mansion
  ○ Evening Shade Manor, Inc.
  ○ Jobeth Home Care
  ○ Meadow Creek Villa
  ○ New Dawn Senior Care Home
  ○ Noble Living II LLC
  ○ Pine Tree Villa
  ○ La Estancia
  ○ Lexington House, LLC
  ○ Lucie's Cozy Cottage
  ○ Renaissance Living II
  ○ Senior Care & Comfort Living
  ○ Serene Sunset I
  ○ Shaded Arbor Groveland Terrace
  ○ Summer Place
  ○ Aerie Meadows Care Home
  ○ Bosworth Gardens RCFE II
  ○ Bosworth Gardens, RCFE
  ○ El Cajon Senior Care Home
  ○ Granite Hills Care Facility
  ○ La Cruz Senior Care, Inc
Transportation

- MTS Bus Routes run along Broadway, West/East Main Street, Magnolia Ave, and Mollison, and connect to the MTS Trolley green line on Marshall Ave.
- El Cajon does not offer any specialized transportation services for older adults
- RideFACT and Rides4Neighbors offer transportation options for seniors 60+
  - [https://factsd.org/listing/ridefact/](https://factsd.org/listing/ridefact/)
  - [https://factsd.org/listing/rides4neighbors-discount-taxi-program/](https://factsd.org/listing/rides4neighbors-discount-taxi-program/)

Caregiving

- Visiting Angels, 523 Parkway Plaza, El Cajon, CA 92020
- Assisted Living Specialists, 8373 Jackson Heights Court, El Cajon, CA 92021
- El Cajon Family Resource Center, 220 S. First St, El Cajon, CA 92019
- St. Paul’s PACE, 1306 Broadway, El Cajon, CA 92021
- Absalem Home Health Agency, 1283 E. Main St. #201, El Cajon, CA 92021
- Western Adult Day Health Care Center, 240 S. Magnolia Ave, El Cajon, CA 92020

Nutrition Assistance

- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
- Home delivered meal service provided by Serving Seniors (619-337-1425)
- San Diego Food Bank neighborhood distribution locations in East County:
  - Journey Community Church, 8363 Center Dr., Ste. 6C, La Mesa, CA 91942
  - El Cajon Seventh-Day Adventist Church, 1630 E. Madison Ave., El Cajon, CA 92019
  - Faith Chapel, 9400 Campo Rd., Spring Valley, CA 91977
- Feeding San Diego food distributions sites
  - Salvation Army El Cajon, 1011 E. Main Street, El Cajon, CA 92021
  - Chaldean and Middle-Eastern Social Services, 436 S. Magnolia Avenue #201 El Cajon, CA 92020
  - Bethlehem Food Pantry, 737 Grant Avenue, El Cajon, CA 92020
  - CRF East Corner Clubhouse, 1060 Estes Street Suite 104, El Cajon, CA, 92020
Entities/Programs unique to this community

- County Libraries:
  - El Cajon Branch: 201 E. Douglas, El Cajon, CA 92020
  - Crest Branch: 105 Juanita Lane, El Cajon, CA 92021
  - Fletcher Hills Branch: 576 Garfield Ave., El Cajon, CA 92020

- City-run programs for seniors
  - [https://www.cityofelcajon.us/your-government/departments/recreation/for-seniors](https://www.cityofelcajon.us/your-government/departments/recreation/for-seniors)

- El Cajon Retired Senior Volunteer Patrol:

- Salvation Army: 1011 E. Main Street, El Cajon, CA 92021 (619)-593-1077

The need for a Senior Center in El Cajon:

There is no existing senior center in the City of El Cajon. Some services and activities for seniors are managed by the El Cajon City Park and Rec department, at decentralized locations and by the Salvation Army. The city has an above average level of supporting infrastructure for older adults. By 2050, according to SANDAG population forecast, the city will be home to over 26,000 residents over the age of 60. A city with this population size is an excellent candidate for the development of a new senior center and this area will be a priority for SDSCF to create a viable path forward.

Recommended Model:

A large senior center ranging from 28,000-35,000 square feet that incorporates as many elements of a 21st century senior center as feasible. This model includes multi-purpose gathering room, exercise and fitness room, computer lab, classrooms, commercial kitchen, meeting and conference space and a community room available for public rentals. Optional space includes ability for the center to create a social enterprise that can employ seniors and generate revenue for the center.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for El Cajon is construction of a new large dedicated senior center, with new furnishings and equipment. The “large” senior center model presented in this report contemplates a 33,000 square foot facility inclusive of a 1,500 square foot commercial kitchen, a 3,000 square foot in-house theater, and provision of 2,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business).
Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (33,000 sf at $215/sf)** .......................................................... $7,202,500
- **Provision for Senior Center FF&E** .................................................................................... 200,000
- **Provision for large Commercial Kitchen Equipment** .................................................. 160,000
- **Provision for In-House Theater Equipment** ................................................................. 75,000
  - **Sub-Total – Senior Center** ......................................................................................... $7,637,500
- **Gym/Fitness Center – Construction and Equipment** ................................................. 1,200,000
- **Aquatics Center – Construction and FF&E** ................................................................. 630,000
- **Locker/Shower Rooms and Restrooms** ...................................................................... 320,000
  - **Sub-Total – Gym/Fitness and Aquatics Amenities** ..................................................... $2,150,000
  - **Total Estimated Budget** ......................................................................................... $9,787,500

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $9.8M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
ENCINITAS

Introduction:
Encinitas is an independent city encompassing roughly 20 square miles. The County of San Diego’s 2016 demographic profile estimated the total Encinitas population at 62,160, with 10,134 seniors 65+ (16.3% of the population).

Demographic Observations:

**Estimated population growth from 2020-2050 (30-year time period):**
- The population of Encinitas is projected to increase by 3,762, or 6%
- During that same 30-year time period:
  - Seniors 60+ will comprise 139% of the Encinitas population growth, indicating that the population of other age-cohorts will decrease during this same time period.
  - The population of seniors 75+ is forecast to double (103%)
  - However, a portion of the population that traditionally provides caregiving assistance to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

**Poverty Statistics:**
- 17.3% of Encinitas residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 6% are living below 100% of the federal poverty level
  - Almost one in six are living below 200% of the federal poverty level
  - Over one in five Encinitas seniors 65+ are still working

**Cultural Observations:**
- Currently over 12% of Encinitas residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost 20% of the Encinitas population by the year 2050
  - A local senior center must consider ethnically appealing programs and environment

**Potential Senior Orphans:**
- Approximately 27% of Encinitas seniors live alone
  - This raises the possibility of a significant number of senior orphans

**Cost of Living Factors:**
- 24% of Encinitas seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,791.
The average cost of living for seniors 65+ in Encinitas is:

- $3,203 per month for single adults
- $3,956 per month for couples
- The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

According to census tract information, the density of Encinitas seniors 60+ ranges from 748 to 1,596 per square mile, averaging about 1,075 per sq. mile.

- The **Encinitas Senior Center** is located at census tract 174.03, with a seniors 60+ density of 1,019 per square mile.
Community Infrastructure Supporting Older Adults

Affordable Senior Housing
- Cantebria Senior Apartments, 645 Via Cantebria 92024, 45 units, waitlist closed

Assisted Living
- 11 facilities with capacity of 659

Transportation
- NCTD bus routes: Routes 101, 304, 309 (3)
- NCTD Sprinter: None
- City of Encinitas Out and About transportation program
- Encinitas Senior Center nutrition transportation program

Caregiving
- Seacrest At Home 211 Saxony Road 92024
- At Home Care 531 Encinitas Boulevard 92024
- Home Care Assistance 2025 San Elijo 92027

Nutrition Assistance
- Encinitas Senior Center Congregate and Home Delivered Meals program 92024
- San Diego Food Bank Neighborhood Distribution Program 92024
- San Diego Food Bank Senior Food program 92024
- Feeding San Diego Community Resource center 92024
- Feeding San Diego Food program 92024

Entities/Programs unique to this community
- Glenner Family Alzheimer’s Adult Day Care 335 Saxony Road, 92024
- Ecke Family YMCA 200 Saxony Road 92024
- City of Encinitas Senior Citizen Commission 92024

The Encinitas Senior Center:
The Encinitas Senior Center is located at 1140 Oakcrest Park Drive, Encinitas, CA 92024. ECSC is near a primary Encinitas artery and is part of a large municipal complex that includes a school, park, and other recreational space. The ECSC is part of the larger Community Center that welcomes all ages. However, the ECSC has its own dedicated entrance, lobby area and classrooms while providing seniors with the ability to access the amenities of the entire complex.
There is a public transportation line that serves Encinitas Blvd. and a bus stop located about 2 blocks from the ECSC entrance. There is a considerable grade leading up to the ECSC so there could be many seniors who are unable to use the bus service due to mobility and ambulatory impairment.

There is a large parking area so those that arrive by their own vehicle have little issue with access. The exterior is of modern design with the feel of a multi-purpose civic facility. There is limited outdoor seating at front of building with a touch of natural landscaping. The entryway is handicap-accessible with automatic sliding doors that lead to an attractive lobby with modern artistic pieces and a reception desk immediately to the right.

**Observations on Existing Conditions:**

- **Facility**
  
  - The ECSC and adjoining Community Center complex is a 39,000 square-foot facility that was built in 2002. The condition of the facility is excellent with bright colors, high ceilings and artistic décor sprinkled throughout the site. There is a lounge that doubles as a library, computer lab with 5 stations, scanner and printer (volunteers provide tutoring), audio/visual capacity in multiple locations, 5 classrooms, pool room with 3 high-quality tables, and a large room that is home to the lunch meal service that also contains a stage and a large dance floor.

- **FF&E**
  
  - ECSC recently received upgrades to the plant with new interior paint and carpeting in 2018. On the schedule for the next upgrade is a renovated dance floor at a price of $63,000. This investment not only serves the purpose of day-to-day senior activities, but as an upgrade to maximize the room as a rental location.

  - Other planned upgrades include new wood flooring, new computer workstations, chairs, and tables for library, resurfacing of gymnasium floor, gym divider, and four large-screen TV's in Banquet Hall and conference room. A large, commercial kitchen is used for the daily lunch service and as a catering station for when the room is in use for a private event.

  - The large gymnasium features significant space for multiple sports activities. Pickleball is an especially popular program for the senior population.

  - Of note, despite significant space dedicated to the gymnasium, there is no fitness room or aquatics at the facility.

  - In October 2019, ECSC was a recipient of a Sahm Family Foundation grant to upgrade an underutilized outdoor space and turn it into a recreational outdoor area for senior clientele.

- **Staffing**
This staff consists of a manager, assistant manager and 6 part time staff of recreation supervisors and program assistants who split time between the older adult services and the general population who utilize the gymnasium. In addition, 2 p/t nutrition coordinators, 3 p/t kitchen staff, 2 p/t van drivers and 1 p/y recreation coordinator. ECSC receives the assistance of over 150 volunteers that assist with numerous efforts including lunchroom aide, program assistant, computer tutoring, customer service assistant, class instructor, program facilitator and volunteer driver.

Options for Capital Expenditures:

- Refurbishment
  - The ECSC is executing a plan that delivers some level of upgrade to areas of the building annually. An identified gap at the ECSC is a lack of an equipped fitness room to complement the large multi-purpose gymnasium. The size of the gymnasium would not require a significant renovation to account for a fitness room.

- New Construction
  - The building was constructed in 2002 and is in excellent condition with a well-maintained and modern feel. Given the population forecast for Encinitas, 22,000 people over the age of 60 by 2050, it is unclear if another site within the City is necessary to account for increased demand. The size and condition of the current senior center may be suitable for the emerging needs.

- Furnishings and Equipment
  - Aside from equipment that would be needed for fitness room and annual minor upgrades to furnishings, the ECSC is in a good position.

Recommended Model:
The ESC is a relatively new community center with a bright, modern design. The physical plant is in excellent shape. The center is designated a low priority on the SDSCF refurbishment timeline, needing only continued minor upgrades in order to maintain the buildings’ utility.

The city has an adequate infrastructure for older adults and the population forecast growth for older adults is not as daunting as it is for other areas of the County. The ESC is suitable to serve both current and future older adults of Encinitas in its current state. The construction of an additional site is not suggested.

Estimated Capital and/or Refurbishments Costs:
Per the narrative above, no action or accompanying budget is suggested for the Encinitas Senior Center at this time.
ESCONDIDO

Introduction:
Escondido is an independent city encompassing roughly 37.25 square miles. The County of San Diego’s 2016 demographic profile estimated the total Escondido population at 149,912, with 16,544 seniors 65+ (11% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of Escondido is projected to increase by 8,411, or 5%
- During that same 30-year time period:
  - Seniors 60+ will comprise 39% of the Escondido population growth
  - The population of seniors 75+ is forecast to increase by 53%
  - However, a portion of the population that traditionally provides caregiving assistance to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:
- Over 43% of Escondido residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 10% are living below 100% of the federal poverty level
  - Almost one in three are living below 200% of the federal poverty level
  - Roughly 15% of Escondido seniors 65+ are still working

Cultural Observations:
- Currently half of Escondido residents are Hispanic; SANDAG forecasts that Hispanics will comprise 75% of the Escondido population by the year 2050
  - A local senior center needs to account for the cultural diversity in their communities and tailor programs and services to meet the needs

Potential Senior Orphans:
- Approximately 24% of Escondido seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
➢ Over 29% of Escondido seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,237.

➢ The average cost of living for seniors 65+ in Escondido is:
  - $2,556 per month for single adults
  - $3,307 per month for couples
  - The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

According to census tract information, the density of Escondido seniors 60+ ranges from 257 to 3,059 per square mile, averaging almost 1,300 per sq. mile.

➢ The **Escondido Senior Center** is located at census tract 202.14, with a seniors 60+ density of 1,070 per square mile. The highest senior 60+ density is 3,059 in census tract 202.09, indicating that the existing Escondido Senior Center may not be ideally located to serve the larger population areas.
The geographical footprint of Escondido is extensive, presenting a real challenge in serving the needs of the local senior population. Multiple areas of high-density senior populations present transportation and logistical issues that are better served with multiple senior centers, rather than a large, centralized center. These multiple senior centers could be run independently or overseen by centralized management. The following map zeros-in on areas with a higher concentration of seniors 60+ that need to be served.

Construction of two new moderate-sized senior centers recommended for Escondido to replace existing senior center site.
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- Escondido Apartments, 500 N. Midway Drive 92027, 92 units, waitlist N/A
- Juniper Senior Village, 215 E. Washington Street 92025, 60 units, 6-12 months
- Villa Escondido Apartments 511 East Grand Avenue 92025, 112 units, waitlist 6-12 months
- Windsor Gardens Senior Apartments, 1600 W. 9th Street 92029, 132 units, waitlist N/A
- Escondido Silvercrest Senior Housing, 1303 Las Villas Way 92026, 75 units, waitlist 3-5 years

**Assisted Living**
- 87 facilities with capacity of 2,514 residents

**Transportation**
- NCTD Sprinter: One stop in city
- Escondido Senior Center nutrition transportation program 92025
- After Dawn Transportation Services 1130 Portola Avenue 92026

**Caregiving**
- Cura Home Health 2922 Panorama Crest 92029
- Brightstar Care 504 W. Mission 92025

**Nutrition Assistance**
- Escondido Senior Center Congregate and Home Delivered meals program 92025
Salvation Army Congregate meals program 92026
Meals on Wheels drop site 92025
San Diego Food Bank Senior Food program 92025 and 92029
San Diego Food Bank Neighborhood Distribution program 92025 and 92026
San Diego Food Bank Emergency Food Assistance Program 92027
Feeding San Diego Food distribution program 92025, 92026 (2 sites), 92027 (2 sites)

**Entities/Programs unique to this community**
- Palomar Family YMCA 1050 N. Broadway 92026
- Senior Service Council 728 N. Broadway 92025

**The Escondido Senior Center:**
The **Escondido Senior Center** is located at 210 East Park Avenue, Escondido, CA 92025. An immediate observation was that the Escondido Senior Center facilities were older. The director confirmed that buildings dated back to 1908, 1958, 1994, having been built and/or renovated progressively over time. The aesthetics of the lobby reflected the age of the building and had an institutional feel with dull colors and limited lighting, but a recent refurbishment has improved the aesthetics greatly. The center is conveniently located, 1 block off of a main Escondido artery and multiple bus stops within a 2-block walk. There is ample parking available all around the complex. The physical plant size is 3 acres. There is a senior apartment complex within 2 blocks of the Center.

**Observations on Existing Conditions:**

- **Facility**
  - The Center has a large meeting hall for senior activities that doubles as rental space for the community. A small non-commercial kitchen provides supporting infrastructure for community events. The Center has several classrooms located across 3 independent buildings, an enclosed dedicated space for shuffleboard courts that serves as the locale for the San Diego Senior Games and a billiard room with 6 tables.
  - The Center has recently shuttered a small senior-operated thrift store that provided individuals with limited economic means to purchase clothing and other materials. Additional support for seniors with limited means is provided through a small food pantry consisting of non-perishable items.

- **FF&E**
Consistent with the aesthetics of the buildings, the common area furnishings and equipment are outdated and the plant requires a significant level of upgrade.

In October 2019, the ESC was a recipient of a Sahm Family Foundation grant to complete upgrades to common spaces.

**Staffing**

The ESC consists of 2 full-time employees and 3 part-time employees.

**Options for Capital Expenditures:**

**Refurbishment**

- The age of the buildings of the ESC campus raises questions on the merits of a major refurbishment.
- Physical plant upgrades are desperately needed as lighting, chairs and tables, and aesthetics are all outdated.

**New Construction**

- Given the factors of the state of the current physical plant, size of the municipality and growth forecast of the senior population, Escondido would certainly qualify as a candidate for a new senior center. The current location is centrally located, yet there are areas of the city with higher density levels of older adults.

**Furnishings and Equipment**

- There is little in the current center that would be utile for use in a refurbished setting or a new site. In addition to the lack of modern fixtures and furnishings, there is little computer equipment and no dedicated space to expand a technology initiative.

**Recommended Model:**

The current center is comprised of 3 buildings, all old and outdated. The location of the center is excellent, and the town has an adequate infrastructure of supports for older adults. Refurbishment is an option for this campus, but with the age of all 3 structures, the merits of such an undertaking are questionable.

With SANDAG population forecasts suggesting that Escondido will be home to over 32,000 residents over the age of 60 by 2050 and a physical plant that is in need of a complete renovation, it is recommended that **two** moderate-sized senior centers be considered by city leaders. Two 17,000-20,000 square foot facilities with all the amenities of a senior center of the 21st century in locations that are more convenient for the 60 and over population clusters would better serve the growing population of a city with the geographic footprint of Escondido.
Estimated Capital and/or Refurbishments Costs:

The proposed solution for Escondido is construction of two new moderate-sized dedicated senior centers, with new furnishings and equipment. The “moderate-size” senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

**Escondido Site #1 – New Moderate-Sized Senior Center**

- Senior Center Construction (20,000 sf at $215/sf) .............................................. $4,300,000
- Provision for Senior Center FF&E .............................................................. 125,000
- Provision for Moderate-Sized Commercial Kitchen Equipment .................. 105,000
- Provision for In-House Theater Equipment .............................................. 50,000
  Sub-Total – Senior Center ........................................................................... $4,580,000
- Gym/Fitness Center – Construction and Equipment ................................. 1,200,000
- Aquatics Center – Construction and FF&E ................................................. 630,000
- Locker/Shower Rooms and Restrooms ....................................................... 320,000
  Sub-Total – Gym/Fitness and Aquatics Amenities .................................. $2,150,000
  Total Estimated Budget .............................................................................. $6,730,000

**Escondido Site #2 – New Moderate-Sized Senior Center**

- Senior Center Construction (20,000 sf at $215/sf) .............................................. $4,300,000
- Provision for Senior Center FF&E .............................................................. 125,000
- Provision for Moderate-Sized Commercial Kitchen Equipment .................. 105,000
- Provision for In-House Theater Equipment .............................................. 50,000
  Sub-Total – Senior Center ........................................................................... $4,580,000
- Gym/Fitness Center – Construction and Equipment ................................. 1,200,000
- Aquatics Center – Construction and FF&E ................................................. 630,000
- Locker/Shower Rooms and Restrooms ....................................................... 320,000
  Sub-Total – Gym/Fitness and Aquatics Amenities .................................. $2,150,000
  Total Estimated Budget .............................................................................. $6,730,000

These budget estimates do not include the potential cost of vacant land for new construction.
Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget at each location based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
FALLBROOK

Introduction:
The Fallbrook area includes the following communities:
- Fallbrook
- Bonsall
- Rainbow
- Pala Mesa

The County of San Diego’s 2016 demographic profile estimated the total Fallbrook population at 49,296, with 9,770 seniors 65+ (19.8% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of Fallbrook is projected to increase by 11,473, or 21%
- During that same 30-year time period:
  - Seniors 60+ will comprise 41% of the Fallbrook population growth
  - The population of seniors 75+ is forecast to increase by 88%

Poverty Statistics:
- Over one-third of Fallbrook residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 7% are living below 100% of the federal poverty level
  - One in five are living below 200% of the federal poverty level
  - One in six Fallbrook seniors 65+ are still working

Cultural Observations:
- Currently over one-third of Fallbrook residents are Hispanic; SANDAG forecasts that Hispanics will comprise 58% of the Fallbrook population by the year 2050
  - A local senior center must reflect the cultural diversity of their communities and provide programs and services tailored to meet the needs of all residents

Potential Senior Orphans:
- Approximately 18% of Fallbrook seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
- Over 12% of Fallbrook seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,153.
The average cost of living for seniors 65+ in Fallbrook is:
- $2,888 per month for single adults
- $3,642 per month for couples
- The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**
According to census tract information, the density of Fallbrook seniors 60+ ranges from 31 to 701 per square mile, averaging about 300 per sq. mile.

- The **Fallbrook Senior Center** is located at census tract 189.05, with a seniors 60+ density of 701 per square mile.

**Community Infrastructure Supporting Older Adults**

**Affordable Senior Housing**

- None
**Assisted Living**
- 11 facilities with capacity of 286

**Transportation**
- NCTD bus routes: Routes 306 (1)
- NCTD Sprinter: None
- Foundation for Senior Care Transportation program 92028

**Caregiving**
- None

**Nutrition Assistance**
- Fallbrook Senior Center Congregate Meals and Home Delivered meals Program 92028
- San Diego Food Bank Senior Food Distribution Program 92028
- San Diego Food Bank Neighborhood Distribution Program 92028 (3 sites)
- Feeding San Diego Food Distribution Program 92028

**Entities/Programs unique to this community**
- Foundation for Senior Care Advocacy and Services Program 135 S. Mission Road 92028
- Foundation for Senior Care Adult Day Health Care Center 135 S. Mission Road 92028

**The Fallbrook Senior Center:**
The **Fallbrook Senior Center** is located at 399 Heald Lane, Fallbrook, CA 92028, on a main artery near the city center of Fallbrook. The site is part of a larger public area consisting of parks and recreational space and an all-ages community center. There is no public transportation servicing the center. While there is no dedicated parking on-site, street parking and a community lot adjacent to the property provide ample spaces. There is a school and a church located within one block of FSC. The exterior of FSC is consistent with architectural design of surrounding area and presents a welcoming, small-town feel.

**Observations on Existing Conditions:**
- **Facility**
  - FSC is a 4,000 square-foot facility that was constructed in 1972. FSC owns the building that sits on County-owned land. The annual lease of the land is $1. The interior consists of lobby, office space for staff, lounge, 2 classrooms, pool room and a multi-purpose room.
**FF&E**
- The FSC recently created a canopied, outdoor exercise area complete with 8 pieces of equipment. A large television is scheduled to be added to enhance the experience for those utilizing the treadmills. There is no computer equipment made available to the seniors.
- The building has undergone a recent renovation with the installation of new windows and new flooring. There are plans for the development of solar capacity for the FSC in the near future.
- A unique element of FSC is a large and thriving thrift store located in the back of the property. While thrift stores have been chronicled in a couple of other senior centers in the region, the FSC store stands out in sheer size, selection and as a source for revenue for FSC. The store consists of 2 floors of typical thrift store wares and maintains a covered outdoor setting and sheds to store large furniture.

**Staffing**
- FSC program and services are supported by 1 full-time employee and 5 part-time employees. Seventy senior volunteers support staff in various FSC activities including lunch service, activity coordination and in the thrift store.

**Options for Capital Expenditures:**

**Refurbishment**
- The building has an interior that makes it feel like one is in the interior of a house that was modified to serve a public purpose. Other than typical upgrades such as new furniture, flooring and windows, the building layout is not conducive to a major refurbishment that would dramatically alter the physical plant.

**New Construction**
- The current building is nearly 50 years old. SANDAG forecasts project that the Fallbrook area will be home to over 20,000 people age 60 and over by 2050. Fallbrook is a candidate for further evaluation for construction of a new site.

**Furnishings and Equipment**
- The exercise equipment is functional but is dated. The center has no computer equipment.
**Recommended Model:**

The infrastructure of senior supports (health care, social service agencies, transportation) in Fallbrook is below average in relation to other towns in San Diego County. The presence of the Foundation for Senior Care is a terrific asset to the community and a great source of additional support for the senior center.

The building is older but has a sense of intimacy and charm that may be preferred to the members of the community. It is also home to a thrift store operation that provides a considerable amount of revenue to the center.

It is suggested that the community leaders of Fallbrook consider the construction of small to moderate senior center 9,000-12,000 square feet in a location nearby the current location. The increase in size can provide space for additional classroom and a multi-purpose space as well as a computer lab and a fitness center. Space can be provided for the continuation of the thrift store operations and perhaps space to bring in the Foundation for Senior Care.

**Estimated Capital and/or Refurbishments Costs:**

The proposed solution for Fallbrook suggests construction of a new small senior center complex with new furnishings and equipment, adjacent to the existing senior center facility to increase the total square footage and amenities. The “small” senior center model presented in this report contemplates a 9,000 square foot facility inclusive of a 750 square foot commercial kitchen.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction** (9,000 sf at $215/sf) .......................................................... $1,935,000
- **Provision for Senior Center FF&E** ................................................................................. 75,000
- **Provision for Small Commercial Kitchen Equipment** .................................................. 80,000

  **Sub-Total – Senior Center** ............................................................................................ $2,090,000

- **Gym/Fitness Center – Construction and Equipment** ................................................... 1,200,000
- **Aquatics Center – Construction and FF&E** ................................................................. 630,000
- **Locker/Shower Rooms and Restrooms** ....................................................................... 320,000

  **Sub-Total – Gym/Fitness and Aquatics Amenities** ...................................................... $2,150,000

  **Total Estimated Budget** .............................................................................................. $4,240,000

This budget estimate does not include the potential cost of vacant land for new construction. Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $4.2M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
IMPERIAL BEACH

Introduction:
Imperial Beach is an independent city encompassing roughly 4.48 square miles. The County of San Diego’s 2016 demographic profile estimated the total Imperial Beach population at 27,180, with 2,789 seniors 65+ (10.3% of the population).

Demographic Observations:

*Estimated population growth from 2020-2050 (30-year time period):*
  - The population of Imperial Beach is projected to increase by 4,185, or 15%
  - During that same 30-year time period:
    - Seniors 60+ will comprise 66% of the Imperial Beach population growth
    - The population of seniors 75+ is forecast to more than double (116%)
    - However, a portion of the population that provides caregiving services to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

*Poverty Statistics:*
  - Almost half (44.9%) of Imperial Beach residents live at or below 200% of the federal poverty level
  - For seniors 65 or older:
    - Over 15% are living below 100% of the federal poverty level
    - Over one in three are living below 200% of the federal poverty level
    - Almost one in seven Imperial Beach seniors 65+ are still working

*Cultural Observations:*
  - Roughly half of Imperial Beach residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost 80% of the Imperial Beach population by the year 2050
    - A local senior center needs to reflect the diversity of the community and provide programs and services tailored to meet the wide range of needs

*Potential Senior Orphans:*
  - Approximately 23% of Imperial Beach seniors live alone
    - This raises the possibility of a significant number of senior orphans

*Cost of Living Factors:*
  - Over one in three of Imperial Beach seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,255.
The average cost of living for seniors 65+ in Imperial Beach is:

- $2,353 per month for single adults
- $3,107 per month for couples
- The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

According to census tract information, the density of Imperial Beach seniors 60+ ranges from 440 to 2,127 per square mile, averaging about 1,800 per sq. mile.

- The **Imperial Beach Senior Center** is located at census tract 103, with a seniors 60+ density of 1,968 per square mile.
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- St. James Plaza 1052 Ninth Street 91932, 100 units, waitlist closed

**Assisted Living**
- Sun and Sea Assisted Living 740 7th Street 91932, capacity for 32 residents

**Transportation**
- MTS bus routes interior of city: Routes 901, 933, 934 (3)
- MTS Trolley: None

**Caregiving**
- None

**Nutrition Assistance**
- Serving Seniors Home Delivered Meals Program 91932
- San Diego Food Bank Senior Food Program 91932
- San Diego Food Bank Emergency Food Assistance program 91932

**Entities/Programs unique to this community**
- None

**The Imperial Beach Senior Center:**
The *Imperial Beach Senior Center* is located at 1075 Eighth Street, Imperial Beach, CA, 91932.

**Observations on Existing Conditions:**
- **Facility**
  - The current facility was constructed in 1968. It is part of a municipal complex that is relatively close to public transportation. There is street parking available but given the center’s proximity to other agencies and services, there may be times of high demand for the limited spaces. There is little external space that would allow for expansion of the current physical plant footprint.

- **FF&E**
  - Extremely limited inventory of equipment. The IBSC has a very limited menu of services and has limited hours of operation.

- **Staffing**
One part-time staff member manages the operation of IBSC.

**Options for Capital Expenditures:**

- **Refurbishment**
  - The current center is a single room building of approximately 800 square feet. To account for a growing population and potential for increased service demand, refurbishment of the space is impractical.

- **New Construction**
  - In looking to the future, the city has already commissioned architectural renderings of a proposed new building at a different site in the city. The plans call for a senior center plant many times the size of the current center. With a population forecast of over 8,200 people age 60 and over by 2050, Imperial Beach is a good candidate for the construction of a new senior center.

- **Furnishings and Equipment**
  - Nothing in the current building would warrant inclusion in a new building so all new equipment and furnishings would need to be acquired.

**Recommended Model:**

The construction of a small senior center with a footprint of 7,000 – 9,000 square feet is the suggested model for Imperial Beach. The city currently has below average supports for older adults and with the projected increase in the 60 and over population to over 8,200 by 2050, a new senior center will be needed to address the merging challenges.

**Estimated Capital and/or Refurbishments Costs:**

The proposed solution for Imperial Beach is construction of a new small dedicated senior center, with new furnishings and equipment. The “small” senior center model presented in this report contemplates a 9,000 square foot facility inclusive of a 750 square foot commercial kitchen.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (9,000 sf at $215/sf)** .................................................. $1,935,000
- **Provision for Senior Center FF&E** ........................................................................ 75,000
- **Provision for Small Commercial Kitchen Equipment** ........................................... 80,000
  - **Sub-Total – Senior Center** .................................................................................. $2,090,000
- **Gym/Fitness Center – Construction and Equipment** ........................................... $1,200,000
- **Aquatics Center – Construction and FF&E** ....................................................... $630,000
- **Lockers/Shower Rooms and Restrooms** ......................................................... $320,000

  **Sub-Total – Gym/Fitness and Aquatics Amenities** ...................................... $2,150,000

  **Total Estimated Budget** .............................................................................. $4,240,000

This budget estimate does not include the potential cost of vacant land for new construction. Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $4.2M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
JAMUL

Introduction:
Jamul includes the areas east of Sweetwater and Spring Valley, South of Alpine, and west of the Cleveland National Forest, and includes the communities of Jamul, Delzura and Barrett Junction.

The County of San Diego’s 2016 demographic profile estimated total Jamul population at 19,407, with 2,633 seniors 65+ (13.6% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of Jamul is projected to increase by 4,130, or 19%
- During that same 30-year time period:
  - Seniors 60+ will comprise 47% of the Jamul population growth
  - The population of seniors 75+ is forecast to more than double (127%)
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to increase by an average of only 8% over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:
- Over 15% of Jamul residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 6% are living below 100% of the federal poverty level
  - 15% are living below 200% of the federal poverty level
  - Almost one in six Jamul seniors 65+ are still working

Cultural Observations:
- Currently one-third of Jamul residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost half (47%) of the Jamul population by the year 2050
  - A local senior center needs to address the cultural diversity of their communities and provide programs and services tailored to meet the wide range of needs

Potential Senior Orphans:
- Approximately 7% of Jamul seniors live alone

Cost of Living Factors:
- 4% of Jamul seniors 65+ rent a house or apartment, at a median monthly rental rate of $2,197.
The average cost of living for seniors 65+ in Jamul is:

- $3,334 per month for single adults
- $4,084 per month for couples
- The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

According to census tract information, the density of Jamul seniors 60+ ranges from 22 to 72 per square mile, averaging about 50 per sq. mile.

**Community Infrastructure Supporting Older Adults**

*Affordable Senior Housing*

- None

*Assisted Living*

- 1 facility with a capacity for 6 residents 91935

*Transportation*

- MTS Bus Route: 894 (1)
MTS Trolley: None

**Caregiving**
- None

**Nutrition Assistance**
- Mountain Health Community Services Congregate and Home Delivered meals program
- San Diego Food Bank Senior Food Distribution program 91935
- Feeding San Diego Food Distribution Program 91935

**Entities/Programs unique to this community**
- Mountain Health and Community Services Center, Admin office in Campo 91906

**Senior Center:**
There is no existing senior center in Jamul and the surrounding area. According to SANDAG, the Jamul area will have about 6,000 residents over the age of 60 by 2050. For such a large geographic region with a small population, new construction of a senior center even of the smallest model will face significant financial challenges and issues around usage and participants.

**Recommended Model:**
SDSCF offers no recommendation for this area.

**Estimated Capital and/or Refurbishments Costs:**
Per the narrative above, no action or accompanying budget is suggested for Jamul at this time.
LA JOLLA, PACIFIC BEACH, MISSION BEACH

Introduction:
The Coastal North Central sub-regional area includes the following communities.

- La Jolla/Torrey Pines
- Pacific Beach
- Mission Beach

The County of San Diego’s 2016 demographic profile estimated the total population for these municipalities at 78,231, with 13,345 seniors 65+ (17.1% of the population).

Demographic Observations:

*Estimated population growth from 2020-2050 (30-year time period):*
- The population of these municipalities is projected to increase by 16,074, or 20%
- During that same 30-year time period:
  - Seniors 60+ will comprise 48% of the population growth
  - The population of seniors 75+ is forecast to almost double (90%)

*Poverty Statistics:*
- About 23% of residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 5% are living below 100% of the federal poverty level
  - One in eight are living below 200% of the federal poverty level
  - One in four seniors 65+ are still working

*Cultural Observations:*
- Currently about 12% of residents are Hispanic; SANDAG forecasts that Hispanics will comprise 13% of the population by the year 2050

*Potential Senior Orphans:*
- Approximately 27% of seniors live alone
  - This raises the possibility of a significant number of senior orphans

*Cost of Living Factors:*
- Roughly one in four of seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,899.
- The average cost of living for seniors 65+ is:
  - $3,067 per month for single adults
  - $3,820 per month for couples
The estimated cost of living exceeds average social security income.

**Population Density – Seniors 60+:**

Census tract information indicates the density of seniors 60+ at:

- **La Jolla/Torrey Pines:** Ranges from 451 to 2,361 per square mile, averaging about 1,400 per sq. mile.
- **Pacific Beach:** Ranges from 711 to 2744 per square mile, averaging about 1,500 per sq. mile.
- **Mission Beach:** One census tract at 144 per sq. mile.

The existing senior center is located in La Jolla at census tract 81.01, with a seniors 60+ density of 1,878 per square mile.
Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- The League House, 7465 Olvetas Avenue 92037, 50 units, lottery system, 1-2 vacancies per year

Assisted Living

- La Jolla: 13 facilities with a capacity of 679
- Pacific Beach/Mission Beach: 5 facilities with a capacity of 745

Transportation

- La Jolla: MTS bus routes interior of city: Routes 30 (1)
- MTS Trolley: None
- Pacific Beach/Mission Beach: MTS bus routes 8, 9, 27, 30 (4)
- MTS Trolley: None

Caregiving

- Home Care Assistance 7521 Fay Avenue 92037

Nutrition Assistance

- San Diego Food Bank Emergency Food Assistance Program 92109

Entities/Programs unique to this community

- McKinney Family YMCA 8355 Cliffridge Avenue 92037
- Seniors Computer Group 2404 Loring Street 92109

La Jolla / Pacific Beach / Mission Beach Senior Centers:

LA JOLLA SENIOR CENTER – CURRENT SITE

The La Jolla Senior Center is located at 6811 La Jolla Blvd, La Jolla, CA.

Observations on Existing Conditions:

- Facility
  - The 7,200 square foot recently remodeled facility was originally constructed in 1986.
  - With board rooms, classrooms, a large multipurpose room, and kitchen, the LJCC is available to the community as rental space.

- FF&E
  - The interior has recently undergone renovation producing a very modern looking plant with modern fixtures.
There is no computer lab or fitness/exercise room in the complex

**Staffing**
- 4 staff members include an executive director, transportation coordinator, director of marketing and a front desk administrative assistant.
- LJCC has a roster of over 40 instructors for their wide-ranging programs and activities.

**Options for Capital Expenditures:**

**Refurbishment**
- Center has been recently refurbished.
- LJCC was an October 2019 recipient of a Sahm Family Foundation grant to upgrade its solar energy capacity.

**New Construction**
- The building is 35 years old. There is limited open space in the physical plant that would make expansion difficult.

**Furnishings and Equipment**
- Possible enhancements to the physical plant include a development of a computer lab and a fitness room.

**Other Observations:**
- SANDAG growth forecasts for the La Jolla Community Planning Area (CPA) estimates that the area will be home to over 18,000 people age 60 and over by 2050, up from a current estimate of just under 13,000.

**Recommended Model:**
With recent refurbishments, the LSC is in excellent shape and provides a pleasant atmosphere for the clientele. The infrastructure of supports is below average for the region and the estimated population increase of people over 60 shows a reasonable rate of growth. The 7,200 square foot facility has a limited footprint for any potential expansion needs. Any thought of new construction would have to account for the cultural aspects of the community as well as the price of real estate. The LJC is a low priority on the refurbishment timeline.

A Pacific Beach/Mission Beach model is discussed in the next section of this report.

**Estimated Capital and/or Refurbishments Costs:**
Per the narrative above, no action or accompanying budget is suggested for the La Jolla Senior Center at this time.
PACIFIC BEACH – PROPOSED NEW SITE

There is no existing senior center in the Pacific Beach/Mission Beach area

**Recommended Model:**

The infrastructure for older adults in these communities is poor and is further compromised by a lack of a senior center in the community. By 2050, SANDAG population forecast suggests the two communities will have over 9,000 residents over the age of 60.

A new, moderate size senior center of 17,000- 22,000 square feet with the amenities that have been previously stated throughout the report is the suggested model. The ideal location may be considered in census tract 77.01 with the highest area density of seniors 60+ (2,744 per sq. mile).

**Estimated Capital and/or Refurbishments Costs:**

The proposed solution for Pacific Beach/Mission Beach is construction of a new moderate-sized dedicated senior center, with new furnishings and equipment. The “moderate” senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (20,000 sf at $215/sf)** .......................................................... $4,300,000
- **Provision for Senior Center FF&E** .................................................................................. 125,000
- **Provision for Moderate-Sized Commercial Kitchen Equipment** .................................... 105,000
- **Provision for In-House Theater Equipment** ................................................................. 50,000
  
  Sub-Total – Senior Center ........................................................................................................ $4,580,000
- **Gym/Fitness Center – Construction and Equipment** ................................................... 1,200,000
- **Aquatics Center – Construction and FF&E** ................................................................. 630,000
- **Locker/Shower Rooms and Restrooms** ........................................................................... 320,000
  
  Sub-Total – Gym/Fitness and Aquatics Amenities .......................................................... $2,150,000
  
  Total Estimated Budget ........................................................................................................ $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
LA MESA

Introduction:
La Mesa is an independent city encompassing roughly 9.1 square miles. The County of San Diego’s 2016 demographic profile estimated the total La Mesa population at 59,125, with 8,774 seniors 65+ (14.8% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of La Mesa is projected to increase by 16,779, or 27%
- During that same 30-year time period:
  - Seniors 60+ will comprise 46% of the La Mesa population growth
  - The population of seniors 75+ is forecast to more than double (121%)

Poverty Statistics:
- Over 30% of La Mesa residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Almost 10% are living below 100% of the federal poverty level
  - More than one in four are living below 200% of the federal poverty level
  - One in seven La Mesa seniors 65+ are still working

Cultural Observations:
- Currently one in four La Mesa residents are Hispanic; SANDAG forecasts that Hispanics will comprise over one-third of the La Mesa population by the year 2050
  - A local senior center needs to reflect the diversity within the community and tailor programs and services to meet the varied needs

Potential Senior Orphans:
- Approximately 35% of La Mesa seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
- Over one-third of La Mesa seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,312.
- The average cost of living for seniors 65+ in La Mesa is:
  - $2,431 per month for single adults
  - $3,185 per month for couples
The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

According to census tract information, the density of La Mesa seniors 60+ ranges from 672 to 2,500 per square mile, averaging about 1,500 per sq. mile.

- The **La Mesa Adult Enrichment Center** is located at census tract 149.02, with a seniors 60+ density of 1,209 per square mile.

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**Community Infrastructure Supporting Older Adults**

**Affordable Senior Housing**

- Guava Gardens Apartments, 5041 Guava Avenue
  - 40 studio and 41 one-bedroom units
- La Mesa Springs, 8070 Orange Avenue
  - 128 one-bedroom apartments

**Assisted Living**
- Capacity – more than 6
  - Elmcroft Of La Mesa – capacity 56
  - Grossmont Gardens – capacity 425
  - Mesaview Senior Assisted Living – capacity 30
  - The Montera – capacity 225
  - Westmont Of La Mesa – capacity 164

- Capacity – six or less
  - A Plus Loving Homes
  - Hillside Haven Guest Home
  - Le Jardin Guest Home
  - Mount Helix Care Home
  - Peppertree Guest Home II
  - Anshin Home Care
  - Casa De Vida Senior Living
  - Casa De Vida Senior Living II
  - Compassionate Care For Seniors
  - Lake Murray Terrace Guest Home
  - Maryam RCFE
  - Reina's Caring Cottage
  - Renaissance Living
  - Villa Alegre II
  - Whispering Palms

**Transportation**
- MTS bus routes through La Mesa run along University Avenue and La Mesa Blvd.
- RideFACT and Rides4Neighbors offer transportation options for seniors 60+
  - https://factsd.org/listing/ridefact/
  - https://factsd.org/listing/rides4neighbors-discount-taxi-program/
- Jewish Family Service’s “On the Go Rides and Smiles” rideshare program is available to seniors. Rides are donation based for destinations up to 25 miles.
Caregiving

- Visiting Angels 7227 Broadway, Lemon Grove, CA 91945
- Sunshine HHA, 8469 La Mesa Blvd., La Mesa, CA 91942
- Sharp HospiceCare, 8881 Fletcher Parkway Suite 336, La Mesa, CA 91942
- Sharp Senior Resource Center, 9000 Wakarusa St., La Mesa, CA 91942
- All Heart Home Care, 7745 El Cajon Blvd. #1, La Mesa, CA 91942
- San Diego Costal Caregivers, LLC, 5575 Lake Park Way N100-11, La Mesa, CA 91942
- Preferred Care at Home, 7777 Alvarado Road #279, La Mesa, CA 91942

Nutrition Assistance

- La Mesa Adult Enrichment Center, 8450 La Mesa Blvd, La Mesa, CA 91942
- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
- San Diego Food Bank neighborhood distribution locations in East County:
  - Journey Community Church, 8363 Center Dr., Ste. 6C, La Mesa, CA 91942
  - El Cajon Seventh-Day Adventist Church, 1630 E. Madison Ave., El Cajon, CA 92019
  - Faith Chapel, 9400 Campo Rd., Spring Valley, CA 91977
- Feeding San Diego food distributions sites
  - Journey Community Church, 8363 Center Drive, La Mesa
  - Crosspointe Life Church, 8809 La Mesa Blvd., La Mesa, CA 91942
  - La Mesa SDA, 4207 Spring Gardens Rd., La Mesa, CA, 91941

Entities/Programs unique to this community

- John A. Davis Family YMCA, 8881 Dallas Street, La Mesa, CA 91942
- County Library, La Mesa Branch: 8074 Allison Ave, La Mesa, CA 91942
- La Mesa Retired Senior Volunteer Patrol
  - http://www.cityoflamesa.us/191/RSVP
- Joan Kroc Salvation Army – Next to La Mesa – 6845 University Avenue, San Diego, CA 92115

The La Mesa Senior Center:

The La Mesa Adult Enrichment Center is located at 8450 La Mesa Boulevard, La Mesa, CA.

Observations on Existing Conditions:

- Facility
  - The La Mesa Adult Enrichment Center was constructed in 1965 and is managed by the La Mesa City Park and Rec department. Interior aesthetics are dated, and the facilities
are generally uninviting with the feel of a basic governmental building. This ambience is supported by staff’s comments that the LMAEC has a stigma within the community as a place for older people, “not hip or appealing to the Baby Boomer generation”. Deferred maintenance needs include large-scale projects such as window replacement, roofing, and HVAC system. The annual city-funded budget of $130,000 is at the lower end of the spectrum when compared to other senior centers operated by municipalities, which makes it difficult to find money for needed upgrades and expansion.

- **FF&E**
  - Furnishings are also dated, and equipment needs upgrades or replacement.

- **Staffing**
  - The LMAEC operations are directed by 2 Full-time staff and 3 part time employees. Given the annual budget of $130,000, it is easy to conclude that the compensation level of these team members is low.

**Options for Capital Expenditures:**

- **Refurbishment**
  - The LMAEC sits on the corner of La Mesa Blvd. and University Ave. in La Mesa. The campus footprint includes approximately 40 parking spaces, an outdoor area with gazebo, and existing facilities, and does not appear to have room for much additional construction on that location. While ideally an expanded “mid-sized” senior center would be a more appropriate asset for La Mesa’s older adults, refurbishment of the modest existing facility within constraints of the current campus footprint seems the more likely approach. As indicated above, substantial upgrades to campus facilities is required to bring them up to a modern and appealing environment that will attract today’s older adult population.

- **Furnishings and Equipment**
  - Concurrent with facility refurbishment, it would be appropriate to upgrade furnishings to a motif suitable for today’s baby boomer generation, and to ensure that equipment is modern and senior-friendly.

- **New Construction**
  - During our facility tour with Susan Richardson, Director, City of La Mesa Recreation Department, she indicated that the City of La Mesa has been considering development of a new Community Center directly across University Avenue. That site currently
includes the Kuhiken Ballfield on one end of the parcel, the La Mesa Municipal Pool on the other end of the parcel adjacent to I-8, and a good deal of vacant property in the middle – more than enough to build a substantial community center campus. However, at the time of our conversation there was no indication that senior-specific facilities are under consideration for this potential new complex. We suggest that such a project may be an ideal opportunity to build a modern mid-sized senior center adjacent to the municipal pool complex and other campus facilities.

**Recommended Model:**

**Option 1 (preferred):** As indicated above, an ideal situation for La Mesa seniors would be construction of a new moderate-sized 15,000-18,000 square foot senior center as a component of a new multi-generational community center under consideration by the City of La Mesa. The senior center would provide dedicated space for older adults, who would also have ready access to the fitness and aquatics amenities of the larger complex.

**Option 2:** Renovation and expansion of the existing senior center to achieve a modern motif and amenities that appeal to today’s older adult generation and taking care of all deferred maintenance needs. This alternative would consider expanding the existing facility from roughly 6,000 square feet to 9,000 square feet, adding more rooms for education and meetings, a game room, and other amenities, or a social enterprise such as a salon. The option to expand would depend on the availability of space within the existing campus and an architect’s ability to configure a modified facility with additional square footage within that footprint.

**Estimated Capital and/or Refurbishments Costs:**

Given that any specific plans for a new multi-generational community center in La Mesa are not known at this time, and thus the future of a potential senior center at that location is also unknown, this report contemplates renovation of the existing senior center, and if possible expansion of the center from its current 6,000 square feet to the 9,000 square foot model defined in this report, subject to the feasibility of adding facility square footage on the existing campus footprint.

- **Refurbishment of Existing Senior Center – Level 3 (for substantial provision)… $1,050,000**
- **Expansion (add approx. 3,000 sf) to achieve small-sized senior center model.......... $675,000**
- **New Equipment – for expanded space and replacement of outdated equip .......... $75,000**

  Total – Senior Center Refurbishment and Expansion ........................................ $1,800,000
LAKESIDE

Introduction:
Lakeside includes the communities of Lakeside, Riverview, Lakeview, and Johnstown
The County of San Diego’s 2016 demographic profile estimated the total Lakeside population at 58,356, with 7,772 seniors 65+ (13.3% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
➢ The population of Lakeside is projected to increase by 18,429, or 29%
➢ During that same 30-year time period:
  o Seniors 60+ will comprise 41% of the Lakeside population growth
  o The population of seniors 75+ is forecast to increase by 140%

Poverty Statistics:
➢ Over 25% of Lakeside residents live at or below 200% of the federal poverty level
➢ For seniors 65 or older:
  o Almost 10% are living below 100% of the federal poverty level
  o One out of every four are living below 200% of the federal poverty level
  o One in five Lakeside seniors 65+ are still working

Cultural Observations:
➢ Currently 18% of Lakeside residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost one-third of the Lakeside population by the year 2050
  o A local senior center needs to reflect the diversity within the community they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:
➢ Over 20% of Lakeside seniors live alone
  o This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
➢ Over 20% of Lakeside seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,523.
➢ The average cost of living for seniors 65+ in Lakeside is:
  o $2,503 per month for single adults
  o $3,257 per month for couples
The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

According to census tract information, the density of Lakeside seniors 60+ ranges from 12 to 1,396 per square mile, averaging about 700 per sq. mile.

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**Community Infrastructure Supporting Older Adults**

**Affordable Senior Housing**

- Lakeside Gardens, 12219 Roberts Way, Lakeside
  - 54 studio and 31 one-bedroom units
- The Village at Lakeside Apartments, 9703 Wintergardens Blvd, Lakeside
  - 100 one-bedroom units, in gated community
- Anja House I, 10045 Anja Place, Lakeside
  - Six units; project-based rental assistance – HUD apartment for Elderly with Developmental Disabilities
**Assisted Living**
- Capacity – more than 6
  - Deer Hill Estates – capacity 9
  - Island Grove Guest Home II – capacity 12
  - Lakeside Manor – capacity 15
  - Sunshine Care Home – capacity 21
- Capacity – 6 or less
  - Mountain Valley View
  - Sage Cottage
  - Sycamore Sunset

**Transportation**
- There are no MTS bus routes through central Lakeside, although a bus route runs on the north-western border of Lakeside, on Los Coaches Road.
- Rides4Neighbors offers transportation options for seniors 60+
  - [https://factsd.org/listing/rides4neighbors-discount-taxi-program/](https://factsd.org/listing/rides4neighbors-discount-taxi-program/)

**Caregiving**
- Visiting Angels 7227 Broadway, Lemon Grove, CA 91945
- Lakeside Manor, 9308 Emerald Grove Ave., Lakeside, CA 92040

**Nutrition Assistance**
- Salvation Army, Lakeside Community Center, 9841 Vine Street, Lakeside, CA 92040
- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
- Home delivered meal service provided by Serving Seniors
- San Diego Food Bank neighborhood distribution locations in East County:
  - Journey Community Church, 8363 Center Dr., Ste. 6C, La Mesa, CA 91942
  - El Cajon Seventh-Day Adventist Church, 1630 E. Madison Ave., El Cajon, CA 92019
  - Faith Chapel, 9400 Campo Rd., Spring Valley, CA 91977
- Feeding San Diego food distributions sites
  - Lakeside Christian Helps Center, 9931 Channel Rd., Lakeside, CA,92040

**Entities/Programs unique to this community**
- County Library, Lakeside Branch: 9839 Vine St., Lakeside, CA 92040
- Lakeside Community Center – some senior activities
Senior Center:
There is no senior center in Lakeside.

Recommended Model:
The infrastructure of senior supports is limited in Lakeside. SANDAG forecasts a large increase in the population of adults 60 and over by 2050. The Lakeside sub-regional area stats indicate the region will be home to about 22,000 people over the age of 60.

With such a large demographic taking shape, the region would benefit from the construction of a large senior center serving both Lakeside and Santee, consisting of a 25,000-30,000 square feet facility with the amenities that comprise a 21st century senior center.

Estimated Capital and/or Refurbishments Costs:
See narrative in Santee section outlining a new shared senior center facility.

- [http://www.sdparks.org/content/sdparks/en/park-pages/LakesideCommunityCenter.html](http://www.sdparks.org/content/sdparks/en/park-pages/LakesideCommunityCenter.html)
LEMON GROVE

Introduction:
Lemon Grove is an independent city encompassing roughly 3.88 square miles. The County of San Diego’s 2016 demographic profile estimated the total Lemon Grove population at 26,421, with 3,400 seniors 65+ (12.9% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of Lemon Grove is projected to increase by 4,019, or 15%
- During that same 30-year time period:
  - Seniors 60+ will comprise 61% of the Lemon Grove population growth
  - The population of seniors 75+ is forecast to more than double (116%)
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to decrease over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:
- One-third of Lemon Grove residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Almost 10% are living below 100% of the federal poverty level
  - One out of every four are living below 200% of the federal poverty level
  - One in seven Lemon Grove seniors 65+ are still working

Cultural Observations:
- Currently almost one-half of Lemon Grove residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost two-thirds of the Lemon Grove population by the year 2050
- A local senior center needs to reflect the diversity of the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:
- Approximately 25% of Lemon Grove seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
- One-third of Lemon Grove seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,188.
- The average cost of living for seniors 65+ in Lemon Grove is:
  - $2,459 per month for single adults
  - $3,212 per month for couples
  - The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**
According to census tract information, the density of Lemon Grove seniors 60+ ranges from 913 to 1,347 per square mile, averaging about 1,200 per sq. mile.
- The Lemon Grove Senior Center is located at census tract 140.02, with a seniors 60+ density of 913 per square mile. This census tract has the lowest number of seniors in the Lemon Grove area, and the senior center is in a residential area.

**Community Infrastructure Supporting Older Adults**

*Affordable Senior Housing*
- St. John’s Plaza 8150 Broadway, Lemon Grove, CA 91945
99 units

**Assisted Living**
- Monte Vista Village 2211 Massachusetts Avenue, Lemon Grove, CA 919145
- Sungarden Terrace 2045 Skyline Drive, Lemon Grove, CA 91945

**Transportation**
- Four MTS Bus Routes with connection to the Green and Orange Lines of the MTS Trolley system are the public transportation options for Lemon Grove seniors.
- Rides4Neighbors offers transportation options for seniors 60+
  - [https://factsd.org/listing/rides4neighbors-discount-taxi-program/](https://factsd.org/listing/rides4neighbors-discount-taxi-program/)

**Caregiving**
- Visiting Angels 7227 Broadway, Lemon Grove, CA 91945

**Nutrition Assistance**
- Congregate meals for individuals 60 and over served 5 days a week at Lemon Grove Senior Center
- Home-delivered meal service provided by Serving Seniors
- The San Diego Food Bank Neighborhood Food Distribution program operates at 3 sites in Lemon Grove

**Entities/Programs unique to this community**
- None

**The Lemon Grove Senior Center:**
The **Lemon Grove Senior Center** is located at 8235 Mount Vernon St., Lemon Grove, CA 91945. The center is located on municipal property and consists of three buildings, two of which are used for the services provided to Lemon Grove seniors. The structures are over 40 years old and are located in a residential area of Lemon Grove. There is ample parking for seniors who have their own vehicles, but public transportation is a limited option as the nearest stop is three blocks away. The City of Lemon Grove contracts with Serving Seniors, a non-profit organization, to operate the center. Hours of operation are 8:30 a.m. to 2:00 p.m. Monday through Friday.

**Observations on Existing Conditions:**
- **Facility**
  - The buildings that comprise the senior center were built in 1977 and are owned by the City of Lemon Grove. The building exterior aesthetics are non-descript and the interior is drab and lacking appeal. There are no classrooms in the plant. The building’s restrooms have recently been upgraded. There is need for additional building upgrades, but there are no plans to address at this time.
**FF&E**

- The center has a very limited equipment inventory. The city of Lemon Grove does not provide any additional funding to the center outside of the agreement with Serving Seniors to provide basic services and administer the congregate meals program.
- There is no fitness equipment, computer lab/hardware, arts supplies/equipment, library, or classrooms.

**Staffing**

- Three part-time staff from Serving Seniors provide managerial oversight for the operation of the center.
- Limited additional programming is provided through partnerships with various community entities.

**Options for Capital Expenditures:**

**Refurbishment**

- The layout of the Lemon Grove Senior Center is fairly unique as a multi-structure facility. The buildings are 43 years-old and the interior of the buildings are lacking in modern features. The center is experiencing declines in attendance for the congregate meals service as well as the general programming. Multiple factors could be influencing this issue. For the consideration of refurbishment of the current center, condition/age of the building, the location, and transportation hurdles need to be accounted for to determine if upgrade to the current facility is of greater benefit than new construction at a different site.

**New Construction**

- Lemon Grove is a small municipality with moderate growth projections. Two possible scenarios for new development would consist of the new construction of a small to moderate size senior center that is more centrally located and on a main public transportation line. The second is to provide an option with a regional focus that would include the target populations of nearby communities such as Spring Valley. This region of San Diego is particularly lacking in services for seniors so a larger senior center serving a greater geographic area may be the optimal solution.

**Furnishings and Equipment**
The furnishings of the current center are outdated and in need of significant upgrade. Aside from the condition of the present inventory, the type and amount of equipment utilized in a well-supplied senior center is wholly lacking.

**Other Observations:**
- None

**Recommended Model:**
The LGSC is an under-utilized, under resourced senior center in a poor location in terms of accessibility by its target population. The buildings are outdated, and the interior is dull, furnishings and fixtures need upgrade, and the physical plant requires modernization. The buildings are owned by the City of Lemon Grove and the merit of undertaking a major refurbishment of city-owned buildings in a poor location is questionable.

The suggestion for this area is the construction of a moderate-sized senior center 17,000-22,000 square feet with all the amenities that a 21st century senior center is designed to offer. The proposed senior center site would be situated to serve both the Lemon Grove community and the nearby community of Spring Valley as well. The SANDAG population forecast for the Lemon Grove and Spring Valley areas (combined) indicate over 30,000 people over the age of 60 will reside in this general area by 2050.

**Estimated Capital and/or Refurbishments Costs:**
The proposed solution for the Lemon Grove contemplates construction of a new moderate-sized dedicated senior center, with new furnishings and equipment, shared by the collaring community of Spring Valley. The “moderate” senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (20,000 sf at $215/sf)** .......................................................... $4,300,000
- **Provision for Senior Center FF&E** .......................................................... 125,000
- **Provision for Moderate-Sized Commercial Kitchen Equipment** .................. 105,000
- **Provision for In-House Theater Equipment** ............................................... 50,000
- **Sub-Total – Senior Center** .......................................................... $4,580,000
- **Gym/Fitness Center – Construction and Equipment** ................................... 1,200,000
The budget estimate does not include the potential cost of vacant land for new construction. Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
MIRA MESA and SCRIPPS RANCH

Introduction:

The Mira Mesa area is technically a part of the Del Mar sub-regional area. However, the authors observed that the City of Del Mar has a distinctive and community-centric identity and a substantially different demographic profile than that of Mira Mesa. As such the City of Del Mar’s demographic profile is presented in a separate section of this report in order to focus on the service area of the Del Mar Community Connections senior service provider.

Similarly, the Scripps Ranch area is a part of the Poway sub-regional area, but the authors chose to present the City of Poway’s demographic profile in a separate section of this report in order to focus more directly on the existing Poway Senior Center.

Accordingly, although detail demographic stats unique to the adjacent Mira Mesa and Scripps Ranch areas are not available (that is, separate from the Del Mar/Mira Mesa sub-regional area and the Poway sub-regional area) the information presented below does apply specifically to Mira Mesa and Scripps Ranch so that attention is drawn to the senior 60+ density in those areas, and to focus on the potential of the Mira Mesa Senior Center to serve both communities.

Census tract information indicates the density of Mira Mesa seniors 60+ ranges from 751 to 2,692 per square mile, averaging about 1600 per sq. mile. The density of Scripps Ranch seniors 60+ ranges from 542 to 1,021 per square mile, averaging about 750 per sq. mile.

The Mira Mesa Senior Center is centrally located in Mira Mesa at census tract 83.57, with a seniors 60+ density of 2,717 per square mile, and in proximity to the Scripps Ranch area.
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- None

**Assisted Living**
- 27 facilities with a capacity of 158 in 92126
- 1 facility with a capacity of 403 in 92131

**Transportation**
- MTS Bus Routes: 20, 31, 110, 235, 237, 921, 964 (7)
- MTS Trolley: None

**Caregiving**
- SD Eldercare Solutions 8400 Miramar Road 92126
- ComforCare 9747 Businesspark Avenue 92131
- Casa Companion Home Care Services 10620 Treena Street 92131
- Genesis Home Health Care 9381 Mira Mesa Boulevard 92126
- Top Care Home Health 9683 Tierra Grande 92126

Construction of new moderate sized senior center recommended for Mira Mesa to replace existing senior center site
San Diego Regional Seniors Center Master Business Plan

SUMMER 2022

- Caregivers Unlimited 9747 Businesspark Avenue 92131
- Sunland Home Care 8400 Miramar Road 92126

**Nutrition Assistance**

- Mira Mesa Senior Center Congregate and Home Delivered Meals program 92126 and 92131
- San Diego Food Bank Senior Food Distribution program 92126
- San Diego Food Bank Emergency Food Assistance program 92126
- Feeding San Diego Food Distribution program 92126 (2 sites)

**Entities/Programs unique to this community**

- Hope Adult Day Health Center 11239 Camino Ruiz 92126

**The Mira Mesa Senior Center:**

The *Mira Mesa Senior Center* is located at 8460 Mira Mesa Blvd, San Diego, CA, 92126 in the Mira Mesa community of San Diego on the grounds of a large municipal park complex. Athletic fields, playgrounds, picnic grounds, a recreation center, and library are other amenities within the park. There is an MTS bus line that serves the area and stops are within 1 to 2 blocks of the facility.

There is a large parking lot that provides ample spaces for visitors to MMSC. The exterior of the building is accentuated with various small plant beds making for an attractive entrance. There is no dedicated lobby area upon entrance into the building.

**Observations on Existing Conditions:**

- **Facility**
  - MMSC is a 4,800 square foot facility that was constructed in 1986. The City of San Diego is the owner of the building and within the last couple of years have provided $400,000 for exterior upgrades to the building. Discussions between the MMSC and the City have begun to upgrade the grounds to enhance the outdoor space not only for the everyday visitors to the Center but to increase the appeal of the facility as a rental space for community gatherings.
  - The building is mainly comprised of a large community room where most programs are convened. There are two small classrooms that provide space for engagements with limited attendees and for rental to the community for meeting room space. There is a limited kitchen space that serves as the staging area for the congregate meal service and for the needs of the individuals who rent the space for private functions.
  - Adjacent to the kitchen is another small staging area that serves as the prep area for the fruits and vegetable program offered by MMSC through a partnership with the San Diego Food Bank. In addition, the MMSC partners with a local Trader Joe’s market to
repurpose plants and flowers and provide arrangements to their older adult participants.

- There is a large outdoor area surrounded by garden beds and populated with benches. A local Eagle Scout troop recently donated an outdoor game board that is situated within this open space.

- **FF&E**
  - There is no fitness center with equipment and there is no computer lab. There is a technology class that is provided but that is restricted to personal devices owned by seniors. The tables, chairs and other furnishings need upgrading.

- **Staffing**
  - There is no paid staff that work at the MMSC. In addition to the five volunteers who operate the day-to-day, the MMSC is supported by many senior volunteers who provide support for various tasks throughout the center.

**Options for Capital Expenditures:**

- **Refurbishment**
  - Any suggested refurbishment plans must consider that the building is owned by the City of San Diego and there are significant barriers in place in engaging in such work.

- **New Construction**
  - The building is 35 years old and the 501c3 that operates the center has a friendly lease arrangement with the city. However, in reviewing SANDAG projections for the Mira Mesa Community Planning Area (CPA), a tremendous growth in the older adult population warrants additional review of the feasibility of a new senior center to serve the area. By 2050, it is forecasted that over 28,000 people age 60 and over will reside in the Mira Mesa CPA. This boundary includes the neighborhoods of Sorrento Valley and Sorrento Mesa. The adjacent community of Scripps Ranch, although a separate CPA and given its small population of older adults, could be a natural partner for the development of a regional senior center.

- **Furnishings and Equipment**
  - The current level of equipment is limited, and furnishings are dated and in need of updating.
**Recommended Model:**

The Mira Mesa Scripps Ranch region has a below average level of infrastructure for older adults for such a densely populated area, specifically, no affordable housing and below average public transportation options. The current center is owned by the City of San Diego and, as such, there are significant hurdles in completing major renovation work on the structure.

With the population growth projected for the area, a moderate sized senior center 17,000-22,000 square feet with the amenities and features consistent with a 21st century senior center is the recommended model.

**Estimated Capital and/or Refurbishments Costs:**

The proposed solution for the Mira Mesa/Scripps Ranch is construction of a new moderate-sized dedicated senior center, with new furnishings and equipment. The “moderate” senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (20,000 sf at $215/sf)** ........................................ $4,300,000
- **Provision for Senior Center FF&E** ............................................................... 125,000
- **Provision for Moderate-Sized Commercial Kitchen Equipment** .............. 105,000
- **Provision for In-House Theater Equipment** ............................................. 50,000
  - **Sub-Total – Senior Center** ........................................................................ $4,580,000
- **Gym/Fitness Center – Construction and Equipment** ................................. 1,200,000
- **Aquatics Center – Construction and FF&E** .............................................. 630,000
- **Locker/Shower Rooms and Restrooms** .................................................. 320,000
  - **Sub-Total – Gym/Fitness and Aquatics Amenities** .................................. $2,150,000

**Total Estimated Budget** .................................................................................. $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
NATIONAL CITY

Introduction:

National City is an independent city encompassing roughly 9.12 square miles. The County of San Diego’s 2016 demographic profile estimated the total National City population at 60,349, with 6,740 seniors 65+ (11.2% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of National City is projected to increase by 22,779, or 37%
- During that same 30-year time period:
  - Seniors 60+ will comprise 46% of the National City population growth
  - The population of seniors 75+ is forecast to increase by 172%

Poverty Statistics:

- Over half of National City residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Almost 20% are living below 100% of the federal poverty level
  - Almost half (45%) are living below 200% of the federal poverty level
  - About one in seven National City seniors 65+ are still working

Cultural Observations:

- Currently 65% of National City XYZ residents are Hispanic; SANDAG forecasts that Hispanics will comprise roughly 72% of the National City population by the year 2050
  - A local senior center needs to reflect the diversity within the community they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 23% of National City seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- Over 50% of National City seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,040.
- The average cost of living for seniors 65+ in National City is:
  - $2,189 per month for single adults
  - $2,942 per month for couples
The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

According to census tract information, the density of National City seniors 60+ ranges from 855 to 4,945 per square mile, averaging about 2,100 per sq. mile.

- The **National City Senior Center** is located at census tract 117, with a seniors 60+ density of 2,630 per square mile. The highest density of seniors is in census tract 120.02 at 4,945 seniors 60+ per square mile, just south of Paradise Valley Hospital.

**Community Infrastructure Supporting Older Adults**

**Affordable Senior Housing**

- Kimball Towers, 1317 D Avenue 91950, 150 units, waitlist closed
- Morgan Towers, 1415 D Avenue 91950, 150 units, waitlist closed
- Plaza City Apartments, 1535 E Plaza Blvd 91950, 80 units, waitlist varies on rent, lowest rent waitlist 10+ years, highest rent, waitlist 6-12 months
- TELACU South Bay Manor, 650 E 14th Street 91950, 75 units, waitlist closed
**Assisted Living**
- 7 facilities with a bed capacity of 373

**Transportation**
- MTS bus routes interior of city: Routes 13, 929, 932, 955, 961, 962, 963, 967, 968 (9)
- MTS Trolley: Blue Line with stops within city
- Kimball Senior Center Nutrition Transportation Program for congregate meal

**Caregiving**
- None

**Nutrition Assistance**
- George H. Waters Congregate and Home Delivered Meals program 91950
- San Diego Food Bank Senior Food Program 91950 (2 sites)
- San Diego Food Bank Emergency Food Assistance program 91950
- Feeding San Diego Food Distribution Program (6 sites) 91950
- La Maestra Health Center Food Pantry 91950

**Entities/Programs unique to this community**
- Horizons Adult Day Care Center 1035 S. Harbison 91950

**The National City Senior Center:**
The Kimball National City Senior Center is located at 1221 D Avenue, National City, CA 91950. The Kimball Senior Center is an approximately 5,000 square foot facility. The structure was built in 1987 and is dedicated exclusively to senior activities. The Center is strategically situated across the street from a park and adjacent to two 9-story senior HUD buildings that provide 300 units of affordable housing for senior 62 and over. Public transportation is very accessible with several bus routes and stops located within 2 blocks of the Center. The aesthetics of the building are similar to a “park design” recreation center. It is a one-story building with good lot parking and ample street parking available.

**Observations on Existing Conditions:**
- **Facility**
  - The interior of the building is comprised mostly of one large open space. There is dedicated office space for staff, a small commercial kitchen that is rarely utilized and serves as more of storage space for the Center’s 2 groups, other small storage areas and a small classroom that can accommodate 15-20 people.
FF&E

- There is little in the form of equipment. The Center has no computer room or devices. The Center has one treadmill in a small space that is currently not functioning. There are 2 billiards tables in the large community hall.

Staffing

- The staff of the Center consists of 1 full-time employee (30 hours/week) and 3 part-time employees (10 hours per week).

Options for Capital Expenditures:

Refurbishment

- Given the city’s plan for a new “city center” model for older adult services, refurbishment of the existing location is moot.

New Construction

- A city initiative was recently received approved for development of a comprehensive “city center” model for older adults. The plan is to be implemented fairly close to the present location and will include new affordable senior housing, a health center managed by San Ysidro health and a new senior center. Completion of the project is scheduled for early 2022.

Furnishings and Equipment

- Nothing transferrable from current location to proposed new site other than the 2 billiards table.

Other Observations:

National City plans as model

- The city is to be commended for their foresight in addressing the current and growing needs of its older adult residents with the launch of this bold initiative. Creation of a new senior center surrounded by services and supports is a model to possibly be emulated in other municipalities in SD County.

Recommended Model:

N/A – See Above

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for the National City Senior Center at this time.
OCEANSIDE

Introduction:
Oceanside is a North County city encompassing roughly 42.18 square miles. The County of San Diego’s 2016 demographic profile estimated the total Oceanside population at 173,829, with 24,820 seniors 65+ (14.3% of the population).

Demographic Observations:

*Estimated population growth from 2020-2050 (30-year time period)*:

- The population of Oceanside is projected to increase by 11,537, or 6%
- During that same 30-year time period:
  - Seniors 60+ will comprise 97% of the Oceanside population growth, indicating an aggregate decline in other age-groups
  - The population of seniors 75+ is forecast to 81%
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

*Poverty Statistics*:

- About one-third of Oceanside residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 10% are living below 100% of the federal poverty level
  - More than one in four are living below 200% of the federal poverty level
  - Over one in six Oceanside seniors 65+ are still working

*Cultural Observations*:

- Roughly one-third of Oceanside residents are Hispanic; SANDAG forecasts that Hispanics will comprise over half of the Oceanside population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

*Potential Senior Orphans*:

- Over 25% of Oceanside seniors live alone
  - This raises the possibility of a significant number of senior orphans

*Cost of Living Factors*: 

About 21% of Oceanside seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,454.

The average cost of living for seniors 65+ in Oceanside is:

- $2,540 per month for single adults
- $3,293 per month for couples
- The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+**

According to census tract information, the density of Oceanside seniors 60+ ranges from 390 to 2,953 per square mile, averaging about 1,300 per sq. mile. Oceanside has two senior centers:

- The **Oceanside County Club Senior Center** is located in census tract 185.09, with a seniors 60+ density of 769 per square mile. Note that this senior center is in close proximity to census tracts 184 and 182 with senior densities of 1,569 and 1,490, respectively.

- The **El Corazon Oceanside Senior Center** is located at census tract 186.13, with a seniors 60+ density of 476 per square mile.

  - It should be considered if the location of the Oceanside senior centers can adequately serve the high-density tracts 186.14 (2,951/sq mi) and 186.12 (2,552/sq mi.) to the north.
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- Cape Cod Senior Villas, 1710 Maxson Street 92054, 36 units, waitlist N/A
- El Dorado Church of God, 115 S. Clementine Street 92054, 86 units, waitlist closed
- Lil Jackson Senior Community, 3512 Lake Blvd. 92056, 80 units, waitlist N/A
- Mar Vista El Dorado, 802 Topeka Street 92054, 72 units, waitlist closed
- Mission Cove Senior Apartments, 3229 Mission Cove Way, 92054, 138 units, waitlist 3-4 years
- Silvercrest Senior Apartments, 3839 Lake Blvd., 92056, 69 units, waitlist closed
- Vintage Pointe I Senior Apartments, 1701 Bush Street 92058, 136 units, waitlist 2-3 years
- Vintage Pointe II Senior Apartments, 1923 Bush Street 92058, 186 units, waitlist 2-3 years

**Assisted Living**
- 35 facilities with capacity of 1193

**Transportation**
- NCTD bus routes: Routes 101, 302, 303, 309, 311, 313, 315, 318, 323, 325 (10)
- NCTD Sprinter: Multiple stops within city
- City of Oceanside “Go Oceanside” multi-faceted senior transportation program 92054

**Caregiving**
- Always There Home Care 2103 S. El Camino Real Drive 92054
- Qualicare Family Homecare 2103 S. El Camino Real Drive 92054
- Amada Senior Care 2124 S. El Camino Real Drive 92054

**Nutrition Assistance**
- Oceanside Country Club Senior Center Congregate and Home Delivered Meals Program 92051, 92054, 92056, 92057, 92058
- Salvation Army Congregate meals program 92056
- San Diego Food bank Senior Food Program 92054 and 92056
- San Diego Food Bank Emergency Food Program 92058
- San Diego Food Bank Neighborhood Distribution Program 92056 and 92058 (2 sites)
- Feeding San Diego Food Distribution Program 92057 (3 sites), 92056, 92054 (2 sites)
Entities/Programs unique to this community

- Mottino Family YMCA 4701 Mesa Drive 92056
- North County Coastal Career Center 1949 Avenida Del Oro 92056 (Federally funded Senior Community Employment Program)
- Brother Benno Foundation 3260 Production Avenue 92058. Nonprofit committed to serving the poor and homeless.
- Bread of Life Rescue Mission 1919 Apple Street 92054

Oceanside Senior Centers (Two Locations):

Oceanside El Corazon Senior Center – Existing Site:

The El Corazon Senior Center is located at 3302 Senior Center Drive, Oceanside, CA 92056. The ECSC is located in the southeastern region of Oceanside in an area of commercial development and open space. It sits on a 6-acre city-owned parcel of land that will be further developed for public use. The ESCSC was built in 2009 as a response by city planners to prepare for the growing population of older adults in Oceanside and to provide a secondary option to complement the programs and services of the Country Club Senior Center in the older area of Oceanside. There is limited public transportation in the area with a bus stop approximately 2 blocks from the building. However, there is a rather steep grade for those who walk to the ECSC from the stop which could pose significant challenge for those who rely on the public transportation option. There is a large parking lot to accommodate older adults who drive. The building makes use of the natural landscape of the area and possesses a modern design feel upon arrival.

Observations on Existing Conditions:

- **Facility**
  - ECSC is a 12,000 square foot multi-purpose facility that prominently offers use of the space for social or corporate gatherings. The building has a “U-shaped” design that features an attractive outdoor space in the middle with benches, tables, and a fireplace. There are 2 large open rooms that are utilized for the large exercise classes and other social events. One of the rooms has partitions that allow for a smaller breakdown to 4 individual classrooms.

- **FF&E**
  - The building has a resource library and access to four computer stations. Seniors are provided some limited training guidance.
The fitness Center, “EC Fit” is a 900 square foot room with cardio and resistance equipment. Room is well designed to allow for easier accessibility and has newer machines with features designed with older adults in mind.

The ECSC will be complemented by additional development of surrounding open space. A “Phase Two” development of the city-owned land will create an additional 15,000 square foot structure that will provide for additional meeting space and rental space. In addition, future use of the land will include the El Corazon Aquatics Center that will feature 2 pools and a water park.

**Staffing**

The ECSC is operated by 1 full-time staff member (another city employee is the full-time manager of both Oceanside senior centers) and 3 part-time recreation specialists. One half-time employee is responsible for the building maintenance.

There are ten senior volunteers who provide internal support such as manning information desk, giving tours to new seniors, some office work and helping with preparations for special events.

**Options for Capital Expenditures:**

**Refurbishment**

During the original construction phase, an originally planned commercial kitchen had to be abandoned due to a funding gap. For the last decade, the 2,000 square foot space has been used for a staging area for food prep and has provided additional storage space.

A new initiative, The El Corazon Sustainability and Culinary Arts Kitchen Capital Improvement Project was completed in July of 2019 that will enhance nutritional efforts at the center while also providing an additional amenity for their rental program.

**New Construction**

Additional capacity to the multi-use civic development is in development by the City of Oceanside.

**Furnishings and Equipment**

The buildings furnishings and fixtures are in good shape, the building has a pleasant aesthetic.

**Other Observations:**
According to SANDAG population forecast, the city of Oceanside will have an estimated population of 50,000 people over the age of 60 by 2050. The current estimated population for 2020 in Oceanside for the same cohort is approximately 38,000.

**Recommended Model:**
This building was constructed in 2009 and recently underwent a major renovation to develop space for a commercial kitchen with repurposing capacity. The interior and exterior are modern, and it is an appealing physical plant. The center is a low priority on the refurbishment timeline.

**Estimated Capital and/or Refurbishments Costs:**
Per the narrative above, no action or accompanying budget for the El Corazon Senior Center is suggested at this time.

**Oceanside Country Club Senior Center – Existing Site:**
The **Country Club Senior Center** is located at 455 Country Club Lane, Oceanside.

**Observations on Existing Conditions:**
- **Facility**
  - Building is part of a municipal complex with the senior center constructed in 1985.
- **FF&E**
  - There is no computer lab or fitness room in the center.
- **Staffing**
  - One full time staff member and 3 part time staff operate the center. A supervisor is responsible for this location as well as the El Corazon senior center in the eastern section of Oceanside.

**Options for Capital Expenditures:**
- **Refurbishment**
  - With the construction of a new senior center in Oceanside within the last decade, refurbishment of this property is the primary option.
- **New Construction**
  - The city of Oceanside constructed a second senior center in 2009 to support the area’s growing population. There is currently no plan for major renovation or new construction to replace this site.
- **Furnishings and Equipment**
Computer lab and fitness room would be beneficial additions to the center.

Other Observations:
- According to SANDAG population forecast, the city of Oceanside will have an estimated population of 50,000 people over the age of 60 by 2050. The current estimated population for 2020 in Oceanside for the same cohort is approximately 38,000.

Recommended Model:
This location is the older of the two Oceanside senior centers. This center was built in 1985. Given the building’s age, this location is more suitable for a renovation project.

Estimated Capital and/or Refurbishments Costs:
Given the narrative above, this report contemplates renovation of the existing Oceanside Country Club Senior Center, with the following budget provision:
- Refurbishment of Existing Senior Center – 10,000 sf, Level 3 provision............ $1,750,000
- New Equipment – and replacement of outdated equipment.................................. 75,000
  Total – Senior Center Refurbishment .......................................................... $1,825,000

POINT LOMA, OCEAN BEACH

Introduction:
The Peninsula sub-regional area includes the communities of Point Loma and Ocean Beach.
The County of San Diego’s 2016 demographic profile estimated total population at 64,248, with 7,859 seniors 65+ (12.2% of the population).

Demographic Observations:
Estimated population growth from 2020-2050 (30-year time period):
- The population is projected to increase by 19,335, or 30%
- During that same 30-year time period:
  - Seniors 60+ will comprise 35% of the population growth
  - The population of seniors 75+ is forecast to more than double (115%)

Poverty Statistics:
- Over 25% of residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
About 7% are living below 100% of the federal poverty level
More than one in five are living below 200% of the federal poverty level
About 19% of seniors 65+ are still working

**Cultural Observations:**
- Currently about 17% of residents are Hispanic; SANDAG forecasts that Hispanics will comprise 17% of the population by the year 2050

**Potential Senior Orphans:**
- Approximately one-third of seniors live alone
  - This raises the possibility of a significant number of senior orphans

**Cost of Living Factors:**
- About 30% of seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,773.
- The average cost of living for seniors 65+ is:
  - $2,926 per month for single adults
  - $3,678 per month for couples
  - The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**
Census tract information indicates the density of seniors 60+ at:
- Point Loma: Ranges from 834 to 2,422 per square mile, averaging about 1,600 per sq. mile.
- Ocean Beach: Ranges from 1,017 to 2,340 per square mile, averaging about 1,800 per sq. mile.

The **Peninsula Shepherd Center** is located in Point Loma at census tract 73.02, with a seniors 60+ density of 1,848 per square mile.
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- None

**Assisted Living**
- 4 facilities with a capacity of 33 residents, 92106

**Transportation**
- MTS Bus Routes: 8, 9, 28, 35, 84, 923 (6)
- MTS Trolley: None
- Peninsula Shepherd Center Out and About Senior transportation program

**Caregiving**
- None

**Nutrition Assistance**
- Jewish Family Services Home Delivered Meals Program
- Second Chances Bread of Life Congregate Meals 2083 Sunset Cliffs Boulevard 92107
San Diego Food Bank Emergency Food Assistance Program 92106
- San Diego Neighborhood Food Distribution program 92106
- Feeding San Diego Food Distribution program 92107 (2 sites)

Entities/Programs unique to this community
- Ryan Family YMCA 4390 Valeta Street 92107

The Peninsula Shepherd Center Senior Center:
The Peninsula Shepherd Center Senior Center is located at 1475 Catalina Boulevard, San Diego. The PSC operates decentralized programs at various sites throughout the Point Loma and Ocean Beach communities.

Observations on Existing Conditions:
- Facility
  - The PSC has administrative offices in a church.
- FF&E
  - N/A
- Staffing
  - The PSC is led by an executive director, a programs director and volunteers who support the senior lounge as well as the transportations services.

Options for Capital Expenditures:
- Refurbishment
  - N/A
- New Construction
  - Since the PSC operates their programs and services without a physical structure, this community is a candidate for construction of a new center, optimally one that could be strategically located to serve the Ocean Beach community as well.
- Furnishings and Equipment
  - N/A

Other Observations:
- According to SANDAG population forecast, the Peninsula area (Point Loma, Ocean Beach) will have a population of almost 20,000 adults age 60 and over by 2050. The current number of residents of these areas of the same age cohort is 12,900.
**Recommended Model:**

Given that the Peninsula Shepherd Center is a decentralized social service org, Point Loma and Ocean Beach is one of the more densely populated areas in the region that is without a dedicated senior center. The level of infrastructure support is poor for these communities. Aside from the lack of a bricks and mortar senior center, there is no affordable housing and a lack of caregiving services.

The construction of a new senior center of moderate size 17,000-20,000 square feet is the recommendation for this region.

**Estimated Capital and/or Refurbishments Costs:**

The proposed solution for Point Loma/Ocean Beach contemplates construction of a new moderate-sized dedicated senior center, with new furnishings and equipment. The “moderate” senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (20,000 sf at $215/sf)** ........................................ $4,300,000
- **Provision for Senior Center FF&E** ................................................................. 125,000
- **Provision for Moderate-Sized Commercial Kitchen Equipment** .................. 105,000
- **Provision for In-House Theater Equipment** ............................................... 50,000
  
  **Sub-Total – Senior Center** ........................................................................... $4,580,000
- **Gym/Fitness Center – Construction and Equipment** ................................. 1,200,000
- **Aquatics Center – Construction and FF&E** ................................................ 630,000
- **Locker/Shower Rooms and Restrooms** ...................................................... 320,000
  
  **Sub-Total – Gym/Fitness and Aquatics Amenities** ...................................... $2,150,000

**Total Estimated Budget** ................................................................................. $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
POWAY

Introduction:
Poway is an independent city encompassing roughly 39.16 square miles. The County of San Diego’s 2016 demographic profile estimated the total Poway population at 49,675, with 7,312 seniors 65+ (14.7% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Poway is projected to increase by 3,123 or 6%
- During that same 30-year time period:
  - Seniors 60+ will comprise 92% of the Poway population growth
  - The population of seniors 75+ is forecast increase by 94%
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to decline by 9% over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- 18.7 of Poway residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Almost 6% are living below 100% of the federal poverty level
  - One in five are living below 200% of the federal poverty level
  - One in six Poway seniors 65+ are still working

Cultural Observations:

- Currently about 20% of Poway residents are Hispanic; SANDAG forecasts that Hispanics will comprise over one-fourth of the Poway population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 15% of Poway seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
Almost 15% of Poway seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,497.

The average cost of living for seniors 65+ in Poway is:

- $3,222 per month for single adults
- $3,976 per month for couples
- The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

According to census tract information, the density of Poway seniors 60+ ranges from 114 to 888 per square mile, averaging about 600 per sq. mile.

- The **Poway Senior Center** is located at census tract 170.48, with a seniors 60+ density of 641 per square mile.
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- Brookview Village Senior Apartments, 13150 Pomerado Road
  - 84 one-bedroom and 18 two-bedroom units
- Los Arcos Senior Apartments, 12740 Gateway Park Road
  - 83 one-bedroom units

**Assisted Living**
- Capacity more than six:
  - Gateway Gardens – capacity 72 – studio and one-bedroom units
  - Huntington Manor – capacity 21
  - Mountain Vistas – capacity 32
  - Pomerado Manor – capacity 15
  - Skyview Gardens – capacity 15
- Capacity six or less:
  - A New Haven Villa
  - Feel At Home Care
  - Gate Manor
  - Gate Manor II
  - Gate Manor III
  - Golden Ages
  - Golden Ages
  - Huntington Chateau
  - Huntington House
  - New World RCFE
  - North County Care Home
  - Parkview Gardens
  - RB Senior Residences II
  - Rose Of Poway, The
  - Solaris 28

**Transportation**
- An MTS bus route runs through Poway on Poway Road.
- The Poway Senior Center is located at 13094 Civic Center Drive near the Poway Civic Center and Poway Community Swim Center. MTS buses 944 and 945 serve that locale, but the
senior center is a bit of a walk from Poway Road to the actual senior center, creating a challenge for less-mobile seniors.

- RideFACT offers transportation options for seniors 60+
  - [https://factsd.org/listing/ridefact/](https://factsd.org/listing/ridefact/)

- Jewish Family Service’s “On the Go Rides and Smiles” rideshare program is available to seniors. Rides are donation based for destinations up to 25 miles.
  - [www.jfssd.org/onthego](www.jfssd.org/onthego)

**Caregiving**

- Seniors Helping Seniors, 10755 Scripps Poway Parkway, Suite 426, San Diego, CA 92131
- Poway Adult Day Health Care Center, 12250 Crosthwaite Circle, Poway, CA 92064

**Nutrition Assistance**

- Poway Senior Center, 13094 Civic Center Drive, Poway, CA 92064
- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
- Home delivered meal service provided by Serving Seniors
- Feeding San Diego food distributions sites
  - St. Bartholomew’s Episcopal Church. 16275 Pomerado Rd., Poway, CA 92064
  - The Community Food Connection, 14047 Twin Peaks Road., Poway, CA 92064

**Entities/Programs unique to this community**

- County Library, Poway Branch: 13137 Poway Road, Poway, CA 92064
- Seniors Helping Seniors, 10755 Scripps Poway Parkway, Suite 426, San Diego, CA 92131

**The Poway Senior Center:**

The **Poway Senior Center** is located at 13094 Civic Center Drive, Poway, CA 92064. The PSC is in the midst of a transition period. The city of Poway approved the construction of a new multi-purpose community center that will replace the current structure. For the next two years, the PSC will move to a temporary home in Poway and continue to deliver services while construction of the new facility is completed.

**Observations on Existing Conditions:**

- **Facility**
  - Currently under construction with targeted opening of Spring/Summer 2021.

- **FF&E**
  - New equipment and furnishings to be included in the new building
Staffing

- Five staff members, 1 full-time and 4 part-time, oversee the daily operations and 3 part-time staff manage the nutrition program.

Options for Capital Expenditures:

- Refurbishment
  - N/A

- New Construction
  - New construction underway

- Furnishings and Equipment
  - Other than some small, transferable furnishings and minor equipment, the Poway Senior Center will have new amenities.

Other Observations:

According to SANDAG population forecast, the city of Poway will have an estimated 15,500 people over the age of 60 by 2050. The current estimated population of the same age cohort in the city in 2020 is 12,600.

Recommended Model:

With a current project of the construction of a new 12,000 community and senior center scheduled for completion in the summer of 2021, there is no recommendation required.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for Poway at this time.
RAMONA

Introduction:
Ramona includes the communities of Ramona, Ballena, Four Corners and Shady Dell.
The County of San Diego’s 2016 demographic profile estimated the total Ramona population at 37,387, with 4,704 seniors 65+ (12.6% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of Ramona is projected to increase by 6,742, or 18%
- During that same 30-year time period:
  - Seniors 60+ will comprise 49% of the Ramona population growth
  - The population of seniors 75+ is forecast to more than double (116%)
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to increase only 8% over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:
- Almost 23% of Ramona residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 7% are living below 100% of the federal poverty level
  - Almost one in five are living below 200% of the federal poverty level
  - One in five Ramona seniors 65+ are still working

Cultural Observations:
- Currently one-fourth of Ramona residents are Hispanic; SANDAG forecasts that Hispanics will comprise about 38% of the Ramona population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:
- Approximately 14% of Ramona seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
Almost 10% of Ramona seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,657.

The average cost of living for seniors 65+ in Ramona is:
- $3,046 per month for single adults
- $3,799 per month for couples
- The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**
According to census tract information, the density of Ramona seniors 60+ ranges from 21 to 450 per square mile, averaging about 175 per sq. mile.
- The **Ramona Senior Center** is located at census tract 208.09, with a seniors 60+ density of 140 per square mile.
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- Schmale Family Senior Residence, 406 16th Street, 92065, 62 units, waitlist 3-4 years

**Assisted Living**
- Ramona Senior Lodge Assisted Living, 15855 Marmac Dr, Ramona, CA 92065
- Ramona Senior Manor, 1236 D St, Ramona, CA 92065

**Transportation**
- MTS buses 891 and 892 transit from El Cajon through Ramona only one day each week. Aside from that, there is no public transportation in Ramona.

**Caregiving**
- None found specific to Ramona

**Nutrition Assistance**
- Ramona Senior Center, 434 Aqua Lane, Ramona, CA 92065
- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
- Home delivered meal service provided by Serving Seniors
- San Diego Food Bank neighborhood distribution locations in East County:
  - Journey Community Church, 8363 Center Dr., Ste. 6C, La Mesa, CA 91942
  - El Cajon Seventh-Day Adventist Church, 1630 E. Madison Ave., El Cajon, CA 92019
  - Faith Chapel, 9400 Campo Rd., Spring Valley, CA 91977
- Feeding San Diego food distributions sites
  - Ramona Food and Clothes Closet, 773 Main Street., Ramona, CA, 92065
  - Mountain View Community Church Ramona, 1191 Meadowlark Way., Ramona, CA, 92075

**Entities/Programs unique to this community**
- County Library, Ramona Branch: 1275 Main St., Ramona, CA 92065

**The Ramona Senior Center:**
The **Ramona Senior Center** is located at 434 Aqua Lane, Ramona, CA 92065. The building was constructed in the 1990’s and is two blocks from a main thoroughfare in the Ramona Community Park. The exterior and interior aesthetics are reflective of the building’s age and is a typical municipal parks and recreation style building. There is a parking lot on the grounds. There is no public transportation serving the RSC.

**Observations on Existing Conditions:**
- **Facility**
The physical plant includes a small meeting room, a mid-sized room that is used for socialization and small activities, a larger room that is used for various events, and a sizable dining room that can accommodate larger events and is the gathering site for the RSC congregate meals program. The building is owned by the local water district and is leased by Pacific Educational Facilities, the 501c3 that operates the senior center.

**FF&E**

Since the senior center rents space in the recreation center, and other entities also rent the same space at different times, an inherent challenge is that the senior center cannot setup and organize permanent space. Staff is forced into a daily cycle of “set-up/break-down” that contribute additional burden and detracts from establishing the locale as the “community home” for Ramona older adults. Some of the building’s amenities are shared with these other groups.

In October 2019, the RSC was a recipient of a Sahm Family Foundation grant for procurement of upgraded furnishings for the building.

**Staffing**

The operations of the RSC are led by 3 full time employees and 7 part time staff. The RSC has a roster of 60 volunteers who provide support for various internal and external functions.

**Options for Capital Expenditures:**

**Refurbishment**

Consideration should be given to eventually obtaining a dedicated “non-shared” space for the RSC, enabling them to permanently set up the facility in a way most beneficial to seniors, extend operating hours, and generate non-governmental supporting revenue. Given that the building is not owned by the municipality as a function of a parks and rec department nor owned by a 501c3, permission for substantial refurbishment would be a significant hurdle.

**New Construction**

Plans have been approved of construction of a multi-generation community center that was led by SD County Board Supervisor Dianne Jacob. This complex will have multiple amenities including a senior center and possibly an affordable housing development for seniors. It is not known at this time if the County will invite PEF to submit a bid on the
operation of the proposed senior center. The community does not have a population that necessitates 2 senior centers.

➢ **Furnishings and Equipment**
  
  o New furnishings such as sofas, chairs and tables were procured throughout the SFF grant. A small computer lab would be a candidate for refurbishment and expansion.

**Other Observations:**
According to SANDAG population forecast, the Ramona area will have an estimated population of over 12,000 people over the age of 60 by 2050. As of 2020, the estimated population of the similar cohort is almost 9,000.

**Recommended Model:**
The plans for a new multi-generational center render any new plans for a senior center initiative led by the PEF as moot.

**Estimated Capital and/or Refurbishments Costs:**
Per the narrative above, no action or accompanying budget is suggested for Ramona at this time.
SAN CARLOS, DEL CERRO, ALLIED GARDENS, TIERRASANTA

Introduction:
The *Elliott Navajo* sub-regional area includes the following communities.

- San Carlos
- Del Cerro
- Allied Gardens/Grantsville
- Tierrasanta

The County of San Diego’s 2016 demographic profile estimated this area’s population at 92,755, with 14,663 seniors 65+ (15.8% of the population).

Demographic Observations:

*Estimated population growth from 2020-2050 (30-year time period):*

- The population of these communities is projected to increase by 16,082, or 16%
- During that same 30-year time period:
  - Seniors 60+ will comprise 62% of the population growth
  - The population of seniors 75+ is forecast to double (101%)
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to remain mostly flat over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

*Poverty Statistics:*

- About 20% of residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Almost 5% are living below 100% of the federal poverty level
  - About 18% are living below 200% of the federal poverty level
  - More than one in six seniors 65+ are still working

*Cultural Observations:*

- Currently 17% of residents are Hispanic; SANDAG forecasts that Hispanics will comprise 23% of the population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

*Potential Senior Orphans:*
Approximately 25% of seniors live alone
  - This raises the possibility of a significant number of senior orphans

**Cost of Living Factors:**
- Almost 16% of seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,774.
- The average cost of living for seniors 65+ is:
  - $2,624 per month for single adults
  - $3,378 per month for couples
  - The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**
Census tract information indicates the density of seniors 60+ at:
- San Carlos: Ranges from 217 to 2,009 per square mile, averaging about 1,400 per sq. mile.
- Del Cerro: Ranges from 1,068 to 1,267 per square mile, averaging about 1,150 per sq. mile.
- Allied Gardens: Ranges from 1,070 to 1,506 per sq. mile, averaging about 1,300 per sq. mile.
- Tierrasanta: Ranges from 217 to 1,680 per square mile, averaging about 700 per sq. mile.

The **College Avenue Center** is located in Del Cerro at census tract 97.05, with a seniors 60+ density of 1,068 per square mile.
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- Lakeshore Villa 6888 Golfcrest Drive 92119, 126 units, Seniors 62+, waitlist N/A

**Assisted Living**
- San Carlos 92119: 11 facilities with capacity of 65
- Del Cerro/Allied Gardens 92120: 9 facilities with capacity of 60
- Tierrasanta 92124: 2 facilities with a capacity of 12

**Transportation**
MTS bus routes in region: 13, 14, 25, 115 (4)
MTS Trolley: Green Line stop in Grantville
JFS “On the GO” transportation service to College Avenue Center

Caregiving
Comfort Keepers Home Care 4420 Rainier Avenue 92120

Nutrition Assistance
Jewish Family Services Home Delivered Meals Program 92119 and 92120
San Diego Food Bank Emergency Food Assistance Program 92124 and 92120
San Diego Food Bank Senior Food Distribution Program 92120

Entities/Programs unique to this community
Tierrasanta Village (grassroots community support model) 5275 Rimpark Lane 92124

THE COLLEGE AVENUE SENIOR CENTER – CURRENT SITE – DEL CERRO
The College Avenue Senior Center is located in the Del Cerro area at 6299 Capri Drive, San Diego, CA. The CAC is on the campus of Temple Emanu-El and occupies two buildings of a complex that also includes a pre-school and the synagogue. Public transportation is limited and not within easy walking distance of the campus. There is a moderately-sized parking lot, but with restrictions on use, it can be challenging to find spaces during peak operations. This is especially relevant as 90% of seniors who attend the CAC drive themselves. There is ample street parking to ease the burden and JFS has a variety of transportation options for seniors to come to the site. The building exterior is modern, and the grounds are attractive and well-maintained. A security guard is on site and all visitors must check-in and undergo a brief screening before gaining entry.

Observations on Existing Conditions:

Facility
- The wing of the synagogue campus occupied by CAC is a newer building constructed in the late 2000’s. A second building that has 2 classrooms for CAC use was built in the 1970’s. Together, the 2 buildings total approximately 6500 square feet. The CAC has only been an occupant at the current location since 2015, moving from another temple site a few miles to the south.
- Upon entry into the main building, a small lobby area contains meeting space for casual gatherings and games. A reception desk is staffed by CAC volunteers who provide basic information and sign in seniors who will be engaging in that day’s meal service. A large multipurpose room accounts for most of the space in the building. Most programs and
activities, special events and the lunch service take place in this location. The room is equipped with partitions to easily section off parts of the room to account for concurrent programming. An adjacent building is home to two classrooms where classes with more of an educational focus take place.

- **FF&E**
  - There is no fitness center on the premises and little in the way of recreational equipment. A well-stocked library doubles as a classroom when needed. There is no dedicated computer lab with desktops, yet CAC has ample opportunities for seniors to engage with technology.
  - The CAC has 16 laptops that are used for their computer classes that range from basic to advanced, for the brain fitness program that utilizes cutting-edge software designed to improve cognitive capacity and provide tutoring sessions on making the most of smart devices. The center also offers drop-in hours for those in need of immediate help with pressing tech issues.
  - The CAC has a commercial kitchen with significant capacity. However, for the purposes of the older adult programming, the kitchen is utilized as a staging area for the daily lunch service as meals are prepared and delivered by staff of JFS main commercial kitchen at their Balboa Avenue campus.

- **Staffing**
  - CAC is operated with a staff of 1 full-time program manager and 3 part-time staff who oversee a large menu of programs and special events.

**Options for Capital Expenditures:**

- **Refurbishment**
  - The primary building of the senior center is relatively new and in no need of refurbishment. The smaller second building is older and much smaller, consisting of only a few classrooms. The classrooms reflect the age of the structure and appear to be eligible for refinement, but it would be a minor renovation.

- **New Construction**
  - While this senior center conveniently serves older adults of the Del Cerro community, two nearby communities, Tierrasanta and San Carlos, have significant older adult populations but lack a nearby senior center. It is noted that Tierrasanta is an area with the designation of a naturally occurring retirement community (NORC) and is
represented with a service delivery called the “village model”. It is a grass-roots community effort to provide support for the area’s older adults. San Carlos is an area with a high density of older adults and may be an area where the construction of a new center could gain traction.

- **Furnishings and Equipment**
  - The building is relatively new and has good furnishings and excellent computer equipment. A fitness room is a possible addition that would benefit the center attendees.

**Other Observations:**
- According to the SANDAG population forecast, the communities that include Del Cerro and San Carlos, will have an estimated population of 36,000 people over the age of 60 by 2050. The current population in the region of the same age cohort is 26,000.

**Recommended Model:**
As part of a larger campus anchored by a synagogue, the primary building is relatively new and though it has a formal appearance and feel, there is little in the way of renovation required at this time.

The second smaller building containing classrooms are in a condition where refurbishment such as transitioning to a modern computer lab and inclusion of audio-visual capacity is a possibility. The upgrading would be structural and cosmetic, no expansion, bringing the classrooms up to date to a modern design.

**Estimated Capital and/or Refurbishments Costs:**
A budget provision for the indicated upgrades follows

- **Senior Center Cosmetic and Basic Upgrade renovations (Level 1)**.......................... $250,000
- **Provision for A/V and miscellaneous FF&E upgrades**........................................... 50,000

**Total – Senior Center**......................................................................................... $300,000

**SAN CARLOS/ALLIED GARDENS – POTENTIAL FUTURE SITE**
There is currently no senior center in San Carlos/Allied Gardens

**Recommended Model:**
San Carlos and Allied Gardens are primarily bedroom communities of single-family homes and limited public transportation. While there is a considerable density of older adults in areas of San Carlos, its proximity to the College Avenue Center in Del Cerro renders a suggestion of a new senior center in these areas redundant.

**Estimated Capital and/or Refurbishments Costs:**
Per the narrative above, no action or accompanying budget is suggested for San Carlos at this time.

**TIERRASANTA – POTENTIAL FUTURE SITE**

The Village Model that has been incorporated in the Tierrasanta community is a great source of pride and works for this particular area. Any suggestion of amending the manner in which services for older adults are delivered in this community would require the feedback and buy-in of the residents.

**Recommended Model:**

The grass roots village model currently in place works fine for the community and no recommendation to alter the practice is suggested.

**Estimated Capital and/or Refurbishments Costs:**

Per the narrative above, no action or accompanying budget is suggested for Tierrasanta at this time.
SAN DIEGO CENTRAL

Introduction:
San Diego Central includes the following communities.
- Downtown San Diego
- Logan Heights/Sherman Heights/Grant Hill
- North Park
- South Park/Golden Hill
- University Heights
- Hillcrest/Banker’s Hill
- Mission Hills

The County of San Diego’s 2016 demographic profile estimated the total San Diego Central population at 171,939, with 18,136 seniors 65+ (10.5% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of San Diego Central is projected to increase by 69,389, or 39%
- During that same 30-year time period:
  - Seniors 60+ will comprise 38% of the San Diego Central population growth
  - The population of seniors 75+ is forecast to almost triple (187% increase)

Poverty Statistics:
- Over one-third of San Diego Central residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 19% are living below 100% of the federal poverty level
  - Roughly 43% are living below 200% of the federal poverty level
  - One in five San Diego Central seniors 65+ are still working

Cultural Observations:
- Currently one-third of San Diego Central residents are Hispanic; SANDAG forecasts that Hispanics will comprise one-half of the San Diego Central population by the year 2050
  - A local senior center needs to reflect the diversity within their communities and tailor programs and services to meet the varied needs

Potential Senior Orphans:
- Over 40% of San Diego Central seniors live alone
This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- Over 50% of San Diego Central seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,230.
- The average cost of living for seniors 65+ in San Diego Central is:
  - $2,566 per month for single adults
  - $3,317 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

Census tract information indicates the density of San Diego Central seniors 60+ at:

- Downtown San Diego: Ranges from 835 to 4,148 per sq. mi., averaging about 2,500 per sq. mi.
- Logan Heights/Sherman Heights/Grant Hill: Ranges from 1,022 to 2,293 per square mile, averaging about 1,750 per sq. mile.
- North Park: Ranges from 981 to 2,654 per square mile, averaging about 1,850 per sq. mile.
- South Park/Golden Hill: Ranges from 933 to 2,099 per square mile, averaging about 1,500 per sq. mile.
- University Heights: Ranges from 1,357 to 1,812 per sq. mile, averaging about 1,600 per sq. mile.
- Hillcrest/Bankers Hill: Ranges from 833 to 3,759 per sq. mi., averaging about 2,950 per sq. mile.
- Mission Hills: Ranges from 1,279 to 2,392 per square mile, averaging about 1,800 per sq. mile.

The Gary and Mary West Senior Wellness Center is located in the downtown area at census tract 58, with a seniors 60+ density of 835 per square mile.

Note that the Balboa Park Senior Lounge is a small room – not an adequate senior center
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**

- Alabama Manor 3836 Alabama St 92104, 67 units, Seniors 55 and over, waitlist 2-3 years
- Cathedral Arms 3911 Park Blvd 92103, 207 units, Seniors 62+, waitlist 2-3 years
- Cathedral Plaza 1551 Third Ave 92101, 172 units, Seniors 62+, waitlist closed
- CCBA Senior Garden 438 Third Ave 92101, 44 units, Seniors 55+, waitlist 6-12 months
- Columbia Tower 904 State St 92101 619.696.0201 150 units, Seniors 62+, waitlist N/A
- Golden Age Garden Apts 740 S 36th St 92113, 76 units, Seniors 62+, waitlist 6-7 years
- Grace Tower 3955 Park Blvd 92103, 165 units, Seniors 62+, waitlist 3-4 years
- Green Manor 4041 Ibis St 92103, 150 units, Seniors 62+, waitlist 3-4 years
- Horton House 333 G Street 92101, 150 units, Seniors 62+ waitlist 4-5 years
- Lincoln Park 440 S. 49th Street 92113, units N/A, Seniors 62+, waitlist N/A
- Lions Community Manor, 310 Market Street, 92101, 130 units, Seniors 62+ waitlist 3-5 years
- Luther Tower 1455 2nd Avenue 92101, 200 units, Seniors 55+, waitlist N/A
Market Street Square 606 3rd Avenue 92101, 40 units, Seniors 62+, waitlist 1-2 years
North Park Senior Apartments 4200 Texas Street 92104, 75 units, Seniors 62+, waitlist N/A
Park Place Apartments 4033 33rd Street 92104, 32 units Seniors 62+, waitlist 1-2 years
Potiker Family Senior residence 92101, 200 units, Seniors 62+, 6-12 months
San Diego Square 1055 9th Street 92101, 150 units Seniors 62+, waitlist 1-2 years
Silvercrest San Diego 727 E Street 92101, 123 units, Seniors 62+, waitlist 5-10 years
Trinity Manor 3940 Park Blvd 92103, 98 units, Seniors 62+, waitlist Closed
Vista Serena Apts 3155 L St 92102, 21 Seniors, Seniors 62+, waitlist 1-3 years
Westminster Manor 1730 Third Ave 92101, 160 units, Seniors 62+, waitlist 2-3 years
San Diego Housing Commission 3501 1st Avenue 92103, 22 units, Senior 62+, waitlist N/A
San Diego Housing Commission 1301 5th Avenue 92101, 130 units, Senior 55+, waitlist N/A
San Diego Housing Commission 4131 Maryland Street 92103, 24 units, Seniors 55+, waitlist N/A

Assisted Living

- 2 facilities with a capacity of 230 residents, 92101
- 2 facilities with a capacity of 300 in 92103

Transportation

- MTS Bus Routes: 1, 2, 3, 4, 5, 6, 7, 10, 11, 12, 20, 30, 50, 83, 110, 120, 150, 225, 235, 250, 280, 290, 901, 923, 929, 992 (26)
- MTS Trolley: Blue, Green, Orange and Silver Lines with multiple stops for each
- Traveler’s Aid Society Senior Transportation program

Caregiving

- Complete Caregivers 1901 1st Street 92101
- Love 2 Live Care Services 3973 8th Avenue 92103
- Windward Life Care 2045 1st Avenue 92101
- Attentive Home Care 2333 1st Avenue 92101
- Constant Companions Home Care 4009 Park Boulevard 92103
- Delta Home Care 2534 State Street 92101
- Senior Helpers 928 Fort Stockton Drive 92103
- Synergy Home Care 3200 Fourth Avenue 92103

Nutrition Assistance

- Serving Seniors Gary and Mary West Congregate and Home Delivered Meals program 92101
- Serving Seniors Potiker Family Senior Residence Congregate Meals program 92101
- Salvation Army Congregate Meals program 92101
- San Diego Food Bank Emergency Food Assistance program 92101, 92102 (3 sites), 92104, 92113 (3 sites), 92116 (2 sites)
- San Diego Food Bank Senior Food Distribution program 92101, 92103, 92104, 92113,
- San Diego Food Bank Neighborhood Food Distribution program 92101, 92103
- Feeding San Diego Food Distribution program 92101 (6 sites), 92102 (3 sites), 92103 (3 sites), 92113 (2 sites), 92116

Entities/Programs unique to this community
- Glenner Family Adult Day Health Center 3686 4th Avenue 92103
- St Paul’s PACE 111 Elm Street 92101
- St. Paul’s Adult Day Health Center 328 Maple Street 92103
- Jackie Robinson Family YMCA 151 YMCA Way 92102
- Blind Community Center San Diego 1803 Upas Street 92103
- City of San Diego Senior Citizen Services 202 West C. Street 92101
- Union of Pan Asian Communities 1031 25th Street 92102
Senior Centers in Central San Diego

DOWNTOWN SAN DIEGO – CURRENT SITE

The *Gary and Mary Senior Wellness Center* is located at 1525 Fourth Avenue, San Diego. The GMWSWC is a modern, bright facility that opened for business in April of 2010. The interior matches the vibrancy of the exterior with plenty of light colors and natural lighting. This innovative community space has earned the designation of a Wellness Center and offers an extensive menu of services, programs and supports for older adults. Ample public transportation includes access to multiple MTS bus routes and two trolley stops within 6 blocks of the GMWSWC. There is no dedicated parking structure and given the location of the GMWSWC in downtown San Diego, street parking can be challenging.

**Observations on Existing Conditions:**

- **Facility**
  - The bulk of the classes and activities of the GMWSWC occur on the 1st floor of the two-story structure. A large lobby area with couches, a gathering place with chairs and sofas where seniors can socialize and watch television, a game room, a cyber café consisting of 15 work stations and tech support, a multipurpose room with audio/visual capacity, a commercial kitchen and a 200-seat dining room comprise the lower floor plan. The 2nd floor is utilized for the social services team, activities coordinator and the West Senior Dental Center.
  - The building is LEED certified.

- **FF&E**
  - Fixtures and furnishings are in good shape. The building sees a tremendous amount of traffic 7 days a week. It is very well maintained.

- **Staffing**
  - 12-15 full time staff work at the center.
  - A large volunteer corps provides additional support, specifically in the serving of 350-400 meals a day in the congregate dining room.

**Options for Capital Expenditures:**

- **Refurbishment**
  - The building is only 10 years old. No current need for refurbishment of the physical plant.
New Construction
- N/A

Furnishings and Equipment
- The building does not have a fitness room and there is little space to accommodate any form of new addition. The cyber café is in excellent shape with up-to-date hardware and printing services offered to clients.

Other Observations:
- According to SANDAG population forecast, the Downtown and Uptown Community Plan Areas will have 34,100 residents over the age of 60 by 2050. The current population of these areas for the same age cohort is 18,600.

Recommended Model:
The building underwent a major renovation ten years ago to transition into its current layout. There is no external space available for any expansion vertically or horizontally. SANDAG population forecast indicates there will be a near doubling of the population in Central San Diego of individuals over the age of 60. Discussion of potential sites within the region for construction of new senior center(s) that will help serve the exploding demographic are discussed below.

Estimated Capital and/or Refurbishments Costs:
Per the narrative above, no action or accompanying budget is suggested at this time.

MISSION HILLS – PROPOSED NEW SITE
The Uptown Community Plan Area contains the communities of Mission Hills, Hillcrest, and most of University Heights. The infrastructure for senior support services is very good in the area, but there is a glaring gap without the services of a modern senior center. By 2050, this region will have approximately 17,000 adults age 60 and over. While there are other senior community entities in the area such as the LGBT Center, Balboa Park Senior Lounge and the Gary and Mary West Senior Wellness Center, a center serving this area and population size is a project worthy of discussion.
Recommended Model:
Currently, SDSCF has been in preliminary talks with a civic group in the Mission Hills community to repurpose an existing structure into a modern senior center. In lieu of having specific details on the building and site and what would be required to complete a major renovation, a moderate size new senior center of 17,000-22,000 is the suggested model.

Estimated Capital and/or Refurbishments Costs:
As indicated above, supportable estimated costs for renovation/conversion of the potential Mission Hills Library site are not available at this time. Accordingly, construction of a new moderate-sized dedicated senior center with new FF&E is proposed for Mission Hills as a cost placeholder. The “moderate” senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business). This facility would support residents of Mission Hills and the collaring Hillcrest community.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (20,000 sf at $215/sf)** ........................................ $4,300,000
- **Provision for Senior Center FF&E** ................................................................. 125,000
- **Provision for Moderate-Sized Commercial Kitchen Equipment** .................. 105,000
- **Provision for In-House Theater Equipment** .............................................. 50,000
  - **Sub-Total – Senior Center** ........................................................................ 4,580,000
- **Gym/Fitness Center – Construction and Equipment** ................................. 1,200,000
- **Aquatics Center – Construction and FF&E** .............................................. 630,000
- **Locker/Shower Rooms and Restrooms** .................................................. 320,000
  - **Sub-Total – Gym/Fitness and Aquatics Amenities** ................................. 2,150,000

- **Total Estimated Budget** ........................................................................... 6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
HILLCREST/UNIVERSITY HEIGHTS – POTENTIAL FUTURE SITE

There is no dedicated senior center serving the Hillcrest/University Heights areas, although the LGBT Center in Hillcrest does offer programming and services for older adults.

Recommended Model:

The model proposed for the Mission Hills area is considered to be sufficient for these two collaring communities.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for the Hillcrest and University Heights areas at this time.

BARRIO LOGAN – PROPOSED NEW SITE

By 2050, Barrio Logan will have almost 3,000 adults age 60 and over. The proportion of growth of the older adult population is significant as it indicates the amount of older adult residents will quadruple over the next 30 years. The following statistics are of major note:

- From 2020 to 2050:
  - The population of adults 60+ is forecast to increase by over 280%
  - The population of adults 65+ is forecast to increase by over 360%
  - The population of adults 75+ is forecast to increase by over 560%

- Hispanics currently comprise almost 80% of the Barrio Logan population
  - From 2020-2050, the population of Barrio Logan Hispanics is forecast to grow by 215%, compared with the total Barrio Logan population growth of 170%

The community is served by a City of San Diego Recreation Center that offers programming and services with a primary focus on youth. There is no dedicated senior center within the Barrio Logan community.

Construction of new small-size senior center recommended for Barrio Logan
**Recommended Model:**

The Barrio Logan community is a densely populated neighborhood on the southern border of the downtown area. With the large majority of Hispanic residents, a senior center designed to reflect the culture and needs of older adults of could be a significant community asset. Given the growing, yet still relatively small population, the construction of small senior center with dimensions of 7,000-9,000 square feet is the recommendation.

**Estimated Capital and/or Refurbishments Costs:**

The proposed solution for Barrio Logan is construction of a new small dedicated senior center, with new furnishings and equipment. The “small” senior center model presented in this master business plan contemplates a 9,000 square foot facility inclusive of a 750 square foot commercial kitchen.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (9,000 sf at $215/sf)**: $1,935,000
- **Provision for Senior Center FF&E**: $75,000
- **Provision for Small Commercial Kitchen Equipment**: $80,000

  **Sub-Total – Senior Center**: $2,090,000

- **Gym/Fitness Center – Construction and Equipment**: $1,200,000
- **Aquatics Center – Construction and FF&E**: $630,000
- **Locker/Shower Rooms and Restrooms**: $320,000

  **Sub-Total – Gym/Fitness and Aquatics Amenities**: $2,150,000

  **Total Estimated Budget**: $4,240,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $4.2M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
SAN DIEGO MID-CITY

Introduction:
San Diego Mid-City includes the following communities.

- Normal Heights
- Oakpark/Rolando/El Cerrito/College Heights
- Kensington
- Talmadge
- City Heights/East San Diego/Fairmont Park

The County of San Diego’s 2016 demographic profile estimated the total San Diego Mid-City population at 172,188, with 14,147 seniors 65+ (8.2% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of San Diego Mid-City is projected to increase by 76,140, or 43%
- During that same 30-year time period:
  - Seniors 60+ will comprise 21% of the San Diego Mid-City population growth
  - The population of seniors 75+ is forecast to more than double (127% increase)

Poverty Statistics:
- Over half of San Diego Mid-City residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 13% are living below 100% of the federal poverty level
  - About 41% are living below 200% of the federal poverty level
  - Over one in six San Diego Mid-City seniors 65+ are still working

Cultural Observations:
- Currently over 40% of San Diego Mid-City residents are Hispanic; SANDAG forecasts that Hispanics will comprise two-thirds of the San Diego Mid-City population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:
- Approximately 25% of San Diego Mid-City seniors live alone
  - This raises the possibility of a significant number of senior orphans
**Cost of Living Factors:**

- Almost half (45%) of San Diego Mid-City seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,218.
- The average cost of living for seniors 65+ in San Diego Mid-City is:
  - $2,398 per month for single adults
  - $3,151 per month for couples
  - The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

Census tract information indicates the density of San Diego Mid-City seniors 60+ at:

- Normal Heights: Ranges from 855 to 2,153 per square mile, averaging about 1,600 per sq. mile.
- Kensington: Ranges from 1,152 to 1,950 per square mile, averaging about 1,500 per sq. mile.
- Talmadge: Ranges from 973 to 2,141 per square mile, averaging about 1,750 per sq. mile.
- City Heights/East San Diego/Fairmont Park: Ranges from 1,165 to 5,108 per square mile, averaging about 2,500 per sq. mile.
- Other Areas: Oakpark/Rolando/El Cerrito/College Heights

There are no senior centers located in this high-density of seniors 60+ area of Mid-City East San Diego. The Park de la Cruz Community Center opened in 2021 that provides services for the community’s older adults. The center is also the new home of the City of San Diego AgeWell Services formerly housed at the Balboa Park Senior Lounge.
Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Casa Colina De Sol 5207 52nd Place 92105, 75 units Seniors 62+, waitlist N/A
- City Heights Square 4065 43rd St 92105, 150 units, Seniors 62+, waitlist 3 years
- Colina Park North Apts 4333 Dawson Ave 92115, 64 units, Seniors 55+, waitlist N/A
- Courtyard Terraces 4321 52nd St 92115, 88 units, Seniors 62+, waitlist 4 years
- Guadalupe Plaza 4142 42nd St 92105, 124 units, Seniors 62+; waitlist closed
- Harmony Home Apartments 4251 44th Street 92105 12 units Seniors 62+, waitlist N/A
- Olivewood Gardens 2865 55th Street 92105, 60 units, Seniors 55+, waitlist N/A
- Redwood Villas 3060 53rd Street 92105, 90 units, seniors 55+, waitlist N/A
- San Diego Apartments 4085 44th Street 92105, 16 units, Seniors 55+, waitlist closed
- Talmadge Senior Village 5252 El Cajon Blvd 92115, 91 units, Seniors 55+, waitlist 3-4 years

Construction of new moderate-size senior center recommended for City Heights
Villa Alta 4227 52nd St 92115, 69 units, Seniors 62+, waitlist N/A
San Diego Housing Commission 5316 Meade Avenue 92115, 30 units, Seniors 62+, waitlist N/A
San Diego Housing Commission 5330 Orange Avenue 92115, 71 units, Seniors 62+, waitlist N/A

**Assisted Living**
- 1 facility with a capacity of 40 residents
- 7 facilities with a capacity of 343 residents

**Transportation**
- MTS Bus Routes: 1, 7, 10, 11, 13, 14, 18, 52, 60, 115, 215, 852, 856, 916, 917, 955, 965 (17)
- MTS Trolley: Green Line with Multiple Stops at Northern end of region
- ITN Greater San Diego Transportation Services 92115

**Caregiving**
- Global Village Home Care 5952 El Cajon Boulevard 92115

**Nutrition Assistance**
- Serving Senior Congregate and Home delivered meal program 92105
- Jewish Family Services Home Delivered Meals Program 92115 and 92116
- San Diego Food Bank Emergency Food Assistance program 92105 (4 sites), 92115, 92116 (2 sites)
- San Diego Food Bank Senior Food Distribution Program 92105, 92115
- Feeding San Diego Food Distribution program 92105 (8 sites), 92115 (3 sites), 92116

**Entities/Programs unique to this community**
- Copley-Price Family YMCA 4300 El Cajon Boulevard 92105
- Joan Kroc Community Center 685 University Avenue 92115
- San Diego Center for the Blind 5922 El Cajon Boulevard 92115
- San Diego Futures Foundation 4283 El Cajon Boulevard 92105
- San Diego Hunger Coalition 4305 University Avenue 92105

**Senior Centers in Central San Diego**
There are no existing senior centers in the San Diego Mid-City/East San Diego area. The City of San Diego recently opened a senior-oriented recreation center at Park Delacruz 3901 Landis Street 92105.
CITY HEIGHTS – PROPOSED NEW SITE

Demographic stats reveal that City Heights has a high-density population of seniors 60+. According to SANDAG population forecast, the City Heights area will have 14,200 residents over the age of 60 by 2050. The current population of adults within the same age cohort is 8,800.

The neighborhood has an excellent support structure for older adults in place. The only thing lacking is a dedicated senior center. At this time, it is uncertain the extent of programs and services at the newly opened Delacruz recreation center. If it is similar to the City of San Diego senior services at other park sites, then the programming is most likely limited. The neighborhood also has a new YMCA and the Joan Kroc Center that offers older adult programs.

Recommended Model:

With the existing level of supporting infrastructure, it may be a difficult proposition to propose a new senior center. But since the mission of this foundation is to support dedicated senior centers, we suggest a moderate sized senior center 17,000 - 22,000 square feet as the model for community consideration.

The ideal location of a new senior center would likely be in the adjacent census tracts 22.02 (4,314 per sq. mi.) and 23.02 (5,108 per sq. mile). This location would serve the surrounding community with an average population density per square mile of about 2,500 seniors 60+.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for City Heights is construction of a new moderate-sized dedicated senior center, with new furnishings and equipment. The “moderate” senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business). This location could potentially serve the neighboring communities of Kensington, Talmadge, and Normal Heights.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- Senior Center Construction (20,000 sf at $215/sf) ................................................................. $4,300,000
- Provision for Senior Center FF&E .................................................................................. 125,000
- Provision for Moderate-Sized Commercial Kitchen Equipment ................................. 105,000
- Provision for In-House Theater Equipment ................................................................. 50,000
  Sub-Total – Senior Center .......................................................................................... $4,580,000
- Gym/Fitness Center – Construction and Equipment ....................................................... 1,200,000
- Aquatics Center – Construction and FF&E ..................................................................... 630,000
- Locker/Shower Rooms and Restrooms ........................................................................ 320,000
  Sub-Total – Gym/Fitness and Aquatics Amenities ..................................................... $2,150,000
Total Estimated Budget ................................................................. $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.
Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

KENSDINGTTON/TALMDGE – POTENTIAL FUTURE SITE

The Kensington and Talmadge areas have a high density of seniors 60+. However, they are relatively small communities, with a projected population of just over 3,000 adults over the age of 60 by 2050

Recommended Model:
With a projected population of just over 3,000 adults over the age of 60 by 2050, there does not appear to be a population forecast that would justify the development of a new senior center in these neighboring communities. These neighborhoods can be included in the possible development of a refurbished or new senior center serving the Mission Hills and Hillcrest areas or the City Heights neighborhood.

Estimated Capital and/or Refurbishments Costs:
Per the narrative above, no action or accompanying budget is suggested for Kensington/Talmadge at this time.
SAN DIEGO NORTH/RANCHO BERNARDO

Introduction:
San Diego North includes the following communities.

- Rancho Bernardo
- 4S Ranch
- Rancho Penasquitos
- Carmel Mountain Ranch

The County of San Diego’s 2016 demographic profile estimated the total San Diego North population at 114,907, with 15,742 seniors 65+ (13.7% of the population).

Demographic Observations:

*Estimated population growth from 2020-2050 (30-year time period):*

- The population of San Diego North is projected to increase by 2,301, or 2%
- During that same 30-year time period:
  - Seniors 60+ will comprise 282% of the San Diego North population growth, due in large part to declines in the population of all age-groupings ranging from ages 18-64. In contrast age groupings 65 and above will increase by 37% for this same time period
  - The population of seniors 75+ is forecast to increase 82% with seniors 85+ increasing by 125%
  - A portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to decline an average of about 10% over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

*Poverty Statistics:*

- Almost one in seven of San Diego North residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 7% are living below 100% of the federal poverty level
  - One in five are living below 200% of the federal poverty level
  - More than one in six San Diego North seniors 65+ are still working

*Cultural Observations:*

- Currently over 25% of San Diego North residents are *Asian*; SANDAG forecasts that *Asians* will comprise one-third of the San Diego North population by the year 2050
A local senior center needs to reflect the diversity within the community they serve and tailor programs and services to meet the varied needs.

**Potential Senior Orphans:**
- Approximately 23% of San Diego North seniors live alone
  - This raises the possibility of a significant number of senior orphans

**Cost of Living Factors:**
- One in four of San Diego North seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,817.
- The average cost of living for seniors 65+ in San Diego North is:
  - $2,948 per month for single adults
  - $3,702 per month for couples
  - The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**
Census tract information indicates the density of San Diego North seniors 60+ at:
- Rancho Bernardo/4S Ranch: Ranges from 202 to 2,605 per square mile, averaging about 1,200 per sq. mile.
- Rancho Penasquitos: Ranges from 368 to 1,610 per square mile, averaging about 800 per sq. mile.
- Carmel Mountain Ranch: Ranges from 551 to 1,106 per square mile, averaging about 900 per sq. mile.

The **Ed Brown Senior Center** in the San Diego North is located in Rancho Bernardo at census tract 170.3, with a seniors 60+ density of 253 per square mile. This raises a question as to the optimal location of the senior center, given that it is currently not located closest to the census tracts with denser populations of senior 60+. 
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- Fairbanks Terrace 16325 Paseo Del Sur 92127, 82 units, Seniors 62+, waitlist 3-5 years
- Fairbanks Square 16050 Potomac Ridge Road 92127, 98 units, Seniors 62+, waitlist 3-5 years

**Assisted Living**
- 6 facilities with a capacity of 745 residents in 92128
- 5 facilities with a capacity of 436 residents in 92127
- 5 facilities with a capacity of 144 residents in 92129

**Transportation**
- MTS Bus routes: Routes: 20, 945 (2)
- MTS Trolley: None

**Caregiving**
- Assisting Hands Home Care 16870 W. Bernardo Drive 92127

**Nutrition Assistance**
- Poway Valley Senior Citizens Home Delivered Meals Program 92127, 92128, 92129
- Ed Brown Senior Center Congregate Meals program 18402 W. Bernardo Drive 92128
San Diego Food Bank Senior Food Distribution Program 92128
Feeding San Diego Food Distribution program 92129

**Entities/Programs unique to this community**
- Rancho Family YMCA 9410 Fairgrove Lane 92129
- Rancho Bernardo Senior Services 16769 Bernardo Center Drive, Suite K-14 (2nd Floor) San Diego CA 92128

**The Ed Brown Senior Center:**
The *Ed Brown Center for Active Adults* in San Diego North is located at 18402 West Bernardo Dr, San Diego. EBSCRB is part of a large municipal park complex. Athletic fields, open green space, an all-ages recreation center, playgrounds and large tennis court complex are primary attractions. There is no public transportation serving the primary road adjacent to the facility. The facility is owned by the City of San Diego and EBSCRC has a special use permit (SUP) to utilize the building and grounds. Parking areas are scattered throughout the site with approximately 50 spaces within a short walk of the building. However, this parking is used for individuals accessing the tennis complex as well and can create issues during popular program times and special events.

**Observations on Existing Conditions:**

- **Facility**
  - The EBSCRB is a 5,200 square foot facility that was constructed in 1989. Most of the structure is comprised of a multipurpose community room with a stage where most of the programs are offered. There is a dedicated space for a small computer lab with 5 workstations and corresponding programming for tutoring and instruction. A small library that doubles as additional classroom space is also located in the main structure of the facility.
  - There is an additional classroom space that is within the main building but is accessed from the outside. However, these rooms are off limits to the EBSCRB due to issues with the city of San Diego. This is especially problematic for EBSCRB as limited classroom space forces the delivery of some of their programs to the nearby Glassman Rec Center.

- **FF&E**
  - There is no fitness room with exercise equipment on site. EBSCRB has hand weights, exercise bands and other limited equipment to support their light exercise classes.
  - The site has a non-commercial kitchen for use for staging of food service for these events but contains very limited equipment and space. While the use of the kitchen is part of the rental program, due to logistics and other confounding matters within the special use permit, it is primarily off-limits for the use of the EBSCRB.
Staffing

- EBSCRB is unique in the San Diego senior center network as there is no salaried staff that direct operations. A Board of Directors and a volunteer administrator comprise the executive leadership. The daily programs and events are “self-managed” by the instructors and volunteers who provide the specific event.

Options for Capital Expenditures:

- Refurbishment
  - The City of San Diego has recently completed upgrades to the exterior of the building. The interior remains without significant upgrade from original construction. A proposed upgrade to an outdoor seating area is currently being discussed as a subsequent project. The proposal centers around improving a patio at the rear of the property to make the space better equipped to provide additional events. Costs would be shared by the adjacent Rancho Bernardo Tennis Club.
  - The EBSCRB was a recipient in October 2019 of a grant from the Sahm Family Foundation for the installation of solar panels for the facility. The EBSCRB has considerable utility costs that will be positively impacted by the installation.

- New Construction
  - The current site is owned by the City of San Diego. The lease terms are very favorable for the center, but bureaucratic issues pose significant challenges in other areas that make the arrangement a challenge for the nonprofit. The current center is located in the northern part of the RB area, and while the setting is pleasant, a new building in the heart of the region may be of greater utility.

- Furnishings and Equipment
  - The center has a very limited inventory of equipment. Given the minimal operating budget, there is no capacity by which to upgrade the buildings furnishings or supplies. If a new site were constructed, there is nothing in the current location that would be transferrable.

Other Observations:

- According to SANDAG population forecast, the area of Rancho Bernardo will have an estimated population of 15,500 of people over the age of 60 by year 2050. The area currently has an estimated population of 13,300 individuals over the age of 60.
**Recommended Model:**

The supportive infrastructure for older adults in the region is subpar with limited affordable housing and minimal public transportation services. The region does not project to see a large increase of the 60 and over population, but with a forecast of 15,000 people over 60 by 2050 and a current center that has significant challenges, a moderate sized senior center in a more geographically centered site is the recommendation.

**Estimated Capital and/or Refurbishments Costs:**

The proposed solution for Rancho Bernardo contemplates construction of a new moderate-sized dedicated senior center, with new furnishings and equipment. The “moderate” senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (20,000 sf at $215/sf)** ........................................... $4,300,000
- **Provision for Senior Center FF&E** ................................................................. 125,000
- **Provision for Moderate-Sized Commercial Kitchen Equipment** ....................... 105,000
- **Provision for In-House Theater Equipment** ..................................................... 50,000
  - **Sub-Total – Senior Center** ........................................................................... $4,580,000
- **Gym/Fitness Center – Construction and Equipment** ........................................ 1,200,000
- **Aquatics Center – Construction and FF&E** .................................................... 630,000
- **Locker/Shower Rooms and Restrooms** ......................................................... 320,000
  - **Sub-Total – Gym/Fitness and Aquatics Amenities** ........................................ $2,150,000
- **Total Estimated Budget** .............................................................................. $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
SAN DIEGO SOUTHEAST

Introduction:
San Diego Southeast includes the following communities.

- Encanto
- Valencia Park
- Skyline
- Bay Terraces
- Paradise Hills

The County of San Diego’s 2016 demographic profile estimated the total San Diego Southeast population at 164,983, with 17,892 seniors 65+ (10.8% of the population).

Demographic Observations:

*Estimated population growth from 2020-2050 (30-year time period):*
  - The population of San Diego Southeast is projected to increase by 22,132, or 13%
  - During that same 30-year time period:
    - Seniors 60+ will comprise 75% of the San Diego Southeast population growth
    - The population of seniors 75+ is forecast to increase by 130%
    - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

*Poverty Statistics:*
  - Almost half (45%) of San Diego Southeast residents live at or below 200% of the federal poverty level
  - For seniors 65 or older:
    - About 14% are living below 100% of the federal poverty level
    - Over one-third are living below 200% of the federal poverty level
    - Almost one in seven San Diego Southeast seniors 65+ are still working

*Cultural Observations:*
  - Currently over half (53%) of San Diego Southeast residents are Hispanic; SANDAG forecasts that Hispanics will comprise roughly two-thirds of the San Diego Southeast population by the year 2050
A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs.

**Potential Senior Orphans:**
- Approximately 14% of San Diego Southeast seniors live alone
- This raises the possibility of a significant number of senior orphans

**Cost of Living Factors:**
- About 20% of San Diego Southeast seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,348.
- The average cost of living for seniors 65+ in San Diego Southeast is:
  - $2,398 per month for single adults
  - $3,151 per month for couples
  - The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**
Census tract information indicates the density of San Diego Southeast seniors 60+ ranges from 653 to 2,447 per square mile, averaging about 1,700 per sq. mile.
The *Fourth District Senior Resource Center* is located near the North Bay Terraces area, centrally located in the San Diego Southeast at census tract 31.13, with a seniors 60+ density of 2,338 per square mile.
Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- McKinney Manor 5641 Imperial 92114, 50 units, Seniors 55+, waitlist 1-2 years
- St. Stephen’s Retirement Center 5625 Imperial Ave 92114, 59 units, Seniors 62+, waitlist 2-3 years

Assisted Living

- 20 facilities with a capacity of 118 residents

Transportation

- MTS Bus Routes: 3, 4, 12, 13, 961, 962, 963, 967, 968 (9)
- MTS Trolley: Orange Line one stop at northern end of region
Caregiving

- None

Nutrition Assistance

- 4th District Senior Resource Center Congregate meals program 570 S. 65th Street 92114
- San Diego Food Bank Emergency Food Assistance program 92139
- San Diego Food Bank Neighborhood Food Distribution program 921145
- San Diego Food Bank Senior Food Distribution program 92114
- Feeding San Diego Food Distribution program 92114 (3 sites)

Entities/Programs unique to this community

- None

THE 4TH DISTRICT SENIOR CENTER – CURRENT SITE

The Fourth District Senior Resource Center in the San Diego Southeast area is located at 570 S 65th St, San Diego, CA. The center is a LEED certified structure that was opened in March of 2006.

Observations on Existing Conditions:

- **Facility**
  - The building features a multipurpose assembly room, meeting rooms, classrooms, exercise room, conference room and commercial kitchen. There is ample parking available for older adults with vehicles. Public transportation is mildly challenging with a 3-block walk from the nearest MTS bus stop.

- **FF&E**
  - Building is less than 15 years old. Exterior and interior has good aesthetics. There is no fitness room nor computer lab in the facility.

- **Staffing**
  - The programs and services of the center are led by an executive director and program coordinator. Volunteers assist with numerous activities including the lunch service.

Options for Capital Expenditures:

- **Refurbishment**
  - Building does not require significant remodeling at this point.

- **New Construction**
  - N/A
Furnishings and Equipment

- Satisfactory condition.

Other Observations:

- According to SANDAG population forecast, the Encanto Community Plan Area will have 15,000 residents over the age of 60 by 2050. The current population in the region of the same age cohort is 9,000. It is worth noting here that the entire sub-regional area (SRA) for San Diego Southeast comprises over 30,000 adults 60 and over, and that number will grow to over 47,000 by the year 2050.

Recommended Model:

This site, having been constructed in 2005, is in good condition and no major renovation is needed.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for the 4th District Senior Center at this time.

NEIGHBORHOOD HOUSE SENIOR CENTER – CURRENT SITE

The Neighborhood House Senior Center in the San Diego Southeast area is located at 795 S Boundary St, San Diego, CA 92113.

Observations on Existing Conditions:

- **Facility**
  - The building was constructed in 1980 with minor remodeling occurring in 2006. The physical plant is approximately 2500 square feet, making it one of the smaller senior centers in the region. NHSC leases the building from the City of San Diego, similar to agreements for the centers in Ranch Bernardo, Mira Mesa and Clairemont. There is limited parking available in an adjoining parking lot shared amongst different programs of Neighborhood House Association (NHA), the parent nonprofit organization, and limited street parking. Public transportation is moderately accessible with an MTS bus route a few blocks away.

- **FF&E**
  - The structure has a typical layout of a parks and recreation building with fixtures and furnishings of utilitarian design.

- **Staffing**
NHA has a director that oversees their agency-wide older adult programming and the operations of the senior center. The day to day of the center is led by an executive director. There is part time staff that assists with front desk and administrative duties and two part time staff for the nutrition program.

**Options for Capital Expenditures:**

- **Refurbishment**
  - Any suggested refurbishment plans need to acknowledge that the building is owned by the City of San Diego and there are significant barriers in place in engaging in renovation work.

- **New Construction**
  - Given its condition and with a significant population increase of adults 60 and over forecasted, new construction would be a recommendation, but given that the building is part of a larger complex that includes other NHA programs, the best option may be to renovate the existing structure, the bureaucratic challenges of working with the city of San Diego notwithstanding.

- **Furnishings and Equipment**
  - The current level of equipment is extremely limited, and furnishings are dated and in need of updating.

**Recommended Model:**

While a candidate for new construction, the NHSC location as part of the larger NHA campus makes renovation the more viable option. The building interior would benefit from a complete refurbishment with new equipment and furnishings. There is limited external space available for expanding the physical plant.

**Estimated Capital and/or Refurbishments Costs:**

- **Refurbishment of Existing Senior Center** – 2,500 sf, Level 3 provision .................. $ 500,000
- **New Equipment** – and replacement of outdated equipment ................................. 75,000
  - Total – Senior Center Refurbishment ................................................................. $575,000
SAN MARCOS

Introduction:
San Marcos is an independent city encompassing roughly 24.39 square miles. The County of San Diego’s 2016 demographic profile estimated the total San Marcos population at 91,479, with 10,135 seniors 65+ (11.1% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of San Marcos is projected to increase by 14,100, or 14%
- During that same 30-year time period:
  - Seniors 60+ will comprise 44% of the San Marcos population growth
  - The population of seniors 75+ is forecast to increase by 84%
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to grow only an average of 6% over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:
- Roughly one-third of San Marcos residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 8% are living below 100% of the federal poverty level
  - One-third are living below 200% of the federal poverty level
  - Almost one in five San Marcos seniors 65+ are still working

Cultural Observations:
- Currently about one-third of San Marcos residents are Hispanic; SANDAG forecasts that Hispanics will comprise one-half of the San Marcos population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:
- Approximately 26% of San Marcos seniors live alone
  - This raises the possibility of a significant number of senior orphans
**Cost of Living Factors:**

- Over 23% of San Marcos seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,388.
- The average cost of living for seniors 65+ in San Marcos is:
  - $2,494 per month for single adults
  - $3,247 per month for couples
  - The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

According to census tract information, the density of San Marcos seniors 60+ ranges from 477 to 1,798 per square mile, averaging about 1,000 per sq. mile.

- The **San Marcos Senior Center** is located at census tract 200.28, with a seniors 60+ density of 886 per square mile.
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- Grandon Village Apartments 1607 Grandon Avenue 92078, 160 units, waitlist N/A
- Overture 852 Avenida Ricardo 92069, 10 units, waitlist closed
- Rancho Santa Fe Village 500 S. Rancho Santa Fe Road 92078, 120 units, waitlist N/A
- Royal Oaks Apartments 650 Woodward Street 92069, 12 units, waitlist closed
- Woodland Village 975 Woodland Parkway 92069, 31 units, waitlist closed

**Assisted Living**
- 19 facilities with capacity of 715

**Transportation**
➢ NCTD bus routes: Routes 304, 305, 347, 445 (4)
➢ NCTD Sprinter: Multiple stops within city
➢ City of San Marcos “Catch A Ride” Senior Transportation program 92069
➢ Senior Activity Center nutrition transportation program 92069

**Caregiving**
➢ Visiting Angels 135 Vallecitos De Oro Drive 92069
➢ A Servant’s Heart In-Home Care 1531 Grand Avenue 92078
➢ AccentCare 365 Rancho Santa Fe Road 92078

**Nutrition Assistance**
➢ San Marcos Senior Activity Center Congregate meal program 92069
➢ San Diego Food Bank Senior Food Program 92069 and 92078
➢ San Diego Food Bank Emergency Food Assistance Program 92069
➢ San Diego Neighborhood Distribution Program 92069
➢ Feeding San Diego Food Distribution Program 92069 (3 sites) and 92078 (3 sites)

**Entities/Programs unique to this community**
➢ Americare Adult Day Health Care 340 Rancheros Drive 92069
➢ Foundation for Senior Wellbeing 131 Richmar Avenue 92069
➢ Gary and Mary West PACE 1706 Descanso 92078
➢ Senior Volunteer patrol 92069

**The San Marcos Senior Center:**
The **San Marcos Senior Center** is located at 105 Richmar Avenue, San Marcos, CA 92069. The Center is located just off of a main San Marcos artery. There is plentiful parking available and more than adequate space to accommodate drop off/pick up of seniors who arrive by van or bus service. The outside grounds are visually appealing and entry into the lobby reveals a bright, modern-looking facility with vibrant coloring and plenty of natural light. Construction of the building occurred in the late 1980’s. Public transportation is limited with a NCTD bus line near the Center.

**Observations on Existing Conditions:**
➢ **Facility**
  o The Center is a bright, modern complex. The facility includes:
  o A large community space that serves as the congregate meal site. The room can be portioned off to create 3 enclosed spaces. Available to the community as a rental space.
A computer lab and an arts & crafts room
- A billiards room with four pool tables
- A library and lounge area
- A community meeting room
- A large fitness room that accommodates a significant number for group exercise classes

**FF&E**
- All facilities were in excellent and modern condition, although the director noted that some minor upgrades are planned for the dining room, including new flooring, tables, and chairs. The A/V equipment for the facility has already been upgraded.
- Equipment includes a large inventory of computers, a kiln for more advanced arts and crafts classes and light exercise equipment for group classes.
- In Fall of 2019, the center opened the Outdoor Fitness Zone. This area located adjacent to the main building provides opportunities for seniors to engage in exercise and fitness classes in the fresh air. Isometric equipment and other free-standing exercise equipment are in place.
- In October of 2019, the SMSAC was a recipient of a Sahm Family Foundation grant for procurement of new furnishings for their library/lounge area.

**Staffing**
- The Center employs four full-time staff and 7 part-time staff to manage the day-to-day activities. There are 10 senior volunteers who assist in various capacities at the Center.

**Options for Capital Expenditures:**

**Refurbishment**
- Options for refurbishment are minimal. Building is in excellent shape. Typical and routine maintenance efforts likely course of action

**New Construction**
- Not required at this time.

**Furnishings and Equipment**
- New flooring and upgrades to dining area in the near future

**Other Observations:**
According to SANDAG population forecast, the estimated population of individuals over the age of 60 in San Marcos will be over 25,000 by the year 2050. As of 2020, the estimated population for the same age cohort is 18,700.

**Recommended Model:**

The region is above average for its level of supportive infrastructure for older adults. The current senior center is in excellent condition. Minor upgrades to the facility and some of the fixtures and furnishings are the only necessary steps at the moment.

There is external space on the site for expansion if renovation would be required.

**Estimated Capital and/or Refurbishments Costs:**

Per the narrative above, the following small budget is provided for FF&E upgrades.

- **FF&E and other upgrades** .......................................................... $100,000
SAN YSIDRO, OTAY MESA (and South Bay)

Introduction:
San Ysidro and Otay Mesa are included within the County’s South Bay sub-regional area, so the following statistics represent those of the overall South Bay area, with the exception of age and ethnicity stats obtained from SANDAG which are specific to San Ysidro and Otay Mesa.

SANDAG’s 2020 demographic profile estimates the total San Ysidro area population at 29,046, with 3,460 seniors 65+ (11.9% of the population), increasing by the year 2050 to a population of 35,828, with 8,081 seniors 65+ (22.6%).

SANDAG’s 2020 demographic profile estimates the total Otay Mesa area population at 27,715, with 1,926 seniors 65+ (7% of the population), increasing by the year 2050 to a population of 61,411, with 10,096 seniors 65+ (16.4%).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of San Ysidro is projected to increase by 6,782, or 23%
- During that same 30-year time period:
  - Seniors 60+ will comprise 77% of the San Ysidro population growth
  - The population of San Ysidro seniors 75+ is forecast to increase by 210%
- The population of Otay Mesa is projected to increase by 33,696, or 122%
- During that same 30-year time period:
  - Seniors 60+ will comprise 30% of the Otay Mesa population growth
  - The population of Otay Mesa seniors 75+ is forecast to increase by almost 700%, with those 85+ increasing by almost 900%
  - Note: A demographer at SANDAG confirmed the Otay Mesa population forecast, stating that it is one of the few areas in San Diego with sufficient land to expand residential developments. That was cited as a primary driver of the projected explosive population growth for Otay Mesa.

Poverty Statistics:
- Almost 45% of South Bay residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 14% are living below 100% of the federal poverty level
  - Over one-third are living below 200% of the federal poverty level
  - One in eight South Bay seniors 65+ are still working
Cultural Observations:
- Currently almost 95% of San Ysidro residents and 65% of Otay Mesa residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost 97% of the San Ysidro and 83% of the Otay Mesa populations by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:
- Over one in four of South Bay seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
- Over one-third of South Bay seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,272.
- The average cost of living for seniors 65+ in South Bay is:
  - $2,353 per month for single adults
  - $3,107 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:
According to census tract information, the density of San Ysidro seniors 60+ ranges from 2,306 to 3,035 per square mile, averaging about 2,581 per sq. mile.

According to census tract information, the density of Otay Mesa seniors 60+ ranges from 16 to 227 per square mile, averaging about 121 per sq. mile. However, SANDAG forecasts indicate that this sparsely populated area will likely experience explosive growth over the next 30 years. Given these population growth projections, thought should be given to a location of the San Ysidro Senior Center that can effectively serve the Otay Mesa region as well.
  - The San Ysidro Senior Center is located at census tract 100.13, with a seniors 60+ density of 2,306 per square mile.
Community Infrastructure Supporting Older Adults

**Senior Housing**
- Vista Lane Courts 440 South Vista Lane 92173, 40 units, waitlist 3-4 years

**Assisted Living**
- 3 facilities with a capacity of 18 residents in 92154

**Transportation**
- MTS Bus routes: 225, 905, 906, 907, 909, 950 (6)
- MTS Trolley: Blue Line with multiple stops in San Ysidro
- Renewing Life senior transportation services

**Caregiving**
- None

**Nutrition Assistance**
- San Ysidro Senior Center Congregate and Home Delivered Meals program 92173
- St. Charles Senior Nutrition Congregate and Home Delivered Meals program 92154
- San Diego Food Bank Emergency Food Assistance program 92173 and 92154
- San Diego Food Bank Neighborhood Food Distribution program 92173
- San Diego Food Bank Senior Food Distribution program 92173
- Feeding San Diego Food Distribution program 92173 and 92154 (2 sites)

**Entities/Programs unique to this community**
- Casa Pacifica Adult Day Health Center 1424 30th Street 92154
- San Diego PACE 3364 Beyer Boulevard 92173
- Casa Familiar Community Development 119 W. Hall 92173
The San Ysidro Senior Center:
The San Ysidro Senior Center is located at 125 East Park Avenue, San Diego, CA 92173

Observations on Existing Conditions:

- **Facility**
  - The San Ysidro Senior Center (SYSC) is part of the San Ysidro Community Park complex operated by the City of San Diego’s Park and Recreation Department. The building, constructed in 1986, sits adjacent to the community library and play ground and athletic fields. The physical plant is approximately 2,000 square feet.
  - Public transportation is accessible with a bus stop within 2 blocks of the building.

- **FF&E**
  - Building is typical of a standard parks and recreation building. Typical fixtures and furnishings of a 35-year-old structure.

- **Staffing**
  - The primary operational purpose of the center is the congregate meal service that is provided 5 days a week. Serving Seniors, the organization that administers the program, provides 1 part-time staff member to manage the lunch service.

Options for Capital Expenditures:

- **Refurbishment**
  - As a city of San Diego Parks and Recs building, any plans for refurbishment would have significant regulatory and bureaucratic hurdles to overcome.

- **New Construction**
  - One option to better serve the older adults of San Ysidro and other parts of the South Bay region would be the construction of a new senior center in the northern part of the San Ysidro community that borders the town of Chula Vista. There is a large population tract of older adults in the South Chula Vista area who may be better served with the development of a center in this location.
  - A second option, and perhaps more feasible due to explosive population growth, is for the construction of a new senior center that would serve residents from San Ysidro and
Otay Mesa, the community on San Ysidro’s eastern border. Otay Mesa is projected by SANDAG to see a population increase of 10,000 people over the age of 60 by 2050.

- **Furnishings and Equipment**
  - There is no computer lab or fitness room at the current center. Furnishings are outdated and in need of upgrading.

**Other Observations:**
- According to SANDAG population forecast, the San Ysidro region will have an estimated population of 10,200 individuals age 60 and over by 2050. The current population of the same age cohort is 4,900. The Otay Mesa region will have an estimated population of 13,100 individuals age 60 and over by 2050. The current population of the same age cohort is 3,000

**Recommended Model:**
The 60 and over population of San Ysidro is projected to double in size over the next 30 years. The Otay Mesa projections make that growth seem inconsequential as SANDAG estimates indicate that the same age cohort in Otay Mesa will double... then double again.

The current senior center services and physical plant are well below a standard that will be needed to accommodate and support the area’s seniors.

Previous ideas centered around a new senior center site that would incorporate southern Chula Vista. However, with the growth expected in Otay Mesa, it is suggested that a new senior center of moderate size 17,000-22,000 square feet would be more effective at a site that would provide equitable access to the San Ysidro/Otay Mesa communities.

**Estimated Capital and/or Refurbishments Costs:**
The proposed solution for San Ysidro is construction of a new small dedicated senior center, with new furnishings and equipment, shared by the residents of Otay Mesa. The “small” senior center model presented in this report contemplates a 9,000 square foot facility inclusive of a 750 square foot commercial kitchen.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:
- **Senior Center Construction (9,000 sf at $215/sf)** ................................................................. $1,935,000
- **Provision for Senior Center FF&E** ....................................................................................... 75,000
- **Provision for Small Commercial Kitchen Equipment** .................................................. 80,000
  - **Sub-Total – Senior Center** ................................................................................. $2,090,000
- **Gym/Fitness Center – Construction and Equipment** ............................................... 1,200,000
- **Aquatics Center – Construction and FF&E** .......................................................... 630,000
- **Locker/Shower Rooms and Restrooms** ................................................................. 320,000
  - **Sub-Total – Gym/Fitness and Aquatics Amenities** ............................................ $2,150,000
  - **Total Estimated Budget** .................................................................................. $4,240,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $4.2M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
SANTEE (also serving Lakeside)

Introduction:
Santee is an independent city encompassing roughly 16.53 square miles. The County of San Diego’s 2016 demographic profile estimated the total Santee population at 56,839, with 7,183 seniors 65+ (12.6% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of Santee is projected to increase by 6,816, or 36%
- During that same 30-year time period:
  - Seniors 60+ will comprise 68% of the Santee population growth
  - The population of seniors 75+ is forecast to double (109%)
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to remain flat over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:
- Over 19% of Santee residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 6% are living below 100% of the federal poverty level
  - One out of four are living below 200% of the federal poverty level
  - One in six Santee seniors 65+ are still working

Cultural Observations:
- Currently 18% of Santee residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost one in four of the Santee population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:
- Approximately 25% of Santee seniors live alone
  - This raises the possibility of a significant number of senior orphans
Cost of Living Factors:
- Over 13% of Santee seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,467.
- The average cost of living for seniors 65+ in Santee is:
  - $2,540 per month for single adults
  - $3,294 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:
According to census tract information, the density of Santee seniors 60+ ranges from 396 to 1,461 per square mile, averaging about 800 per sq. mile.
- Santee does not currently have a senior center.
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- Laurel Park Senior Apartments, 10122 Buena Vista Avenue
  - 105 one-bedroom and 28 two-bedroom units in gated community

**Assisted Living**
- Capacity – more than 6
  - Lantern Crest – capacity 100
- Capacity – 6 or less
  - Julie's Elderly Care
  - Lilac Chateau 1
  - Lilac Chateau II
  - Mom's House
  - Santee Elderly Care
  - Santee Golden Care
  - Schard's House

**Transportation**
- MTS bus routes through Santee run along Mission Gorge Road, Cuyamaca Road, and Carlton Hills Blvd.
- The MTS Trolley green line runs through Santee along Cuyamaca St and into the Santee Town Center shopping mall.
- Rides4Neighbors offer transportation options for seniors 60+
  - [https://factsd.org/listing/rides4neighbors-discount-taxi-program/](https://factsd.org/listing/rides4neighbors-discount-taxi-program/)

**Caregiving**
- Visiting Angels 7227 Broadway, Lemon Grove, CA 91945
- Life-Line Convalescent Ministries, 8805 N. Magnolia Avenue, Santee, CA 92071

**Nutrition Assistance**
- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
- Home delivered meal service provided by Serving Seniors
- San Diego Food Bank neighborhood distribution locations in East County:
  - Journey Community Church, 8363 Center Dr., Ste. 6C, La Mesa, CA 91942
  - El Cajon Seventh-Day Adventist Church, 1630 E. Madison Ave., El Cajon, CA 92019
  - Faith Chapel, 9400 Campo Rd., Spring Valley, CA 91977
San Diego Regional Seniors Center Master Business Plan

SUMMER 2022

Feeding San Diego food distributions sites

- Santee Food Bank, 9715 Halberns Blvd, Santee, CA 92071

Entities/Programs unique to this community

- Cameron Family YMCA, 10123 Riverwalk Dr., Santee, CA 92071
- County Library, Santee Branch: 9225 Carlton Hills Blvd., #17, Santee, CA 92071
- City of Santee – Senior Trips (Click on “Trips & Outings”) –

The Santee Senior Center:

There is no existing senior center in the City of Santee.

Recommended Model:

The infrastructure of senior supports is limited in both communities. Both locations are projected by SANDAG to see a large increase in the population of adults 60 and over by 2050. Santee is projected to have over 17,000 adults age 60 and over and the Lakeside region will be home to almost 22,000 people over the age of 60.

With such a large demographic taking shape, the region would benefit from the construction of a large senior center 28,000-35,000 square feet with the amenities that comprise a 21st century senior center.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for Santee (shared by Lakeside residents) is construction of a new large dedicated senior center, with new furnishings and equipment. The “large” senior center model presented in this report contemplates a 33,000 square foot facility inclusive of a 1,500 square foot commercial kitchen, a 3,000 square foot in-house theater, and provision of 2,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample deck and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (33,000 sf at $215/sf)**................................. $7,202,500
- **Provision for Senior Center FF&E**.......................................................... 200,000
- **Provision for large Commercial Kitchen Equipment**.......................... 160,000
- **Provision for In-House Theater Equipment**.................................... 75,000
- **Sub-Total – Senior Center**................................................................. $7,637,500
- **Gym/Fitness Center – Construction and Equipment**.......................... 1,200,000
Aquatics Center – Construction and FF&E ................................................................. 630,000

 Locker/Shower Rooms and Restrooms ................................................................. 320,000

 Sub-Total – Gym/Fitness and Aquatics Amenities .............................................. $2,150,000

Total Estimated Budget ......................................................................................... $9,787,500

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $9.8M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
SOLANA BEACH

Introduction:
Solana Beach is an independent city encompassing roughly 3.62 square miles. The County of San Diego’s 2016 demographic profile estimated the total Solana Beach population at 13,312, with 3009 seniors 65+ (22.9% of the population).

Demographic Observations:

*Estimated population growth from 2020-2050 (30-year time period):*
  - The population of Solana Beach is projected to increase by 1,494, or 11%
  - During that same 30-year time period:
    - Seniors 60+ will comprise 85% of the Solana Beach population growth
    - The population of seniors 75+ is forecast to almost double (94%)
    - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

*Poverty Statistics:*
  - 17% of Solana Beach residents live at or below 200% of the federal poverty level
  - For seniors 65 or older:
    - About 8% are living below 100% of the federal poverty level
    - Almost one in seven are living below 200% of the federal poverty level
    - One in five Solana Beach seniors 65+ are still working

*Cultural Observations:*
  - Currently over 13% of Solana Beach residents are Hispanic; SANDAG forecasts that Hispanics will comprise about 22% of the Solana Beach population by the year 2050
    - A local senior center needs to reflect the diversity of the communities they serve and tailor programs and services to meet the varied needs

*Potential Senior Orphans:*
  - Approximately 27% of Solana Beach seniors live alone
    - This raises the possibility of a significant number of senior orphans
**Cost of Living Factors:**

- 24% of Solana Beach seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,892.
- The average cost of living for seniors 65+ in Solana Beach is:
  - $3,203 per month for single adults
  - $3,956 per month for couples
  - The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

According to census tract information, the density of Solana Beach seniors 60+ ranges from 568 to 1,514 per square mile, averaging about 850 per sq. mile.

- The **Solana Beach Senior Center** is located at census tract 173.04, with a seniors 60+ density of 1,514 per square mile.
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- None

**Assisted Living**
- 4 facilities, capacity 148

**Transportation**
- NCTD bus routes: Routes 101, 308 (2)
- NCTD Sprinter: None

**Caregiving**
- Canaan Home Care 731 S. Hwy 101 92075

**Nutrition Assistance**
- None

**Entities/Programs unique to this community**
- None

The Solana Beach Senior Center:
The **Solana Beach Community Senior Center** is located at 120 Stevens Avenue, Solana Beach, CA 92075. The SBCSC is an outreach program operated by the Solana Beach Presbyterian Church. There is no dedicated senior center space; programs and activities take place in various sites of the church campus. These services are offered only once each week.

**Observations on Existing Conditions:**
- **Facility**
  - Part of church campus

- **FF&E**
  - N/A

- **Staffing**
  - Led by volunteers from church membership

**Options for Capital Expenditures:**
- **Refurbishment**
  - N/A
New Construction

- If new construction were an option, partnership with the nearby community of Del Mar would increase the feasibility of the project given the relatively small populations of both towns.

Furnishings and Equipment

- N/A

Other Observations:

- According to SANDAG population forecast, the city of Solana Beach will have 5,700 residents over the age of 60 by 2050. The current population of the same age cohort is 4,600.

Recommended Model:

The cities of Del Mar and Solana Beach are without a bricks and mortar senior center. With a similar population size and geographic proximity, the construction of small senior center 7,000-9,000 square feet is the recommendation.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for Solana Beach is construction of a new small dedicated senior center, with new furnishings and equipment, that will also serve the community of Del Mar. The “small” senior center model presented in this report contemplates a 9,000 square foot facility inclusive of a 750 square foot commercial kitchen.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (9,000 sf at $215/sf)** .......................................................... $1,935,000
- **Provision for Senior Center FF&E** .................................................................................. 75,000
- **Provision for Small Commercial Kitchen Equipment** ............................................... 80,000
  - **Sub-Total – Senior Center** ......................................................................................... $2,090,000
- **Gym/Fitness Center – Construction and Equipment** .................................................... 1,200,000
- **Aquatics Center – Construction and FF&E** ................................................................. 630,000
- **Locker/Shower Rooms and Restrooms** ....................................................................... 320,000
Sub-Total – Gym/Fitness and Aquatics Amenities .................................. $2,150,000

Total Estimated Budget ........................................................................... $4,240,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $4.2M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
SPRING VALLEY

Introduction:
Spring Valley includes the communities of Spring Valley, La Presa, Casa del Oro, and Rancho San Diego. The County of San Diego’s 2016 demographic profile estimated the total Spring Valley population at 87,072, with 11,717 seniors 65+ (13.5% of the population).

Demographic Observations:

*Estimated population growth from 2020-2050 (30-year time period):*
  - The population of Spring Valley is projected to increase by 6,702, or 8%
  - During that same 30-year time period:
    - Seniors 60+ will comprise 67% of the Spring Valley population growth
    - The population of seniors 75+ is forecast to increase by 84%
    - However, a portion of the population that has traditionally provided caregiving services to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

*Poverty Statistics:*
  - One-third of Spring Valley residents live at or below 200% of the federal poverty level
  - For seniors 65 or older:
    - Almost 10% are living below 100% of the federal poverty level
    - One in four are living below 200% of the federal poverty level
    - Almost one in six Spring Valley seniors 65+ are still working

*Cultural Observations:*
  - Currently over one-third of Spring Valley residents are Hispanic; SANDAG forecasts that Hispanics will comprise more than 50% of the Spring Valley population by the year 2050
    - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

*Potential Senior Orphans:*
  - Approximately 20% of Spring Valley seniors live alone
    - This raises the possibility of a significant number of senior orphans
Cost of Living Factors:
- More than one in four of Spring Valley seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,442.
- The average cost of living for seniors 65+ in Spring Valley is:
  - $2,592 per month for single adults
  - $3,346 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:
According to census tract information, the density of Spring Valley seniors 60+ ranges from 303 to 1,890 per square mile, averaging about 1,000 per sq. mile.

Community Infrastructure Supporting Older Adults

Affordable Senior Housing
- Various low-income housing, not age-specific
  - Jamacha Glen Apartments, 8890 Jamacha Road
San Martin De Porres, 9119 Jamacha Road
o Spring Valley Apartments, 8885 Orville Street
o Spring Villas Apartments, 8768 Jamacha Road

Assisted Living
- Capacity – more than six
  o Covenant Village At Mount Miguel – capacity 434
  o Monterey Trellis, Corp. – capacity 49
- Capacity – six or less
  o Angel Genesis Guest Home
  o Casa Primavera
  o Chhina's Senior Guest House
  o Coras Board & Care
  o Loving Hands Senior Care
  o Silvercrest Guest Home
  o Vista Senior Care

Transportation
- MTS bus routes through Spring Valley run along Bancroft Drive and Sweetwater Springs Blvd.
- RideFACT and Rides4Neighbors offer transportation options for seniors 60+
  o https://factsd.org/listing/ridefact/
  o https://factsd.org/listing/rides4neighbors-discount-taxi-program/

Caregiving
- Visiting Angels 7227 Broadway, Lemon Grove, CA 91945

Nutrition Assistance
- Spring Valley Community Center, 8735 Jamacha Blvd, Spring Valley, CA 91977
- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
- Home delivered meal service provided by Serving Seniors
- San Diego Food Bank neighborhood distribution locations in East County:
  o Journey Community Church, 8363 Center Dr., Ste. 6C, La Mesa, CA 91942
  o El Cajon Seventh-Day Adventist Church, 1630 E. Madison Ave., El Cajon, CA 92019
  o Faith Chapel, 9400 Campo Rd., Spring Valley, CA 91977
Feeding San Diego food distributions sites
  - Santa Sophia Conference, 9800 San Juan Street, Spring Valley, CA, 91977
  - Heaven’s Windows, 8848 Troy Street, Spring Valley, CA, 91977

**Entities/Programs unique to this community**
- McGrath Family YMCA, 12006 Campo Road, Spring Valley, CA 91978
- County Libraries:
  - Casa de Oro Branch: 9805 Campo Rd. #180, Spring Valley, CA 91977
  - Spring Valley Branch: 836 Kempton St., Spring Valley, CA 91977

**Senior Center:**
There is no senior center in the Spring Valley. This community is adjacent to the City of Lemon Grove, and accordingly may best be served by a shared senior center. Please see the Lemon Grove section of this report for details.

**Estimated Capital and/or Refurbishments Costs:**
Per the narrative above, no action or accompanying budget is suggested for Spring Valley at this time.
SWEETWATER, EASTLAKE, OTAY RANCH

Introduction:
Sweetwater includes the communities of Eastlake, Otay Ranch, Rancho Del Rey, and Bonita.
The County of San Diego’s 2016 demographic profile estimated the total Sweetwater population at 149,104, with 15,960 seniors 65+ (10.7% of the population).

Demographic Observations:
Estimated population growth from 2020-2050 (30-year time period):
- The population of Sweetwater is projected to increase by 35,999, or 20%
- During that same 30-year time period:
  - Seniors 60+ will comprise 50% of the Sweetwater population growth
  - The population of seniors 75+ is forecast to increase by 132%
  - However, a portion of the population that has traditionally provided caregiving services to seniors (ages 20-40) is forecast to remain flat over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:
- Almost 20% of Sweetwater residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 8% are living below 100% of the federal poverty level
  - More than one in six are living below 200% of the federal poverty level
  - One in six Sweetwater seniors 65+ are still working

Cultural Observations:
- Currently almost one-half of Sweetwater residents are Hispanic; SANDAG forecasts that Hispanics will comprise about 58% of the Sweetwater population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:
- Approximately 13% of Sweetwater seniors live alone
  - This raises the possibility of senior orphans in that region.
**Cost of Living Factors:**

- About 14% of Sweetwater seniors 65+ rent a house or apartment, at a median monthly rental rate of $2,016.
- The average cost of living for seniors 65+ in Sweetwater is:
  - $3,094 per month for single adults
  - $3,847 per month for couples
  - The estimated cost of living exceeds average social security income

**Population Density – Seniors 60+:**

According to census tract information, the density of Sweetwater seniors 60+ ranges from 212 to 1,922 per square mile, averaging about 950 per sq. mile.

- Sweetwater does not currently have a Senior Center. If one is constructed, the most ideal location is likely in census tract 134.18, with a seniors 60+ density of 1,922 per square mile. This is the Eastlake area of Sweetwater.
Community Infrastructure Supporting Older Adults

**Affordable Senior Housing**
- Harvest Ridge Apartments, 1388 E. Palomar 91913, 91 units, 6-12 month wait list
- Volta Senior Apartments, 1734 Solstice 91915, 123 units, waitlist closed

**Assisted Living**
- 4 facilities with a capacity of 623

**Transportation**
- MTS bus routes interior of city: Routes 701, 704, 705, 707, 709, 712, 225, 929, 932 (9)
- MTS Trolley: None

Construction of new large senior center recommended for the Eastlake area of Sweetwater
Caregiving

- None

Nutrition Assistance

- Salvation Army Home Delivered meals program 91913, 91914, 91915
- San Diego Food Bank Senior Food Distribution Program 91913

Entities/Programs unique to this community

- Eastlake YMCA 2311 Boswell Road 91914

Senior Center:
There is no senior center currently serving the Sweetwater region of eastern Chula Vista.

Apart from the City of El Cajon, there is no other community with such a glaring need of a senior center than this region of Chula Vista. By 2050, the region will be home to 34,000 adults over the age of 60. The current Chula Vista senior center is not a feasible option for many older adults in this region given that it is a 20-30 minute drive or a considerably longer commute via public transportation. There is a below-average level of supporting infrastructure for seniors as well.

Recommended Model:
The suggested model for this region is a large facility 28,000 - 35,000 square feet with all the amenities that a 21st century senior center should provide. The best location for the new senior center is likely in census tract 134.18, with a seniors 60+ density of 1,922 per square mile. This is the Eastlake area of the Sweetwater region.

Estimated Capital and/or Refurbishments Costs:
The proposed solution for the Eastlake Chula Vista area of Sweetwater is construction of a new large dedicated senior center, with new furnishings and equipment. The “large” senior center model presented in this report contemplates a 33,000 square foot facility inclusive of a 1,500 square foot commercial kitchen, a 3,000 square foot in-house theater, and provision of 2,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- Senior Center Construction (33,000 sf at $215/sf)) .................................................. $7,202,500
- Provision for Senior Center FF&E ................................................................. 200,000
- Provision for large Commercial Kitchen Equipment ......................................... 160,000
Provision for In-House Theater Equipment ........................................ 75,000
Sub-Total – Senior Center .................................................................. $7,637,500
Gym/Fitness Center – Construction and Equipment .......................... 1,200,000
Aquatics Center – Construction and FF&E ...................................... 630,000
Locker/Shower Rooms and Restrooms ............................................ 320,000
Sub-Total – Gym/Fitness and Aquatics Amenities ............................ $2,150,000
Total Estimated Budget ................................................................... $9,787,500

This budget estimate does not include the potential cost of vacant land for new construction.
Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $9.8M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
UNIVERSITY CITY/UCSD

Introduction:
The University area includes the communities of UCSD, University City and Torrey Pines. The County of San Diego's 2016 demographic profile estimated the total University population at 58,278, with 7,064 seniors 65+ (12.1% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of University is projected to increase by 1,740, or 2%
- During that same 30-year time period:
  - Seniors 60+ will comprise 37% of the University population growth
  - The population of seniors 75+ is forecast to increase by 35%
  - However, a portion of the population that has traditionally provided caregiving services to seniors (ages 20-40) is forecast to remain flat over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:
- One-third of University residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 7% are living below 100% of the federal poverty level
  - Almost one in five are living below 200% of the federal poverty level
  - Almost one in five University seniors 65+ are still working

Cultural Observations:
- Currently one-third of University residents are Asian; SANDAG forecasts that Asians will comprise 39% of the University population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:
- Approximately 30% of University seniors live alone
  - This raises the possibility of a significant number of senior orphans
Cost of Living Factors:
- About 37% of University seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,883.
- The average cost of living for seniors 65+ in University is:
  - $2,886 per month for single adults
  - $3,640 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:
Census tract information indicates the density of University seniors 60+ ranges from 983 to 3,228 per square mile, averaging about 1,500 per sq. mile.
There is no classic senior center in the University area. However, two options may sufficiently cover this region’s senior center needs:
- The Lawrence Family Jewish Community Center located just south of UCSD offers supports and services for seniors. This location is situated in the senior-high-density census tracts 83.41 (3,228 per sq. mile) and 83.63 (3,724 per sq. mile).
- The Cathy Hopper Friendship Center in North Clairemont (discussed in the Clairemont/Kearny Mesa section of this report) is just south of the University footprint, and may be positioned to adequately serve the University City senior-high-density census tract 83.45 (2,043 per sq. mi.)
Community Infrastructure Supporting Older Adults

**Affordable Housing**
- None

**Assisted Living**
- 14 facilities with a capacity of 861 residents in 92122

**Transportation**
- MTS Bus Routes: 30, 31, 41, 50, 60, 101, 105, 150, 201, 202, 204, 237, 921, 972, 973, 978, 979 (17)
- MTS Trolley: None
Caregiving

- Elder Answers 3268 Governor Drive 92122
- 24 Hour Home 4350 Executive Drive 92121
- First Light Home Health Care 9920 Pacific Heights Boulevard 92121
- Keepsake Companions 7128 Miramar Road 92121
- Senior Helpers 11722 Sorrento Valley Road 92121
- At Your Family Home Care 6450 Lusk Boulevard 92121

Nutrition Assistance

- San Diego Food Bank Emergency Food Assistance Program 92121

Entities/Programs unique to this community

- None

The Lawrence Family Jewish Community Center:

The Lawrence Family Jewish Community Center is located just south of UCSD in the University City area, at 4126 Executive Dr, La Jolla. The center has a program curriculum tailored to older adult members of this all-ages facility.

Observations on Existing Conditions:

- **Facility**
  - 97,000 square foot multi-purpose facility with outstanding amenities

- **FF&E**
  - Physical plant in excellent shape

- **Staffing**
  - N/A

Options for Capital Expenditures:

- **Refurbishment**
  - N/A

- **New Construction**
  - N/A

- **Furnishings and Equipment**
  - N/A

Other Observations:
According to SANDAG population forecast, the University/UCSD area will have 11,500 residents over the age of 60 by 2050. The current population of the area with the same age cohort is 10,800.

**Recommended Model:**

The area will see very minimal growth of the older adult population over the next 30 years. This expansive community center is in excellent condition with numerous amenities and is sufficient to serve the needs of older adults in the region.

**Estimated Capital and/or Refurbishments Costs:**

Per the narrative above, no action or accompanying budget is suggested for the University City/UCSD area at this time.
VISTA

Introduction:
Vista is an independent city encompassing roughly 18.68 square miles. The County of San Diego’s 2016 demographic profile estimated the total Vista population at 98,560, with 9,937 seniors 65+ (10.1% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):
- The population of Vista is projected to increase by 29,462, or 30%
- During that same 30-year time period:
  - Seniors 60+ will comprise 27% of the Vista population growth
  - The population of seniors 75+ is forecast to double (103%)

Poverty Statistics:
- Over 41% of Vista residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 10% are living below 100% of the federal poverty level
  - Over one in four are living below 200% of the federal poverty level
  - One in six Vista seniors 65+ are still working

Cultural Observations:
- Currently, almost one-half of Vista residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost 70% of the Vista population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:
- Approximately 22% of Vista seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:
- Over 15% of Vista seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,331.
- The average cost of living for seniors 65+ in Vista is:
  - $2,570 per month for single adults
  - $3,324 per month for couples
  - The estimated cost of living exceeds average social security income
**Population Density – Seniors 60+:**

According to census tract information, the density of Vista seniors 60+ ranges from 623 to 1,437 per square mile, averaging about 900 per sq. mile.

- The **Vista Senior Center** is located at census tract 196.01, with a seniors 60+ density of 798 per square mile.
Community Infrastructure Supporting Older Adults

Affordable Senior Housing
- Hidden Valley Senior Apartments, 777 Anns Way 92083, 50 units, waitlist N/A

Assisted Living
- 43 facilities with capacity of 774

Transportation
- NCTD bus routes: Routes 305, 332, 334 (3)
- NCTD Sprinter: Multiple stops within city
- City of Vista “Out and About” Senior transportation program
- Gloria McClellan Senior Activity Center nutrition transportation program 92084

Caregiving
- A Trusted Home Care 1920 Shadowridge Drive 92081
- Mercy Care Management 410 S. Santa Fe Avenue 92084
- Peer Cares In Home Care 450 S. Melrose Drive 92081

Nutrition Assistance
- Gloria McClellan Senior Activity Center Congregate and Home Delivered Meals Program 92084
- Lamb of God Food Pantry 1221 Ridge Road 92081
- San Diego Food Bank Senior Food program 92084
- Feeding San Diego Food Distribution Program 92083 (3 sites) and 92084 (3 sites)

Entities/Programs unique to this community
- North County Food Bank 1445 Engineer Street 92081
- City of Vista Senior Citizen Affairs Commission 92084
THE VISTA SENIOR CENTER – CURRENT SITE

The Vista Senior Center is located at 1400 Vale Terrace, Vista, CA 92084. The GMAARC consists of two buildings located on the 39-acre Brengle Terrace Park that contains multiple recreation sites. Aside from GMAARC, the city-owned public space contains parks and picnic sites, sports complex, outdoor theater, and botanical gardens. The areas to the east and south are residential neighborhoods comprising of what the director called ‘Old Vista’. Public transportation provides bus stops within a 1 block walk of the facility. There is expansive parking available with 50 spots in front of building and significantly more in areas to the North of the buildings that is utilized during busy special event days and when the facility is rented out for private use.

Observations on Existing Conditions:

- **Facility**
  - GMAARC consists of two 8,100 square-foot buildings of similar design. The first was constructed in 1977 and the second in 1987. Building 1 is the primary entrance to the facility. This building recently underwent significant renovation with new flooring, remodeled bathrooms, upgraded tables and chairs and improvements to make the building more accessible for seniors with mobility challenges. A reception desk is located in a small lobby area that is staffed with a rotating roster of senior volunteers and an employee of the Center.
  - The majority of the space is comprised of the large, multi-purpose room that primarily serves as the dining room for the congregate lunch program. Other special events and activities are held in the room that includes a stage for theatrical or musical performances.
  - The recent upgrades included a renovation of a previously under-utilized area that was transformed into an outdoor dining area. A large commercial kitchen is the staging for the day’s lunch service. There are no classrooms in building 1.
  - Building 2 is located immediately north, no more than a 20- foot walk from building 1. It is not an identical floor plan but is of similar interior and external design. This building is dominated as well with a large multi-purpose room that is used primarily for the fitness, exercise, and dancing classes. There is more office space in this building. It is used by GMAARC staff as well as some non-affiliated community organizations. The classroom that is used for the sedentary activities is in this wing.

- **FF&E**
Primary equipment includes an upgraded audio/visual system, a small computer lab consisting of 2 computers for public use and a library. The facility was the recipient of a sizeable donation of senior-friendly exercise equipment that appears to be in very good shape. However, the GMAARC does not have space currently available to house a fitness room. The director stated that there have been preliminary discussions with the City and architects to renovate building 2 to create suitable space for this inventory.

**Staffing**

The GMAARC programs and services are supported with 4 full-time employees (Director, Recreation Coordinator, Nutrition Supervisor and Transportation Coordinator) and 4 part-time employees. Senior volunteers help support the internal efforts. Currently, there are 75 seniors on the volunteer roster.

**Options for Capital Expenditures:**

**Refurbishment**

The GMAARC has undergone several remodeling and refurbishment efforts over the last few years. The creation of a fitness room within the buildings’ current footprint is under review with city managers and architects. A small computer inventory with little dedicated space does not adequately serve the population. Additional building refurbishment would benefit from the addition of dedicated computer classroom space.

**New Construction**

The City of Vista has grown to the point that the GMAARC may not be able to address the needs of all older adults in the community. The director mentioned areas to the south and west of city center are a 20–minute drive from GMAARC. This region is home to more “younger seniors”, according to the director, who have different needs and circumstances and may find the GMAARC inconvenient with programming that does not resonate with this population.

**Furnishings and Equipment**

Recent efforts have significantly upgraded the buildings’ furnishings. An upgrade to the buildings’ computer equipment would be of benefit to center attendees.

**Other Observations:**

According to SANDAG population forecast, the City of Vista will have an estimated population of 25,000 adults age 60 and over by 2050. As of 2020, the similar age cohort accounts for 16,800 residents of the city.
**Recommended Model:**

The existing Vista Senior Center needs a renovation project to create space for a fitness room to utilize a donation of various exercise equipment. There is additional need for minor maintenance projects as well, but nothing on the order of significant renovation.

**Estimated Capital and/or Refurbishments Costs – Existing Site:**

Proposed renovation solutions for the Vista Senior Center would potentially involve redesigning existing space, including relocating walls, electrical and plumbing, and some deferred maintenance work. Provision is made for renovation of 1,000 square feet, plus some funding for associated FF&E expenditures.

- **Senior Center Renovation for Fitness Center space (1,000 sf, Level 3)..................** $175,000
- **Provision for potential new or upgraded FF&E ......................................................... 25,000**
  
  **Total – Senior Center Renovation Budget ................................................................. $200,000**

**VISTA SOUTHWEST – PROPOSED NEW SITE**

The town has an average support structure for older adults, though like most communities Vista faces an abundant shortage of affordable senior housing developments. The town is projected to add over 8,000 adults over the age of 60 by 2050.

**Recommended Model:**

To address Vista’s growing demographic and to better serve older adults in the community, an additional site is suggested, comprised of a new senior center of moderate size 17,000-22,000 feet in the southwest part of the city.

**Estimated Capital and/or Refurbishments Costs – Second Site:**

The proposed solution for Vista contemplates construction of a new moderate-sized dedicated senior center, with new furnishings and equipment. The “moderate” senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- **Senior Center Construction (20,000 sf at $215/sf)................................................. $4,300,000**
- **Provision for Senior Center FF&E** ................................................................. 125,000
- **Provision for Moderate-Sized Commercial Kitchen Equipment** ...................... 105,000
- **Provision for In-House Theater Equipment** .................................................. 50,000

  **Sub-Total – Senior Center** ............................................................................. $4,580,000

- **Gym/Fitness Center – Construction and Equipment** ...................................... 1,200,000
- **Aquatics Center – Construction and FF&E** ................................................... 630,000
- **Locker/Shower Rooms and Restrooms** ......................................................... 320,000

  **Sub-Total – Gym/Fitness and Aquatics Amenities** ........................................ $2,150,000

  **Total Estimated Budget** .................................................................................. $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.
APPENDIX #2 – SAN DIEGO’S SUPPORT INFRASTRUCTURE FOR SENIORS

County of San Diego Aging and Independence Services – Programs and Services

The Programs of the County of San Diego Aging and Independence Services

Aging and Independence Services
5520 Overland Avenue San Diego, CA 92123 (800) 339-4661
https://www.sandiegocounty.gov/content/sdc/hhsa/programs/ais.html

Information and Referral

AIS Call Center

For information on services for older adults and persons with disabilities, call 800-339-4661. The phone number is the gateway to information and resources, the mechanism to report elder abuse, or to apply for a variety of services for older adults, persons with disabilities, and their families. Answering the phone are specialists trained and authorized to assess individual needs and link to an assortment of resources.

AIS Newsletter and Community Events

The Aging and Independence Bulletin is an eight-page publication that is issued 10 times per year, with combined monthly issues for December/January and July/August. The newsletter includes a cover article from the AIS Director, updates regarding County and community services, items of interest, a calendar of events, and volunteer opportunities with the Retired & Senior Volunteer Program (RSVP).

Outreach & Education Team

The members of the Outreach & Education Team link with community organizations and individuals to share information about Aging and Independence Services, particularly the concerns of elder abuse. They also assist the Project CARE sites and work with local action networks. They attend community events and fairs. Staff are available to provide presentations to interested parties.

Age Well San Diego

Age Well San Diego is the region’s plan for an age-friendly and dementia-friendly community. The Age Well San Diego Action Plan was approved by the Board on May 15th, 2018. The plan includes goals in the areas of Dementia-friendly, Health & Community Support, Housing, Social Participation, and Transportation. This marks the beginning of the three-year implementation and evaluation phase. The County and community partners are now working on the plan’s goals.

Adult Protective Services (APS)

APS serves adults 65 and older and dependent adults 18 and older, who are harmed, or threatened with harm, to ensure their right to safety and dignity. APS investigates elder and dependent adult abuse, including cases of neglect and abandonment, as well as physical, sexual, and financial abuse. There are many types of abuse that can occur. The following list outlines some of the more common types.
Types of abuse:

- **Physical**: Direct beatings, lack of medical care or overmedication, sexual exploitation
- **Abandonment**: Desertion or willful forsaking by anyone having responsibility for care
- **Isolation**: Preventing a dependent adult from receiving mail, telephone calls, visitors
- **Financial**: Theft, misuse of funds or property, extortion, duress, fraud
- **Neglect**: Denial of food, clothing, shelter, health care. Or unable to provide basic needs
- **Self-neglect**: Malnutrition, being unkempt, unmet medical needs, unpaid bills
- **Mental suffering**: Verbal assaults, threats, fear

If a case meets criteria for further investigation, APS sends out a case worker to the older adult/dependent adult home to check on their wellbeing and to gain additional information on the circumstances of the alleged abuse. With the agreement of the alleged victim, an intervention plan may be constructed to ensure the safety of the older adult and the appropriate legal authorities may be contacted if the matter warrants further investigation.

**Family Caregiver Support Program**

An individual aiding an older relative to maintain his or her quality of life meets the definition of caregiver. A person helps the loved one with the functions of everyday life and the Family Caregiver Support Program supports the caregiver.

The program serves:

- Adult family caregivers of individuals, age 60 and older, in San Diego County.
- Grandparent caregivers of minors, where the minor is a relative of the caregiver, and resides with the caregiver, in San Diego County.

Services provided:

- Assistance to caregivers through contracted providers
- Comprehensive assessment
- Care management
- Professionally administered support groups and counseling
- Caregiver skills training
- Respite care
- Legal services
- Minor Home Modification (grab bars, safety checks, etc.)
- Grandparent caregiver support
- Outreach and education
**Choose Well**

Choose Well is a free, innovative, web-based program sponsored by the County of San Diego that helps older adults and their families make informed decisions when selecting assisted living facilities.

Visit www.choosewellsandiego.org to discover specially evaluated Choose Well facilities that have voluntarily agreed to be scored on 11 measures of quality. For additional details on Choose Well, or to get involved as a member, contact Choose Well at 858-221-4862.

**Cool Zones Information**

Cool Zone sites, mostly located in the hottest areas of the county, help older adults and others keep cool and save energy costs.

In the summer, the County designates Cool Zone sites, air-conditioned settings where seniors and others can gather. The sites encourage people to share air conditioning during the heat of the day, lowering individual usage and helping to conserve energy for the whole community. Please visit the AIS website for updated information on the status of the Cool Zones.

**Cool Zones Fan Program**

AIS is helping older adults beat the heat with the Cool Zones Fan Program. Even with the presence of Cool Zone sites in the community, not all seniors or persons with disabilities can leave home to escape the heat. Homebound individuals, those lacking transportation, and those who decide to stay home due to the risk of COVID-19, may not be able to take advantage of traditional Cool Zone sites.

To help these community members beat the heat, the County of San Diego, in partnership with SDG&E, provides free electric fans to those who are living on limited incomes. To be eligible, a resident must not have access to an air-conditioned space at their home or apartment building.

**Coordinating Care**

AIS Care Management programs assist older adults and their families with health and social services. AIS provides multiple support programs that help older adults with complex conditions maintain independence in their communities.

**Linkages Program**

Linkages case managers work with the client to find and coordinate services in the home. The Linkages staff members develop a care plan with the client and any significant others to help the client remain safe and as independent as possible. One common goal of Linkages staff members and clients is to prevent hospitalization or long-term, out-of-home placement.

Please note that the Linkages program has a waitlist, and it can take several months for a referral to be assigned to a care manager.
**Multipurpose Senior Services Program (MSSP)**

The Multipurpose Senior Services Program is a care management service for seniors age 65 and older who are eligible for Medi-Cal and at risk of institutionalization.

Sometimes staying independent in one's home means getting help. That extra help with bill-paying, shopping, laundry and other tasks of daily living can keep someone from having to rely on family or leaving their own home.

MSSP care managers work with the client, family members and medical team to find and coordinate services in the home. Through the timely use of these services, MSSP protects both frail elders and government payer systems from the cost of institutional care.

The program serves clients in all regions of San Diego County. Most clients live in their own homes.

To Qualify for MSSP:

- Age 65 or older.
- Must be Medi-Cal eligible.
- At risk of placement in a skilled nursing facility or intermediate care facility.
- Clients usually have multiple health problems requiring the use and coordination of many community services.

**Senior Options, Advocacy and Referrals (SOAR)**

SOAR, formerly the Management and Assessment of Social and Health Needs (MASH) is a care management program that serves frail and disabled adults age 60 and older, who are at risk of nursing home placement and ineligible for other care management and in-home-care service programs. SOAR is a program through AIS that provides care management services to people who do not qualify for such services in other programs.

SOAR care managers work with the client to find and coordinate services in the home. The staff members develop a care plan with the client and any significant others to help the client remain safe and as independent as possible. One common goal for SOAR care managers and for clients is to prevent hospitalization or long-term, out-of-home placement.

There is a purchase of service component available within the program that can help to aid with homemaker, respite, escort, and money management services. SOAR clients whose monthly income and resources make them ineligible for In Home Supportive Services (IHSS) and unable to afford private-pay home care assistance may be eligible for purchase of services.

Please note that the SOAR program has a waitlist, and it can take several months for a referral to be assigned to a care manager.

**Employment Training - AIS**

The national Senior Community Service Employment Program (SCSEP) provides funding for some employment training for low-income older adults. The program is funded through the federal Department of Labor.
Health Promotion
The mission of AIS is to improve the health and wellness of older adults in San Diego County so they will remain independent. The Health Promotion unit provides programs specifically for older adults to manage chronic conditions, improve physical functioning, increase socialization, and prevent falls.

Representatives from a network of senior, health and other community organizations meet monthly to exchange information and cooperate in collaborative programs.

**Feeling Fit Club, an exercise program for older adults:**

The Feeling Fit Club is a functional Fitness Program designed for older adults of all abilities. The goals of the Feeling Fit Club are to offer a safe, comfortable environment for older adults to engage in physical activity as well as to help older people develop and maintain their level of physical fitness. These programs also encourage social interaction, fun, and help to build self-esteem. In addition, this program helps to educate participants about the benefits of exercise, health, and fitness components.

The classes include 4 core components: strength (upper body, lower body, and core), balance, aerobic endurance, and flexibility. All moves and exercises are designed to be adapted to various physical abilities and can be performed from a seated or standing position. Program evaluation has shown improvement in participants’ strength, flexibility, balance, and ability to perform activities of daily living.

The Feeling Fit Club is offered via four different delivery methods throughout San Diego County:

1. On-site classes with trained instructors at various community sites.
2. On TV. The Feeling Fit Program is shown three times daily on three stations. See details below.
3. Online at CountyNewsCenter.com
4. DVD program for home use.

The exercises in the home-based program are focused on more frail seniors who are home-bound. There are five unique episodes which build in difficulty from Monday to Friday, and the episodes are repeated each week. **Monday through Friday at 8 a.m. and 1 p.m. and 4 p.m. on Cox: 19 or 24; Time Warner: Channel 85; and Uverse: Channel 99.** Please note that the program is shown on the “Local government Access” station and may be listed in the TV guide as Feeling Fit – it may show up as “Local government Programming” and it is sometime preempted by other programs.

For older adults that have schedules that do not allow access to the above options, the DVD can be sent to them along with a stretch band for home exercise. The DVD/Video is exactly the same as the TV show (all 5 episodes).

**Chronic Disease Self-Management Program (CDSMP)**

An Evidence-Based self-management program originally developed at Stanford University, now managed by the Self-Management Resource Center, this program is designed for people with chronic conditions as well as their family members and caregivers. Chronic conditions may include but are not limited to arthritis, depression, heart disease, diabetes, COPD, etc. This program has been proven to achieve positive health outcomes and reduced health care expenditures. The program consists of a workshop that meets once a week for 2 ½ hours per week for six weeks, led by two trained peer educators, who may also have a chronic condition.
**Diabetes Self-Management Program (DSMP)**

An Evidence-Based self-management program originally developed at Stanford University, now managed by the Self-Management Resource Center, designed for people with Type 2 Diabetes as well as their family members and caregivers. This program has been proven to achieve positive health outcomes and reduced health care expenditures. The program consists of a workshop that meets once a week for 2 ½ hours per week for six weeks, led by two trained peer educators, who may also have diabetes.

**Chronic Pain Self-Management Program (CPSMP)**

An Evidence-Based self-management program originally developed at Stanford University, now managed by the Self-Management Resource Center for people experiencing chronic pain as well as their family members and caregivers. This program has been proven to achieve positive health outcomes and reduced health care expenditures. The program consists of a workshop that meets once a week for 2 ½ hours per week for six weeks, led by two trained peer educators, who may also have chronic pain or another chronic condition.

**Fall Prevention Programs:**

Scientific evidence indicates that comprehensive fall prevention for older adults include management of medical risk factors, environmental safety, safe behaviors, and exercise that focuses on strength, flexibility, and balance (such as Tai Chi). The website, [www.SanDiegoFallPrevention.org](http://www.SanDiegoFallPrevention.org) offers a Toolkit and Resource Guide, including contact information for local organizations that address different facets of fall prevention. The website also has a variety of educational videos, including English and Spanish videos for seniors, and short video for clinicians.

**Tai Chi: Moving for Better Balance**

The TCMBB program is a modified version of the Yang style of Tai Chi that commonly is done using either 108, or, in the “short form,” 24 different positions. TCMBB further simplifies the traditional style and has only 8 essential positions. This program was developed by Dr. Fuzhong Li at Oregon Research Institute (ORI) and was designed especially for older adults to reduce their risk of falls.

Older adults learn and practice the TCMBB form in a slow, flowing, and controlled fashion in a free group fitness class. Classes are ongoing and held for one hour, two times per week. Evidence suggests, participating in TCMBB reduces falls and fear of falling; and increases functional balance and physical performance.

**In-Home Supportive Services (IHSS)**

IHSS provides homemaker and personal care assistance to eligible individuals who are receiving Supplemental Security Income and Medi-Cal or who have a low income and need help in the home to remain independent.

Having help with tasks around the house not only makes the lives of seniors and the disabled easier, in some cases it allows the person to remain at home. IHSS includes domestic and related services, and help with personal care such as:

- Bathing and grooming
- Dressing
Housecleaning
Shopping
Laundry
Meal preparation and clean up

The older adult is the employer of the caregiver, who can be a family member, a friend or a caregiver located through the County’s provider network. Providers must attend an enrollment session, show proof of employment, and complete a Department of Justice (DOJ) background clearance.

**Senior Mental Health Team**

The Senior Mental Health Team provides a crisis assessment and assistance for persons age 60 and older with mental health issues. Some of our community’s seniors are living lives of lonely desperation. Whether related to grief, depression, anxiety, or other mental illness, the strain of untreated mental illness exacts a tremendous toll on the individual. Friends or family members may notice some of the following signs that are indications that their loved one needs assistance:

- Sudden change in behavior or functioning.
- Sudden confusion, disorientation, memory loss.
- Constant negative and/or fearful thoughts.
- An inability to consistently provide for his/her own food, clothing, or shelter.
- Abusing alcohol or prescription drugs.
- Expressing a sincere wish to die. Having a suicidal plan in mind.

If needed, the social workers and nurses also educate clients and family members about mental health concerns.

The Senior Team members create a plan with the client and any significant others to keep that elder safe and as independent as possible while linking the client to the appropriate mental health services. One common goal is to prevent the need for hospitalization or long-term placement out of the home.

**Nutrition Services**

Proper nutrition is essential to health and wellbeing. AIS and community partners are working closely to ensure that older adults have their nutrition needs met. AIS contracts with community organizations to provide meals at various locations throughout the county. Generally, these nutrition sites offer sit down "congregate" meal services. Some of the sites are adding and expanding routes to home deliver meals to seniors. A list of meal providers can be found [here](#).
**Ombudsman - Long Term Care**

The Long-Term Care Ombudsman program advocates for residents in Long Term Care Facilities, such as nursing homes, as well as investigates claims of abuse in other licensed facilities. An Ombudsman listens to concerns, provides information and assistance when requested and will investigate and resolve complaints related to care or personal rights.

**An Ombudsman Can Help with the Following:**

- Concerns about the quality of care provided to residents in long-term care facilities.
- Resident rights issues.
- Physical abuse and neglect.
- Dietary concerns.
- Financial issues (billing concerns, benefits, financial exploitation).
- Concerns about physical or chemical restraints.
- Transfer and discharge issues.
- Privacy and confidentiality.
- Witnessing of Advance Directives in Skilled Nursing Facilities.
- Supporting resident and family councils.

**Project C.A.R.E.**

**(Community Action Reaching the Elderly)**

Project C.A.R.E. keeps seniors who live alone from being totally isolated. It provides referrals to community resources, assistance with completing a Vial of Life, reassurance and wellness check-in calls, plus other services.

Social isolation among older adults is on the rise. Frail, older adults and/or those with physical or mental disabilities who are socially isolated are at high risk of abuse and neglect. Project C.A.R.E. identifies and supports frail older adults and/or individuals with physical or mental disabilities to prevent social isolation, loneliness, neglect, and abuse. Project C.A.R.E. is a safety net program for older persons and persons with disabilities and operates by maintaining effective contact and empowering individuals to remain as independent as possible in a safe environment.

AIS is contracted with Interfaith Community Services and 2-1-1 San Diego along with ElderHelp and Jewish Family Service to provide Project C.A.R.E. services, which include:

Access Assistance Call: Referrals to appropriate community resources such as Minor Home Repair, and the Sheriff’s Take Me Home Program.

Support Services: A home visit to assess needs, strengths, determine goals and create a care plan. This includes a recommendation to complete a “Vial of Life” form that helps identify medications and special needs in the event of an emergency.

Follow-Up Support Services: Follow-up on care plan goals is completed. Cross referrals are made to additional resources such as Adult Protective Services, Case Management, and In-Home Supportive Services.
On-going Support Contacts: A reassurance contact may be made via automated phone system or staff.

**Senior Volunteers - AIS**

Aging & Independence Services links people to many ways in which they can give back to the community through volunteer activities.

**Retired & Senior Volunteer Program (RSVP)**

Retired & Senior Volunteer Program (RSVP) is one of the many opportunities the Health and Human Services Agency offers older adults a way to help out and volunteer in their communities. There are a variety of locations and roles for older adults who wish to volunteer.

**Volunteer - Long Term Care Ombudsman**

The Long-Term Care Ombudsman program is a terrific opportunity for volunteers to have an impact upon the most vulnerable of our population. The Ombudsman program welcomes and trains new volunteers to visit long-term care facilities to advocate for the rights of residents and ensure that they receive quality care.

**Legacy Corps**

Legacy Corps members provide free respite services in San Diego County to family members providing care for Veterans of any age. A family caregiver may request scheduled respite visits from a Legacy Corps member. An assessment will be scheduled prior to the assigning a volunteer. The program is designed to help relieve stress and burden for caregivers in military families.

Legacy Corps members are volunteers who commit to serving 450 hours in a one-year period (approximately 10 – 12 hours per week) and are selected after meeting eligibility criteria. Members meeting their service goals receive skills training, a $200 per month living allowance, and an educational award of $1,468. It is not required to be a Veteran to serve as a member.
San Diego County Agencies and Programs Supporting Older Adults

The Programs of San Diego County Older Adult Agencies

MEALS ON WHEELS
2254 San Diego Avenue, Suite 200
San Diego, CA 92110
Phone: (619) 260-6110 or (800) 573-6467
https://www.meals-on-wheels.org/

Meals on Wheels provides meals 7 days a week for older adults throughout San Diego County, including delivery into the over 3,049 square miles of rural and unincorporated areas. Meals on Wheels San Diego County subsidizes 60% of the costs for meals, delivery, and other services provided, regardless of a senior’s ability to pay.

Distributing home-delivered meals and safety checks could not be accomplished without the help of the caring volunteer workforce who deliver meals and ensure that homebound seniors are OK. Frequently, the volunteer may be the only person the senior sees all day, providing human contact and a safety net, particularly for those seniors living alone. The nutritious meals enjoyed by clients is a critical factor in the maintenance of their wellbeing and independence.

MEAL CENTER
3555 India Street, Suite A
San Diego, CA 92103
Satellite Offices:

METRO SAN DIEGO SERVICE CENTER
2254 San Diego Avenue, Suite 100
San Diego, CA 92110
Phone: (619) 295-9501

EAST COUNTY SERVICE CENTER
131 Chambers Street, Suite 100
El Cajon, California 92020
Phone: (619) 447-8782

SOUTH COUNTY SERVICE CENTER
270 F. Street, Suite 22
Chula Vista, CA 91910
Phone: (619) 420-2782

NORTH COUNTY SERVICE CENTER
930 Boardwalk Street, Unit C
San Marcos, CA 92078
Phone: (760) 736-9900
ELDERHELP
5095 Murphy Canyon Road #100 San Diego, CA 92123
Phone: 619-284-9281
https://www.elderhelpofsandiego.org/

ElderHelp provides personalized services and information that help seniors remain independent and live with dignity in their own homes. ElderHelp is an integral part of the spectrum of government, health care, and community-based providers focused on providing long-term solutions for seniors struggling to navigate complex challenges. ElderHelp is one of the only agencies in San Diego County solely focused on providing quality services and programs to help seniors age successfully in their own homes. The core service supports include:

*Care Coordination*

ElderHelp clients receive one-on-one personal visits in their homes with Care Coordinators to create a customized network of support tailored especially for them. Older adults are connected to community resources and assisted with navigating health and wellness network that can seem overwhelming without the guidance of a trusted advocate.

Clients are matched with vetted volunteers, genuinely dedicated to serving aging loved ones and providing services such as:

- Grocery Shopping (either for or with the client)
- Home safety inspections and modifications such as railings and safety bars
- Organizing mail and paperwork
- Gardening
- Social outings to the beach, parks, concerts, or movies
- Friendly visits to play cards, games or just chat

Most ElderHelp clients live alone and rely on the agency’s services to stay healthy and connected to the community. Reducing isolation and the risk of falls in the home through a network of support promotes greater well-being for the client and eases the burden on the overloaded healthcare system.

*Seniors A Go-Go*

Seniors A Go is a volunteer driver program that provides transportation services so seniors stay connected to their communities.

When driving a car is no longer an option, seniors maintain an independent, active lifestyle by scheduling rides to medical appointments, errands, exercise classes, social activities and more. Clients request rides in advance, allowing plenty of time for ElderHelp to carefully coordinate details for pick up, drop off or even door-through-door options.

*Housing Services*

*Housing Navigation* addresses the barriers seniors face maintaining current housing or securing new housing.

*Resident Service Coordination* (available through partnerships with development and management companies) offers support and activities to residents of low-income senior buildings.
HomeShare connects people of all ages who want to share a private home, apartment, condo, or manufactured home. Participants can be older adults, working professionals or students.

The housing services team facilitates shared living agreements in areas of San Diego County and provides ongoing support to secure long-lasting relationships that are mutually beneficial to home providers and home seekers.

Family Caregiver

Through online tools and education, ElderHelp provides resources for employed family caregivers and the companies who support them. The program provides guidance on how to start a conversation with an aging loved one as caregiving needs become evident. The resources give loved ones a framework to begin the journey.

Free Online Courses and webinars are consistently offered that address the wide range of information available to caregivers.

Information and Referral

ElderHelp is just a piece of the puzzle to helping older adults remain independent as they continue to age in their homes. The agency works closely with other organizations in the community and refer members to resources as needed.

SERVING SENIORS

525 14th Street Suite 200 San Diego, CA 92101
Phone: (619) 235-6538
https://servingseniors.org/

The mission of Serving Seniors is helping seniors in poverty live healthy and fulfilling lives. The organization opened its two affordable housing complexes, Potiker Family Senior Residence and Potiker City Heights Residence, in 2003 and 2007, respectively. In 2010, the organization opened its flagship Gary and Mary West Senior Wellness Center. In summer 2019, Serving Seniors opened its third supportive housing residence, Schmale Family Senior Residence in Ramona, California.

Serving Seniors provides a broad array of health-promoting services to help seniors in poverty thrive despite their low incomes. Based on the principles of whole-person care, Serving Seniors’ innovative model looks at a client’s needs across multiple domains—nutrition, housing, health, and social—and delivers a wraparound system of care tailored to meet the individualized needs of each client. The menu of programs and services include:

- Congregate and Home Delivered Meals
- Permanent and Transitional Housing
- Health and Social Services
- Enrichment and Activities
- Advocacy
Serving Seniors provides over 956,000 nutritious meals a year. Designed in partnership with a registered dietician, the meals provide one-third of clients’ nutrition requirements and accommodate a wide variety of dietary needs including low-sodium and low-fat diets.

Unlike similar programs, Serving Seniors never charges a fee, ensuring that no senior, regardless of income, ever has to go hungry.

CONGREGATE MEALS

Serving Seniors has 11 sites across San Diego County, as far south as San Ysidro to as far north as Oceanside. In addition to meeting the nutrition needs of the clients, this program acts, for many of our clients, as the center of their social lives. Lonely and socially isolated seniors are encouraged to engage with their peers and make friends, which contributes to physical and psychological wellness.

HOME-DELIVERED MEALS

The HDM program delivers fresh, nutritious meals (breakfast and lunch) directly to the homes of over 600 homebound seniors a day. Meals are delivered five days a week, with extra meals provided each Friday to ensure that clients have plenty to eat over the weekend. HDM drivers are trained to identify any potential health or social issues clients may be experiencing, and work with the HDM Support Services Coordinator to ensure appropriate assistance is provided.

TRANSITIONAL HOUSING FOR HOMELESS SENIORS

Serving Seniors’ Transitional Housing Program (THP) helps homeless seniors get off the streets by providing transitional housing and supportive services as a direct pathway to permanent affordable housing. THP clients live rent-free in a studio unit at the Sara Frances Hometel for 90-120 days while meeting weekly with a case manager at the Gary and Mary West Senior Wellness Center to access permanent affordable housing and address their most pressing issues.

To date, this program has helped over 800 clients find permanent, affordable housing throughout San Diego County.

PERMANENT SUPPORTIVE HOUSING

Serving Seniors’ affiliate entities Senior Housing Corporation and City Heights Senior Housing Corporation own 412 units of affordable senior housing. Serving Seniors provides meals, social services, and socialization opportunities to senior residents. The residences are located within walking distance of public transportation, pharmacies, shopping centers, and restaurants, and rent is capped at 35-45% of the Area Median Income (AMI).

- **Potiker City Heights Residence**

  Potiker City Heights Residence, in City Heights, offers 150 studios and one-bedroom apartments. Amenities include complete kitchens in each unit, central AC/heating, patio, storage, a dining room, community/TV room, underground parking, and on-site meals, nurses, and social workers.

- **Potiker Family Senior Residence**

  Located in the East Village community of downtown San Diego, Potiker Family Senior Residence offers 200 studio apartments and a range of amenities such as a fitness room, vegetable
garden, community room, computer lab/library room, laundry facilities, security officer, and on-site meals, nurses, and social workers.

- **Schmale Family Senior Residence**

Located in Ramona, CA, this residence offers 62 units of affordable housing for low-income special needs seniors, including those with disabilities, mental health issues, and a history of homelessness. Amenities include access to onsite case management, complete kitchens in each unit, central AC/heating, patio, community room with TV and full kitchen, computer lab, laundry facilities and parking.

Serving Seniors’ clinical team of nurses, social workers, and care navigators provides an array of integrated health and social services to address low-income seniors’ wraparound wellness needs.

**NURSE CASE MANAGEMENT & HEALTH EDUCATION**

Registered nurses promote healthy aging by providing one-on-one healthcare visits, health education, and weekly blood pressure screening clinics at the Gary and Mary West Senior Wellness Center. The health services include:

- Chronic disease management
- Health screenings and assessments
- Assistance with navigating county, state, and federal healthcare systems
- Patient advocacy
- Weight management
- Blood pressure monitoring
- Follow-up care

**MENTAL HEALTH SERVICES**

Serving Seniors provides culturally sensitive and supportive on-site mental health education, counseling, and assessments through a partnership with Sharp Mesa Vista Hospital.

Serving Seniors has also partnered with Family Health Centers of San Diego who will be providing a Mobile Medical Unit for Mental Health Services once a week at the Gary & Mary West Senior Wellness Center.

**SOCIAL SERVICES**

Serving Seniors’ social service case managers are fluent in English, Spanish, and Mandarin, and work one-on-one with clients to provide support for the complex, poverty-related issues. The social services include:

- Applying for benefits and entitlements
- Resolving landlord issues and housing disputes
- Understanding finances
- Approving emergency financial assistance
- Coordinating transportation
Connecting clients to in-house and community resources

DENTAL CARE COORDINATION

Care navigators provide access to the Gary & Mary West Senior Dental Center—a separate 501(c)(3) organization located inside the Wellness Center—as well as assessments and wraparound social and wellness services.

EDUCATION AND ACTIVITIES

Nothing transforms the aging experience like feeling young and fit, both mentally and physically. Open to all seniors in the community at no or low cost, the Gary and Mary West Senior Wellness Center offers fun classes that engage and educate:

- Fitness opportunities (Yoga, Tai Chi, Feeling Fit)
- Interactive games (chess, Scrabble, Wii)
- Health education workshops (hearing screenings, fall prevention, blood pressure clinics, chronic disease management)
- Arts and crafts classes (jewelry making, painting, knitting)
- General knowledge workshops (travel, trivia, current events)
- Social activities (dance classes, birthday parties)

CIVIC ENGAGEMENT COMMITTEE

Serving Seniors’ Civic Engagement Committee engages and empowers low-income seniors in addressing challenges that impact the senior community. Program participants meet weekly to identify concerns and work together to develop strategies to address key issues.

Participants are encouraged to form relationships and engage in meaningful activities, increasing social mobility, helping foster a sense of purpose and enabling them to give back to the community through volunteer service. Seniors volunteer not only at Serving Seniors, but also at local community organizations.

Serving Seniors advocates on a local, state, and national level to mobilize meaningful policy change for older adults and engages older adults in the civic process through leadership development and advocacy training.

SOUTHERN CAREGIVER RESOURCE CENTER (SCRC)

3675 Ruffin Road San Diego, CA 92123
Phone: (800) 827-1008
https://www.caregivercenter.org/

The mission of SCRC is to help families and communities master the challenges of caring for adults with chronic and disabling conditions. Southern Caregiver Resource Center (SCRC) offers services to family caregivers of adults with chronic and disabling conditions or diseases. With a team of highly qualified, professional staff, SCRC supports families through a full range of programs and services.
To be eligible for services, a client must be caring for an adult with a cognitive impairing condition that occurred after the age of 18 (for example: dementia, Alzheimer’s disease, stroke, traumatic brain injury, Parkinson’s disease), or someone age 60 years and older in need of assistance with daily living activities. Services are for residents of San Diego and Imperial counties. All services come at no cost to the family caregiver. Both home and office visits are available by appointment.

SCRC provides information on chronic and disabling conditions and diseases, aging, caregiving issues and community resources. SCRC also has an extensive caregiver resource library containing numerous fact sheets, books, and DVDs.

SCRC can fund respite services to relieve caregivers of the stresses of constant care. Respite is designed to provide care to a loved one for a brief period of time, so the caregiver has the opportunity for relief and rest. This service may be provided in the individual’s home, or in an out-of-home setting such as an adult day care center or assisted living facility. SCRC contracts with select, professional agencies / facilities to provide this service.

SCRC offers professionally facilitated support groups that meet at various locations in San Diego County. These groups enable caregivers to share experiences and ideas to ease the stress of their caregiving role.

SCRC's staff can consult with clients on the various legal and financial issues related to caring for an adult. Professional legal assistance can help caregivers with a variety of issues including estate planning (trusts, wills, qualification for Medi-Cal), conservatorships, durable powers of attorney, and Advanced Health Care Directives. If it is felt that a client would benefit from consultation with an attorney or with another professional, they may be referred to a qualified attorney or legal service provider.

Operation Family Caregiver (OFC) coaches the families of returning service members and veterans to manage the difficulties that come with returning home. OFC is a personalized program, tailored specifically to the struggles of each family. Through proven methods, the program teaches military families the skills needed to best navigate their challenges, resulting in stronger and healthier families. OFC is a program of the Rosalynn Carter Institute for Caregiving.

SCRC staff work with families and caregivers to provide support, alleviate stress, examine options, and enable them to make decisions relating to the care of adults. SCRC also helps identify existing and potential services to assist caregivers in coping and meeting their needs, as well as the needs of care recipients. SCRC’s Family Consultants provide an assessment of caregiver needs (in home or our office), short and long-term care planning, and ongoing consultation.

SCRC offers up to six (6) one-hour individual counseling sessions to caregivers seeking emotional support, skill development and helpful strategies to better cope with their caregiving situation. Counseling is provided by SCRC's licensed clinicians and staff in process of licensure and under clinical supervision.

SCRC provides education and training on a variety of issues related to caregiving. SCRC’s professional staff can organize education for groups of caregivers and community professionals. SCRC staff can provide education and training at a variety of settings including community support groups, corporations/small and large businesses, churches, assisted living facilities, and large and small community events.
REACH2Caregivers program is an evidence-based educational series for caregivers of individuals with Alzheimer’s disease or related dementias. Classes are offered in group settings with other caregivers and focus on helping caregivers cope with their caregiving situation, take better care of themselves, learn stress management techniques, and develop effective family communication skills.

SCRC’s professional staff can provide on-site educational programs, resource fairs, and consultations to help employers meet the needs of their employees with caregiving responsibilities.

ALZHEIMER’S SAN DIEGO
6632 Convoy Court San Diego, CA 92111
Phone: (858) 492-4400
https://www.alzsd.org/

Alzheimer's San Diego recognizes the dignity of every person living with dementia and empowers them to play an active role in planning their own future care. Staff see the heartache this disease inflicts on families and are there to give the support and knowledge needed to become strong care partners – and to find joy in even the darkest moments. And the team is working to make Alzheimer’s a disease of the past, by connecting people to clinical trials and funding research for a cure. All of the programs are completely free to the community.

The team of Dementia Experts helps anyone affected by dementia. Alzheimer’s San Diego provides supportive counseling, connects families to trusted community resources, talks through difficult situations and works one-on-one to develop a personalized plan for the future.

Professional staff can assist with:
- Developing a better understanding of the disease
- Creating a plan to obtain necessary care
- Discussing options for symptom management
- Addressing the emotional impact of the disease
- Connecting you with additional community resources

Alzheimer’s San Diego provides free Support & Discussion Groups across San Diego County, in English, Spanish and Korean. These groups can be a lifeline for many families affected by Alzheimer’s and other dementias. They allow them to connect with other people going through the same daily struggles – and to learn from each other’s experiences. Each meeting is kept small, with usually no more than 15 people. During this time, caregivers will learn coping techniques for everyday situations, resources to take advantage of and what to expect throughout the progression of the disease in a compassionate and safe environment.

ALZ Companions provide free respite and relief to families caring for someone with dementia. Companion Volunteers are trained by Alzheimer’s San Diego, then carefully matched with a client and family based on personality, location, and companionship needs.

Each week, the volunteer will come to the client’s home and spend a few hours with the family member living with dementia:
- Talking or reading a book
Playing a game or completing a puzzle
Or just being their friend

During this visit, the family caregiver is encouraged to do whatever is needed to recharge as a caregiver—whether that is going out with friends, catching a movie, or simply enjoying some alone time.

Coping with Caregiving is a 5-week series to support dementia care partners. Through a mix of practical strategies and support, caregivers get the tools they need to succeed.

Alzheimer’s San Diego serves as a socialization center for a fun social activity every week, centered around music, exercise, and art. Social activities and outings help people living with dementia and their care partners stay active by exploring the community and connecting with others on the same journey. They are designed for individuals with dementia to enjoy with a care partner, family member, or friend.

Take Charge is a specialized program designed to help clients, friends, and family understand what to expect, how to plan for the future, and connect with others on the same journey.

Sessions cover:

- Understanding Alzheimer’s disease, other dementias, and memory loss
- Partnering with your physician and building a care team
- Programs and Services available through Alzheimer’s San Diego and the community
- Legal planning
- Staying active and living your best life
- Research update, clinical trials, and future approaches

A worldwide quest is under way to find treatments to stop, slow, or even prevent Alzheimer’s disease. Some of the most promising research is happening right here in San Diego. Many of the new drugs in development aim to modify the disease process by impacting the many brain changes that Alzheimer’s causes. Current trials in San Diego County range from drug research to studying the impact of sleep on cognitive decline and caregiver stress. People with Alzheimer’s, caregivers, and healthy volunteers are needed today to participate in Alzheimer’s and dementia research.

Alzheimer’s San Diego interactive classes and workshops focus on the changes caused by dementia, practical caregiving skills, planning for what is next, and more. These free classes are designed for people living with dementia, their care partners, and anyone interested in learning about the disease.

Free memory screenings are provided every month. These appointments are a great tool for anyone who is worried about memory loss or would like to establish a baseline to detect future changes.

**GLENNER ALZHEIMER’S FAMILY CENTERS (GAFC)**

2765 Main Street Suite A Chula Vista, CA 91911 (619) 543-4700
3686 4th Avenue San Diego, CA 92103 (619) 543-4704
335 Saxony Road Encinitas, CA 92024 (760) 635-1895

[https://glenner.org/](https://glenner.org/)
The Glenner mission is to provide affordable and accessible adult day care and support services to families affected by Alzheimer’s and other forms of memory impairment diseases. It is done by providing innovative adult day care programs, family support, case management, crisis intervention, family and community education, advocacy, information, and referrals. Care is available Monday through Friday with full-day and half-day rates available. Each center offers structured, therapeutic activities and socialization in a safe, secure, family-like environment.

The highly trained staff boasts decades of experience working with Alzheimer’s and dementia and understands the enormous stress that accompanies the role of a family caregiver.

The adult day centers are often referred to as “specialized senior centers for those with memory loss.” The staff know the progressive impact memory loss has on clients and their families which is why the Glenner Centers have the best staff-to-participant ratio in San Diego County.

**THE BENEFITS OF ADULT DAY CARE**

- Loved one continues to live at home
- Nurse (RN) on-site during operating hours
- Medication management
- Dementia-specific activities
- Brain-fit exercises
- Music therapy
- Pet therapy
- 5:1 participant-to-direct care staff ratio
- Safe, secure, family-like environment
- Socialization and stimulation
- Professionally facilitated caregiver support groups
- Transportation assistance
- Private pay, long term care insurance and VA benefits accepted
- Full-day and half-day rates available ($95 full-day/$65 half-day)
- Two meals included in full-day rate
- Reminiscence Therapy

For 37 years, a primary mission of the organization has been to provide support and help for the caregiver. Most groups offer free respite care for the loved one while the caregiver attends the support group. Each of the centers offers weekly or bi-weekly professionally facilitated support groups. These meetings are free and open to all caregivers and family members of individuals with dementia.

The George G. Glenner Alzheimer’s Family Centers, Inc.® offers specialized Alzheimer’s and dementia care education to professional caregivers. The workshops provide a unique opportunity to have associates trained by the Glenner team, a leader in Alzheimer’s and dementia care since 1982.

The George G. Glenner Alzheimer’s Family Centers, Inc.® offer volunteer opportunities for kind, compassionate individuals interested in making a difference in the life of seniors in San Diego County.
- Volunteer at one of three local dementia-specific day care centers
- Flexible, convenient hours
- Minors 16+ welcome with accompanying adult

A Memory Café is a safe, supportive environment, often described as a “meet up”, designed to engage attendees in cognitive activities to perk up memory. The goal of the Glenner Centers’ Memory Cafés is to keep attendees mentally and socially active which research shows is protective of brain health. These gatherings are free and open to all older adults with or without current memory concerns.

Guest speakers are occasionally scheduled, and community resource information is available. All family, friends and caregivers are welcome to attend.

MEMORY CAFÉ LOCATIONS
- Carmel Valley Grace Point Church
- Chula Vista Silvercrest Residences
- El Cajon Library
- La Jolla Community Center
- Mission Hills-Hillcrest/Knox Library Community Room
- Poway Library

GLENNERCARE™ is a virtual dementia care navigation service to provide caregivers with professional recommendations, support & referrals from the privacy & safety of the family’s own home.

TOWN SQUARE® is the Glenner Centers’ newest adult day center located in Chula Vista, CA. Town Square® is the first Reminiscence Therapy Day Center for individuals with dementia in the US.

The center has been designed on the interior to facilitate immersive Reminiscence Therapy and bring its participants back to a time where their memories are the strongest. Reminiscence Therapy has been shown to reduce agitation, improve mood and improve sleep quality. [https://glenner.org/town-square/](https://glenner.org/town-square/)

FOUNDATION FOR SENIOR WELLBEING
131 Richmar Avenue San Marcos, CA 92069
Phone: (760) 891-8176
[https://www.thefoundationforseniorwellbeing.org/](https://www.thefoundationforseniorwellbeing.org/)

Each year, the Foundation helps hundreds of North County (San Diego) seniors solve common life problems and achieve wellness. Compassionate volunteers and staff assist the community with advice, resources, and support. The Information Resource Center is open Monday through Friday from 9 am to 1 pm.

The Foundation for Senior Wellbeing is a 501(c)3 non-profit organization whose mission is to improve the wellbeing of a growing population of seniors throughout North San Diego County by linking them, their families, and their caregivers to resources and programs to achieve: a sense of purpose, supportive relationships, financial security, community pride and good physical health.
The Information Resource Center (IRC) is a comprehensive resource for North County seniors, their caregivers, and family members. Dedicated to improving seniors' quality of life, the IRC provides free information and resources in the areas of housing, home repair, transportation, food insecurity, emergency assistance, medical and mental health issues, legal issues and more.

In order to serve those who do not use computers or social media, this information is also available by phone or in person Monday through Friday from 9 am to 1 pm. Guidance is provided by staff or volunteers trained to communicate with seniors using patience and listening skills to research and recommend suitable resources. Center volunteers will follow up by phone on every inquiry to confirm results.

When disaster strikes, are seniors and those charged with the responsibility of their safety adequately prepared? After the fires in spring of 2014, this was a question asked of the Foundation and other community members. The firestorms brought home the need for a more cohesive, coordinated effort by the many agencies, both government and NGO, responsible for the safety of our region’s seniors in times of disaster. The Foundation for Senior Wellbeing has undertaken a leadership role in this effort by organizing a series of meetings to discuss and address the issues raised.

From this community organizing effort, a group named the “Senior Disaster Resource Alliance” has been meeting quarterly since September 2014. Participants have subsequently identified three specific areas for attention: communication, transportation, and shelter. The Alliance is working to develop a plan will become a model for other communities throughout the county.

CITY OF SAN DIEGO AGEWELL SERVICES
3325 Zoo Drive San Diego, CA 92101
Phone: (619) 525-8247

Provides information and referral services to the senior community, as well as follow-up when appropriate. AgeWell services include special events, dances, activities, and day trips for Seniors. They cater to the recreational and social needs of seniors in the community. The Balboa Senior Lounge is available to relax, socialize and enjoy a cup of coffee in the comfortable Senior Lounge, located in the Casa Del Prado (Room 105). Other activities, programs and special events are also held at various sites within Balboa Park and at other parks and recreation centers throughout the city. In 2021, AgeWell Services relocated to Park de la Cruz Community Center 3901 Landis Street San Diego CA 92105

OASIS
5500 Grossmont Center Drive Suite 269, La Mesa, CA 91942
Phone: (619) 881-6262
https://san-diego.oasisnet.org/

Oasis is a unique educational program for adults 50+ who want to continue to learn and be productive throughout life. Membership is free and open to anyone 50 or older. The mission of San Diego Oasis is to ensure that adults age 50+ have opportunities to pursue vibrant, healthy, productive, and meaningful lives. Oasis seeks to positively impact lives through partnerships to share knowledge, offer evidence- and research-based programs, conduct evaluations and adapt to meet the needs of diverse audiences. The foundation of the approach includes the following key areas:
Lifelong Learning

Health and Wellness

Community Involvement through intergenerational programs

Oasis specializes in classes in the arts, humanities, computers, science, fitness, and wellness and is always looking for dynamic lecturers with various professional backgrounds. Volunteer instructors are vital to the success of the education program for older adults and can be placed in schools to help children build confidence to attain academic success.

Each year Oasis places adults in local San Diego elementary schools, helping children grades K-4 enhance their reading and writing skills. Free training and materials are provided.

To learn more about OASIS programming and classes, here is a link to their Spring 2020 catalog
https://sandiego.oasisnet.org/catalog/

OSHER LIFELONG LEARNING INSTITUTES

The Osher Lifelong Learning Institutes are found on the campuses of 124 colleges and universities from Maine to Hawaii and Alaska. Each provides a distinctive array of non-credit courses and activities specifically developed for seasoned adults aged 50 or older who are interested in learning for the joy of learning. The Foundation also provides support to the National Resource Center for the Osher Lifelong Learning Institutes at Northwestern University.

There are three local universities that are part of the Osher national network

San Diego State University Osher Institute
https://ces.sdsu.edu/osher-lifelong-learning-institute-sdsu

University of California San Diego Osher Lifelong Learning Institute
https://extension.ucsd.edu/olli/membership/open-house

California State University San Marcos
https://www.csusm.edu/el/olli/index.html

UNIVERSITY OF SAN DIEGO - UNIVERSITY OF THE THIRD AGE

5998 Alcalá Park San Diego, CA 92110
Phone: (619) 260-4600
https://www.sandiego.edu/cas/humanities-center/u3a/program.php

USD’s University of the Third Age program brings a holistic approach to learning as well as providing a great venue to meet new people and top experts from San Diego.

Each U3A session is a three-week unique university experience that exposes attendees to some of the most sought-after experts in areas including medicine, technology, health, religion, government, business, military, not-for-profits, humanities and the arts. Each presentation will be followed by a rich Q&A dialogue with the expert.
Students can also participate in an optional Technology Workshop where instruction is provided on how to operate smart devices, including phones, tablets and social media applications, and walking learners through settings and general digital setup.

**ELDER LAW AND ADVOCACY**

5151 Murphy Canyon Road Suite 110 San Diego, CA 92123  
Phone: (858) 565-1392  
http://seniorlaw-sd.org/

Elder Law & Advocacy is a group of experienced elder law staff and trained volunteers who serve over 8,000 seniors annually in both San Diego and Imperial Counties. Older adults are provided free and low-cost civil legal services, Medicare related counseling and advocacy, referrals to community senior service providers and community education. The majority of services are offered at no-cost to qualifying seniors.

**The Vision** – To enhance the quality of life for persons 60 years of age and older.

**The Mission** – Seniors are a growing and vital segment of our community. Elder Law & Advocacy seeks to protect seniors by providing legal advice and advocacy. We serve seniors by helping them to defend their legal rights and preserve their respected place in the community.

Elder Law & Advocacy is the only legal services and Medicare counseling agency in the Southern California region which devotes all of its resources to helping both rural and urban seniors through a unique community-based delivery system. Elder Law & Advocacy’s attorneys, staff and volunteers travel all over the region to assist seniors, going to senior centers, nutrition sites, senior living complexes, mobile home parks, nursing homes, hospitals, and the residences of ill, homebound individuals. Most program services are provided at no charge to qualifying clients.

Elder Law & Advocacy is staffed by an Executive Director who, as a licensed attorney, also serves as supervising attorney. The organization employs 8 attorneys, and 19 additional employees who provide staff attorneys with clerical and administrative support. Each year, approximately 20-25 law students from local law schools serve as interns and provide invaluable assistance to the attorneys. Elder Law & Advocacy has several regular pro bono attorneys and law firms who assist with complex litigation and other matters. Elder Law & Advocacy’s Medicare counseling program also utilizes 30-40 community volunteers, many of whom have been volunteers at Elder Law & Advocacy for several years.

Senior Legal Services provides free legal services to residents of San Diego and Imperial Counties over the age of 60. The basic service provided to the senior population consists of a 30-minute counsel and advice session with an attorney licensed in the State of California.

Senior Legal Services employs 5 attorneys that cover, respectively, Metro, South Bay, East County, North County, and Imperial County Collectively the Legal Services attorneys see over 4000 new clients each year.
Attorneys of Senior Legal Services are able to advise about a wide range of legal issues, including financial elder abuse, landlord/tenant problems, contractual disputes, consumer issues, and benefits problems. They are also able to prepare some documents such as Advance Healthcare Directives and Powers of Attorney.

If an issue falls into a category that is not within the service menu, staff will strive to refer a client to an attorney that can assist. Elder Law generally only refers through the Lawyer Referral Service of the San Diego Bar Association.

Attorneys of Senior Legal Services generally see clients in Senior Centers located throughout the region. Older adults who call for an appointment will be directed to the most convenient location.

Elder Law & Advocacy has recently introduced the Elder Abuse Restraining Order Representation Project (EARORP) serving both San Diego and Imperial Counties. This program provides free legal advice and representation for victims of physical, emotional, or financial elder abuse. Representation includes assistance with court paperwork and representation in the civil restraining order hearing. This program seeks to increase the access to justice for seniors who would otherwise be unrepresented and encounter many barriers to successful completion, including facing their abuser in court alone and navigating the technicalities of the court process.

Caregiver Legal Services program is designed to help family caregivers of elderly frail persons who have Alzheimer’s disease, have suffered a debilitating brain injury, who are economically and socially disadvantaged, or are isolated, homebound, or institutionalized.

**Legal staff and volunteers provide:**

- Legal counseling, advice, and advocacy
- Assistance with probate conservatorships
- Community education presentations designed to educate and warn seniors and their family caregivers of current scams and suspicious activities targeting the elderly and suggest strategies for protecting their loved ones and themselves

Family caregivers may meet with a staff attorney to discuss issues related to their loved one. For example, a family member may need to assume legal responsibility for someone who has been diagnosed with early stage Alzheimer’s disease. The care receiver may still be legally competent to execute a springing power of attorney. This will assist the family caregiver in assuming financial duties when the care receiver is no longer able to take care of his or her own financial affairs. Our legal staff will assist qualifying clients at no charge.

Elder Law & Advocacy’s Nursing Home Rights Enforcement Project advocates for patient residents in skilled nursing facilities in San Diego and Imperial Counties.

As the number of people requiring care in nursing home increases, abuse and neglect are becoming more prevalent.

The program provides:
- **Early intervention** to address serious health-related concerns about care
- **Monitoring** of resident health during intervention
- **Ongoing contact** with patient residents and their family caregivers to keep them informed and to encourage their participation
- **Litigation services** to address the physical, mental, psychological, and financial harm suffered as a result of serious nursing home neglect and abuse

The Nursing Home Rights Enforcement Project attorney and staff help the patient resident and their loved ones through a difficult process while protecting and maximizing everyone’s legal interests.

**HEALTH INSURANCE COUNSELING AND ADVOCACY PROGRAM (HICAP)**

5151 Murphy Canyon Road Suite 110 San Diego, CA 92123  
Phone: (858) 565-1392  
http://seniorlaw-sd.org/

Elder Law & Advocacy’s HICAP (Health Insurance Counseling and Advocacy Program) program is staffed by trained counselors who can give information needed to make an informed decision about healthcare choices. All HICAP counselors are registered with the California Department of Aging and provide unbiased, impartial information and counseling. **HICAP does not sell, endorse, promote, or recommend commercial products or services.**

HICAP staff attorney provides representation and counsel and advice, including appeals. In addition to Medicare, HICAP can also provide counseling on:

- Long Term Care Insurance Plans
- Programs to help to pay for premiums, drugs, and medical costs
- Choices for Medi-Cal and Medicare dual beneficiaries
- Medicare for those that work beyond age 65
- Retiree medical plan coordination with Medicare
- Appeals and Grievances
- Medicare Fraud Referrals

Counselors are available at many local community senior centers and other sites throughout San Diego County.

**SHARP GROSSMONT HOSPITAL SENIOR RESOURCE CENTER**

9000 Wakarusa Street La Mesa, CA 91942  
Phone: (619) 740-4214

**SHARP MEMORIAL HOSPITAL SENIOR RESOURCE CENTER**

4320 Genesee Avenue San Diego, CA 92121
Whether an older adult or caregiver, Sharp Senior Resource Centers offer a multitude of information and resources to assist with older adult’s health needs. The centers provide free health education classes, health screenings, flu shots and referrals to other health services and specialties.

Sharp has built a community focused on health and wellness. And at the Senior Resource Centers, seniors have the opportunity to connect with other like-minded individuals and learn the positive aspects of aging. All activities are designed exclusively for older adults seeking to maintain good health.

**Exercise and fitness**
Maintaining an active lifestyle is important at any age. The resource centers have experienced exercise professionals that lead gentle exercise classes, yoga and more.

**Health screenings**
Sharp offers health screenings related to diabetes, cardiac risk, lung function, blood pressure, medication management, stroke, osteoporosis, and cancer.

**Lectures**
Health and wellness workshops and seminars cover a range of topics, including caregiving, fall prevention, brain health, arthritis, and memory skills.

**Safety**
At Sharp, health and safety are top priorities. Sharp participates in Project Care, a free service for seniors or disabled adults who live alone. Project CARE places daily check-in calls and provides a Vial of Life, a small container placed on the refrigerator door that holds important health information needed by professionals in case of an emergency.

**SAN DIEGO PACE (SAN YSIDRO HEALTH SYSTEM)**

**Beyer Senior Health Services**
3364 Beyer Boulevard San Ysidro, CA 92173
Phone: (619) 205-4585

**Chula Vista Senior Health Services**
880 3rd Avenue, Suite A Chula Vista, CA 91911
Phone: (619) 205-4585
http://www.syhc.org/sdpace/

San Diego PACE (Program of All-Inclusive Care for the Elderly), is a coordinated health and social services program for the frail and elderly allowing participants to live at home and be part of the community. Determined to meet nursing facility level of care by the California Department of Health Care Services; and have the ability to live safely in the community.

San Diego PACE is a special program that offers experienced, compassionate doctors and staff in a warm and welcoming setting. Services include*:
- Primary medical care including specialty care services
- Nursing care
- Behavioral health services including psychiatry
- Dental services
- Optometry services
- Podiatry
- Prescription medications
- Emergency services
- Social services
- Personal care
- Physical, occupational, and speech therapy
- Dialysis
- Nutritional meals and snacks
- Group and recreational activities
- Durable medical equipment
- Free transportation to and from all health care appointments

*Services covered are in accordance with the individualized care plan and must be approved by the San Diego PACE team.

San Diego PACE receives monthly payments from Medicare and Medi-Cal to cover services for participants. Most participants who have both Medicare and Medi-Cal pay nothing more for the program.

Participants must receive all needed services (excluding emergency services), from San Diego PACE providers. Participants are personally liable for unauthorized and out-of-network service costs.

**ST. PAUL’S PACE**

111 Elm Street San Diego, CA 92101 (619) 677-3800
630 L Street Chula Vista, CA 91911 (619) 271-7100
1306 Broadway El Cajon, CA 92021 (619) 551-7400
304 Seacrest Way Encinitas, CA 92024 (619) 677-3800
https://www.stpaulspace.org/

St. Paul’s PACE provides senior care for adults in San Diego over 55 years of age who are living with chronic illness or disabilities and need coordinated medical care to continue living as independently as possible in their home and community.

St. Paul’s PACE provides all the medical care and services covered by Medicare and Medi-Cal, as approved by the team of healthcare professionals, as well as medically necessary care and services not covered by Medicare and Medi-Cal.

All-inclusive care consists of:
- Primary care (including doctor visits & nursing services)
- Medical specialty services
- Prescription drugs
- Durable medical equipment (DME)
- Senior day care in our beautiful wellness centers
- Health education & nutritional counseling
- Rehabilitation therapy (physical / occupational / speech therapy)
- Social Services
- Mental & Behavioral Health Services
- Recreational Therapy
- Vision & dental services
- Podiatry
- Laboratory / X-ray services
- Home Care / Personal Care Assistance
- Meals
- Transportation
- Hospital care, as required
- Nursing home care, as required
- Emergency services (24 hours per day, 7 days a week)

The St. Paul’s PACE care team members (also known as the Interdisciplinary Team or IDT) is composed of a primary care physician, center manager, registered nurses, physical, occupational and recreational therapists, social worker, dietitian, home care certified nursing assistant, St. Paul’s PACE center aides, and transportation representatives.

As needed, the care team mobilizes other services including medical specialists, laboratory and other diagnostic tests, and hospital and nursing home care. Upon joining St. Paul’s PACE, a client will receive an in-depth health assessment from the entire St. Paul’s PACE care team. Additional assessments will happen every six months; when there is a change of condition or when a request for services is made.

In addition to the primary care physician, there are many specialists who provide expert medical attention in a variety of fields, including:

- Audiologist: Hearing specialist
- Dentist: Care for teeth
- Optometrist: Vision specialist
- Podiatrist: Care for feet
- Psychologist: Support for mental health

If a client needs to see a specialist, all appointments are handled through the PACE primary care physician and approved by the care team.
Throughout San Diego County, St. Paul’s PACE offers comprehensive physical rehabilitation programs with physical, speech and occupational therapy. St. Paul’s PACE therapists will help clients by developing a specialized program to restore mobility, reduce pain, and increase fitness level. Physical therapists evaluate, diagnose, and treat disorders of the musculoskeletal system with the ultimate goal of restoring maximal functional independence. Occupational therapists help improve ability to perform daily living tasks. Speech therapists evaluate and treat speech, language, cognitive-communication, and swallowing disorders.

The social workers at St. Paul’s PACE advocate for client needs and provide case management. They are part of the interdisciplinary team, or care team, that coordinates the plan of care, managing the ongoing relationship between the care team and client.

Unlike most medical programs, St. Paul’s PACE will come to the home to provide a wide variety of services. As part of the initial assessment, the nursing staff will determine if in-home care would be helpful in supporting everyday activities such as:

- Bathing
- Meal preparation
- Laundry
- Light cleaning
- Medication management
- And more, depending on client needs
GARY AND MARY WEST PACE
1706 Descanso Avenue San Marcos, CA 92078
Phone: (760) 280-2230
https://westpace.org/

The mission of Gary and Mary West PACE is to enable seniors to live in their communities as independently as possible by providing compassionate, comprehensive health and supportive care.

Gary and Mary West PACE is part of a national network of programs called the Program of All-Inclusive Care for the Elderly (PACE), offering seniors and their families the care, nutrition, rehabilitation, transportation and supportive services they need to remain healthy and living in their own home.

The Gary and Mary West PACE center provides a full range of compassionate care including medical services and personal support to help seniors live a healthy and independent life. Clients can find new friends and receive quality care of the dedicated PACE team who share the same goal—for individuals to live a life in their own homes and to maintain independence for as long as possible. All of this is available at little or no cost to eligible adults age 55 and over.

Because the program serves only a small number of participants, the interdisciplinary team can spend much more time thinking about what the client wants and how to keep them safe and independent at home for as long as possible. The interdisciplinary team takes responsibility for all the healthcare and social service needs. At Gary and Mary West PACE, clients have a passionate team of doctors, nurses, social workers, home/personal care workers, therapists and others who are focused on helping their clients with total wellness needs.

The team works with clients to develop a care plan, personalized to unique needs and preferences, based on what makes sense for the individual. As needs change, the plan will change accordingly. As an added benefit, all prescription medications are also included. Our all-inclusive services may consist of, but are not limited to the following:

- Doctor and nursing care
- Medical specialty services
- Prescription drugs
- Nursing home care
- Emergency services
- Home care
- Physical therapy
- Occupational therapy
- Adult daycare
- Recreational therapy
- Meals
- Dentistry
- Nutritional counseling
- Social services
Laboratory / X-ray services
Social work counseling
Transportation

SAN DIEGO SENIOR GAMES
P.O. BOX 600007 San Diego, CA 92160
Phone: (858) 292-5812
https://www.sdseniorgames.org/

Incorporated in 1992 as a 501(c)3 non-profit agency, the San Diego Senior Games Association (SDSGA) is a community-based organization whose mission is to: “Encourage senior adults, aged 50 or older, to carry on vigorous lives by developing and maintaining high levels of physical activity and mental fitness through regular participation in sports, fitness, and health education activities.”

The San Diego Senior Games is the only organization in San Diego that offers older adults the opportunity to compete in multiple Olympic-style sporting events. Athletes compete in age categories of five-year increments: 50-54, 55-59, 60-64, 65-69, 70-74, 75-79, 80-84, 85-89, 89-94, 94-99, etc.

The National Senior Games Association recognizes 19 Sports; however, each region can have additional exhibition sports to include more athletes. Winners of exhibition games receive a medal and a T-shirt but cannot advance to the state or national games. Athletes finishing first, second, or third in their age group, receive a gold, silver, or bronze medal, respectively.

The San Diego Senior Games would not exist without the generous efforts of amazing volunteers. Thanks to their compassion and devotion, the organization can provide a spectacular event for the 1,000’s of athletes who participate each year. Paying it forward works. The volunteers not only help improve lives but also save lives by giving senior athletes the opportunity to compete, stay healthy and make friendships that last a lifetime.

There are two areas where volunteers are needed:

SPORTING EVENTS
The biggest event is the San Diego Senior Games held in September each year. There are over 30 sports competitions being held throughout San Diego.

The tasks vary from sport to sport, but most sports need volunteers for:

- Registration and Athlete Check-in
- Sport Related Duties (like scorekeeping, etc.)
- Food and Water Distribution
- Medal Ceremony
- Set-up and Take Down

OFFICE ASSISTANT
If a volunteer prefers to use managerial skills, then there are tasks available in that area as well.

Volunteers are needed who specialize in these tasks:
Answering Phone Calls and Distributing Messages
Database Entry into Excel
Social Media Monitoring
Assistant Event Planner
Volunteer Coordinator
Exhibition Leader

San Diego Agencies and Programs Supporting Older Adults as Part of a Larger Mission

CATHOLIC CHARITIES
3888 Paducah Drive, San Diego, CA 92117
Phone: (619) 323-2841
https://ccdsd.org/

Since the establishment of the Diocese of San Diego in 1936, the role of Catholic Charities has been to provide social welfare programs, witness to the scriptural values of mercy and justice, and advocate for the poor and vulnerable within the diocese. Catholic Charities, while evolving over the past 90 years, has remained faithful to its original mandate: assist the child, the family, the immigrant, and the marginalized. In this new millennium and beyond, the role as the caretakers of the Catholic Charities tradition and creators of new opportunities and service in the community will be judged not by the size of the budget, or the number of programs, but by fidelity to the mission.

Foster Grandparent Program:
The program strives to create an enriching environment for retired seniors to remain active while making an impact on the needs of their communities.

Services
- Senior Volunteers provide one-to-one assistance for children with special and exceptional needs:
  - Tutoring
  - Mentoring
  - Skill Building
  - Enhance Self-Reliance
- Benefits
  - Stipend ($2.65 per hour)
  - Transportation Reimbursement
  - Paid Sick and Vacation Time
  - Annual Recognition
- Opportunity to Make a Difference in the Life of a Child
JEWISH FAMILY SERVICES
8804 Balboa Avenue San Diego, CA 92123
Phone: 858-637-3210
https://www.jfssd.org/

Jewish Family Service is a client-centered, impact-driven organization working to build a stronger, healthier, more resilient San Diego. Founded in 1918, it is one of San Diego’s most impactful non-profit human services agencies. Last year, JFS served more than 39,500 clients, including over 17,000 asylum seekers at the JFS Migrant Family Shelter.

Their broad network of staff, volunteers, supporters, and community partners are committed to the pursuit of one shared goal: helping individuals and families in San Diego Move Forward.

All JFS services—from food assistance and transportation, to counseling and career coaching—work together to equip individuals and families with the building blocks to thrive. JFS provides programs and services across the lifespan. Senior programming and services include:

Aging Life Care

JFS recognizes the complex and dynamic challenges that older adults face as they age. Aging Specialists act as advocates, consultants, and guides—offering wide-ranging expertise on issues related to aging. Staff undergo specialized training in dementia care and are adept at working with out-of-town families to coordinate long-distance care. The team work closely with older adults and their caregivers to assess individual needs, navigate a range of options, and put the right plan in place to enrich clients’ lives. Through thoughtful conversation and observation, the staff create a custom care plan, looking at 13 areas of wellbeing.

- Safety
- Housing
- Nutrition
- Personal Self-Care
- Physical Health
- Mental Health
- Family Relationships
- Transportation
- Home Management
- Financial Security
- Loneliness and Social Isolation
- End of Life Issues
- Spirituality and Meaning

Alzheimer’s Disease Initiative

Care Planning and Management
With specialized training in dementia care, JFS Care Managers offer straightforward information, a personalized connection to resources and support, and a clear line of communication between clients, family members, and health providers.

**Balboa Avenue Older Adult Center**

Older adults can come to the center for lunch and a full menu of activities designed especially for members of our community living with early-stage Alzheimer’s and related dementias.

**Monday, My Way**

A specialized day program at the Balboa Avenue Center, free for people living alone with ADRD. Participants receive a “full service” check in with a JFS Care Manager, who can monitor for health and safety concerns and connect to additional services as needed.

**Music & Memory**

An in-home music therapy program designed to help manage behavioral symptoms and anxiety, while fostering a greater sense of connection and well-being.

**Out & About**

Clients are presented with Friday adventures to points of interest across San Diego. Every trip is led by JFS staff and includes lunch at a local restaurant or deli. Transportation is provided by On the Go, our award-winning transportation service for older adults.

**Caregiver Support**

The staff connect clients to a range of affordable options for respite, behavioral symptom management, and home-based support. JFS also offers bi-monthly support and discussion groups just for caregivers, facilitated in partnership with Alzheimer’s San Diego.

**Fix-It Services**

If there is a concern about the home environment and/or potential for fall risk, JFS Fix-It Service provides a four-point safety check, along with minor safety repairs and modifications to improve your mobility and security at home. All services are completed free-of-charge by pre-screened team of volunteers.

- Minor plumbing and electrical work.
- Install/repair doorbells.
- Mount outdoor security lights.
- Provide slip-resistant bathmats.
- Door and window screen repairs.
- Check/replace door locks and deadbolts.
- Install smoke and carbon monoxide detectors.
- Install assistive devices such as grab bars, handrails, shower chairs, toilet seat risers and bedside commodes.
On The Go Senior Transportation

Rides & Smiles

Individualized transportation is provided to medical and personal appointments, social activities, errands, or wherever an older adult need to go. Rides & Smiles is the largest volunteer transportation service in San Diego, providing more than 2,300 rides a month. Rides must be reserved at least one week in advance.

Navigator

On-demand transportation anywhere in San Diego County using car-sharing services like Lyft. Staff monitor the ride in real-time, making sure everything goes smoothly from pickup to drop-off. Perfect option when a client needs a ride but cannot give the 7-day advance notice needed for Rides & Smiles. Staff can schedule a ride with as little as one-hour notice!

On the Go Silver

A premium service that offers door-to-door service for individual riders and can be customized for large groups. Special features include scheduling freedom, personalized experience and assistance, and accessibility including wheelchair transport.

Excursions

Group outings to exciting destinations such as the theater, museums, and scenic tours. Favorite trips include Balboa Park, winery tours, Jewish Film Festival & Book Fair, theaters, and concerts.

Shuttle Service & Group Shuttles

Shuttles to JFS’s Social & Wellness Centers, as well as shopping, cultural events, and religious services including to areas synagogues during the High Holidays. Customized group transportation is available to organizations that serve older adults age 60+.

Friendly Visitor (Bikkur Holim)

Bikkur Holim (visiting the ill and isolated) matches older adults with caring volunteers who offer companionship and a steady connection to the community through weekly in-home visits. JFS strives to create a mutually enriching experience, believing that two people enjoying each other’s company lifts the spirits of both.

Home Delivered Meals/Foodmobile

A member of Meals on Wheels America, Foodmobile delivers nutritious, home-style meals to adults ages 60 and older. This service is also available to younger adults. Meals are prepared daily in the onsite kosher Loonin Family Kitchen and delivered by a team of volunteers. The program offers low-sodium, gluten-free, and vegetarian options.

With every visit, volunteer drivers check in on the client’s well-being and can connect them to other JFS services, including home-safety improvements, transportation, and care management.
SALVATION ARMY
6505 University Avenue San Diego, CA 92115
Phone: (800) 725-2769
https://sandiego.salvationarmy.org/

The Salvation Army operates 7 community corps centers in San Diego County and embrace the senior citizens of San Diego County. Every day, The Salvation Army serves seniors through a variety of programs.

**Community**
Every Salvation Army Corps Community Center reaches out to the senior citizens in their community differently to meet their specific needs. Through localized programs, older adults can gather together to share interests, develop new skills, and enjoy the company of their peers.

**Activities**
Engaging the minds and bodies of seniors helps keep them feeling young, active, and happy. At The Salvation Army, they can enjoy educational classes, kindle friendships over lunch, participate in special dance events, take pre-retirement seminars and countless other activities.

**Residences**
The Salvation Army San Diego operates several residential facilities for older low-income adults, providing not only living quarters, but also an atmosphere of love, acceptance, and encouragement.

**Cool Zones**
Salvation Army facilities are utilized as County of San Diego Cool Zones during the hot summer months.

**Club 60 Senior Nutrition**
Older adults are provided with a delicious and healthy meal with friends offered at Corps Centers throughout the County of San Diego.

NEIGHBORHOOD HOUSE ASSOCIATION
5560 Copley Drive San Diego, CA 92111
Phone: (858) 715-2642
http://www.neighborhoodhouse.org/#sthash.L8lsMh2Z.dpbs

NHA provides employment to over 800 team members and touches the lives of thousands of San Diego families a year through a network of 23 programs in 125 locations.

The NHA portfolio of programs is as wide and varied as the communities that are served. Current NHA programs range from early childhood development in Head Start to an innovative nutrition program, to health programs like HIV/AIDS case management, mental health services, Adult Day Health Care services, youth services and Senior Services. At NHA, staff provide more than just physical or emotional support – they instill a belief of a better tomorrow through empowerment, education, and wellness. With its long, rich history, its national and international recognition for its efforts, and the multifaceted programs offered, NHA has become a vital resource for the entire San Diego region.

**Adult Day Health Center**
Neighborhood House’s ADHC Center, within a person-centered care environment, provides dual day treatment program options to adults 18 years of age and older, offering both Adult Day Health Care (ADHC) and Adult Day Program (ADP) services. ADHC is designed for adults with disabling physical, mental, cognitive and/or intellectual impairments providing participants with nursing, rehabilitative (OT, PT and ST) therapies and psycho-social services. ADP focuses on memory care and personal care assistance, while providing a variety of cognitively stimulating activities in a “home away from home” environment. Transportation services, snacks, and a meal at lunch as well as various fun recreation activities are available to all participants at the Center, regardless of program.

**Geriatric Specialty Program**

NHA’s Geriatric Specialty Program is a field-based program providing mental health services to seniors who reside in the Central San Diego area and neighboring communities. The focus of the program is to reach out and provide support to those who are not able to seek assistance from other mental health settings. The program aims to help seniors be safe, continue to stay in their own homes and have a good quality of life.

The Geriatric Specialty Program is a component of the Neighborhood House Association’s Project Enable program, a wellness and recovery center. Services are provided at no cost to the client.

**Senior Service Center**

The mission of the Senior Service Center is to provide two thirds of Senior daily nutritional needs, improve their quality of life, and help preserve independent living for as long as possible. With a team of dedicated staff and volunteers, the program provides nutrition-centered services that link seniors to healthy meals, exercise, transportation, social activities, emotional support, and other services that meet each senior’s individual level of need.

The Senior Service Center also helps seniors stay active. Whether it is physical exercise, arts and crafts, or socialization, Senior Service Center staff work to ensure optimal outcomes are achieved mentally and physically.

**Nutrition Services**

Senior Center participants are served breakfast and lunch each day. Meals are prepared by NHA’s Nutrition Services program, and the menu is designed to provide seniors with healthy, nutritious meal options.

The suggested donation for meals at the Senior Service Center is $2.00 for breakfast and $3.00 for lunch. No senior will be denied meals because of inability to pay. Non-seniors who are visiting the center will be charged $5.00 per meal.
INTERFAITH COMMUNITY SERVICES
550 W. Washington Escondido, CA 92025
Phone: (760) 489-6380
https://www.interfaithservices.org/

Interfaith Community Services empowers people in need to stabilize and improve their lives through comprehensive programs, in partnership with diverse faith communities and people of compassion.

Interfaith was founded in 1979 by a handful of diverse faith communities who mobilized to meet the increasing need for assistance in our community. Today, hundreds of congregations have joined their ranks to make up the Interfaith membership network. Through this membership, Interfaith is built on an incredible grassroots network of support in every corner of the North San Diego County Community.

Programming for older adults is part of the Interfaith portfolio that provides services in housing, employment, self-sufficiency and support, clinical and behavioral health and recovery and wellness.

CASA FAMILIAR
119 W. Hall Avenue San Ysidro, CA 92173
Phone: (619) 428-1115
https://www.casafamiliar.org/

The mission of Casa Familiar allows the dignity, power and worth within individuals and families to flourish by enhancing the quality of life through education, advocacy, service programming, art and culture, housing, and community/economic development.

Casa Familiar was founded in 1973 and is a 501(c)(3), community-based organization dedicated to serving residents in South San Diego County. Originally established in 1968 under the name Trabajadores de la Raza, Casa Familiar has grown and expanded its efforts from solely serving Spanish-speaking clients in San Ysidro to providing services and programs to all South San Diego County residents. Early on, the team recognized that its predominantly low-income clients had dynamic and varied needs. The designed approach allows the agency to adapt to community needs through a multi-faceted program and funding strategy. This permits the sustaining of advocacy and community development at its core, while simultaneously examining and addressing community needs. Casa Familiar has been serving people in South San Diego for 48 years.

Casa Familiar is the leading service and community development organization in the community of San Ysidro, providing over 40 bilingual programs and services at six different sites in the community. Programs range from Civic Engagement to Health & Social Services, Arts & Culture to Education.

Health services, income tax assistance, translations/interpretations, immigration/naturalization forms assistance, supportive counseling, referral services, medical, social security & SSI forms assistance, advocacy, housing referrals & services, consumer education, financial assistance, employment services, and emergency services.

Casa Familiar is dedicated to serving older adult residents in San Ysidro with a variety of classes, tailored specifically to meet the needs of this group of community members and for support for a variety of entitlements and benefits including Medi-Cal, Social Security & SSI forms assistance,
Alzheimer’s Support Group, Medicare Counseling (HICAP), Senior Social Club, Senior SEPIA Photography Class: (given in collaboration with the San Diego MOPA) and Senior Computer Classes.

**UNION OF PAN ASIAN COMMUNITIES**

1031 25th Street San Diego, CA 92102  
Phone: (619) 446-0804  
http://www.upacsd.com/

**UPAC’s major areas of focus include:** Mental Health, Addiction, Treatment & Recovery, Community Engagement & Business Development, Housing Counseling, Health Promotion and Education, and Cultural Competency Training & Education.

UPAC programs focus on assisting clients in meeting a wide range of needs through a personalized approach which recognizes the diverse ethnic and cultural identity of children, youth, adults, older adults, and families. UPAC’s culturally competent staff members speak over 30 different languages and dialects. Guiding clients every step of the way as they confront life’s challenges, UPAC is dedicated to improving their quality of life by building trust and achieving sustainable results.

The mission of the Union of Pan Asian Communities is to improve the general well-being and education of the Asian, Pacific Islander and other ethnic communities of San Diego County. UPAC recognizes the diverse ethnic and cultural identities and strengths of these communities and their need for self-sufficiency.

The staff provide innovative approaches to prevention, early intervention, treatment, and recovery for those who are dealing with mental health disorders to help build healthier individuals, stronger families, and safer communities. Counseling and Psychiatric services, primarily for Asian, Native Hawaiian, and Pacific Islander adults who are 18 years of age and older are available for individuals who struggle with mental health challenges.

The UPAC East Wind Clubhouse provides rehabilitative services to help individuals recovering from mental illness build life skills through social, educational, vocational, and community integration activities.

Services are designed to address mental health issues, provide prevention activities, and increase access to mental health care. UPAC EMASS Community Centers are located in Escondido and El Cajon. The goal is to strengthen seniors’ capacity to remain independent and improve the quality of their lives.

The UPAC EMASS program uses community health workers known as “promotores” to provide culturally competent mental health education and services to elderly racial and ethnic minorities in San Diego County. Working with clients of similar racial and ethnic backgrounds and often of a similar age, promotores offer:

- Group Classes covering Recreation and Exercise
- Healthy Aging and Mental Health Education
- One-on-One Counseling and Support
- Referral to Language-Concordant Mental Health Providers
Transportation to, and Translation Services at appointments with Medical and Mental Health Providers

For example, the Latino promotores often go to apartment complexes, swap meets, and churches frequented by their peers. The Filipino promotores attend functions for seniors held by a local Filipino American cultural group and regularly visits Filipino restaurants, shops, and apartment complexes. The African American promotores recruits clients primarily from functions held by churches in the African American community (e.g., women’s group meetings), and the Somali promotores visits apartment complexes and mosques frequented by elderly Somalis.

Promotores develop a rapport with older adults they meet through various outreach activities. To build trusting relationships, promotores help clients with pressing issues or concerns they may have (such as the lack of health insurance or safe housing or a path to citizenship) before introducing mental health awareness and education services. Promotores also encourage clients to attend EMASS activities or allow home visits.

Positive Solutions Outpatient Program

Provides outreach, mental health prevention and early intervention to home-bound seniors (60+) who are at risk of becoming depressed or have minor depression. The program uses evidence-based PEARLS (Program to Encourage Active and Rewarding Lives).

- Reduce feelings of isolation
- Increase social support and physical activities
- Reduce and/or resolve depressive symptoms
- Reduce substance abuse
- Reduce medication abuse
- Increase and maintain individual self-sufficiency
- Increase the skills to cope with life challenges
- Reduce suicide attempts
- Reduce or eliminate stigma of mental health issues and utilization of services
- Short-term care management
- Crisis Interventions

UPAC Community Wellness Clinic

UPAC Community Wellness Clinic provides culturally sensitive mental health and recovery services for adults living with mental health challenges. The program serves adults, ages 18 and older, who are living in one of the following zip codes: 92103, 92105, and 92115. The program includes enhanced and specialized services for Transitional Age Youth (TAY) aged 18-25, and Older Adults aged 60+.
LUTHERAN SOCIAL SERVICES OF SOUTHERN CALIFORNIA (SAN DIEGO CHAPTER)

4425 Bannock Avenue San Diego, CA 92117
Phone: (858) 483-4007
https://www.lsssc.org/location/san-diego-county/

Lutheran Social Services of Southern California began in December 1944 when a group of Lutheran congregations in San Diego came together to discuss how to better assist families in need. They began discussing how to form a Welfare Commission. Their vision expanded when they came together with another group of Lutheran congregations in Los Angeles having the very same conversation. Lutheran Social Services of Southern California was officially incorporated in 1946 as a 501(c)(3) non-profit social service agency. The mission has stayed true to its earliest beginnings, to be a servant to those in need.

Today LSS-SC annually serves thousands of individuals and families throughout Southern California with over 50 different programs/services at over 20 different locations. The organization is part of the Lutheran Services in America (LSA) network and strives to serve those in need with dignity and respect.

The community care center in San Diego County currently offers a range of programs for seniors, youth, and those in need of emergency services. LSS-SC strategically partners with schools, churches, and other community locations to bring services where they are needed most. LSS-SC operates Senior Companion Program, two TRiO student education programs; an emergency food pantry; and Caring Neighbors. This method of partnering allows us to provide service opportunities that are valuable for our clients and volunteers.

Within the context of more intentional case management, LSS-SC operates over 50 specialized programs, offering resources to people in need. These programs range from aging and disabled supportive services, resources for veterans, transitional and permanent affordable housing, job training and financial literacy, behavioral health services, youth mentoring and academic success, refugee and immigrant services, family services of all types, disaster preparedness and response, and many others.

Each individual experiences their own unique combination of challenges. LSS-SC equips them with tools and access to networks of resources to provide help for their family at different points along the continuum of care, enabling them to move toward independence and find encouragement.

Aging & Senior Programs:

- **Senior Companions** – Serves seniors with complex medical conditions by pairing them with volunteer companions who can assist with errands and other household tasks, or simply provide conversation and friendship.
- **Caring Neighbors** – Provides minor home care and repair for low income seniors or persons with disabilities.
- **Referral Services** – helps clients gain access to healthcare, food, shelter, childcare and education resources available in their communities. This includes assistance with MediCal insurance applications and CalFresh applications.
Case Management – Collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services to meet an individual’s and/or family’s comprehensive mental and/or physical health needs.

THE SAN DIEGO LGBT COMMUNITY CENTER
3909 Centre Street San Diego, CA 92103
Phone: (619) 692-2077
https://thecentersd.org/

The San Diego LGBT Community Center enhances and sustains the health & well-being of the lesbian, gay, bisexual, queer, transgender, nonbinary, immigrant, and HIV communities to the betterment of our entire San Diego region. At The San Diego LGBT Community Center, every person feels and knows that they are welcomed, valued, and supported. As the beacon for the regional LGBTQ community, the staff actively recommits to deliver a more vibrant, bold, innovative, safe, and modern Center than the day before.

Isolation can be a relentless enemy to LGBT seniors, but those who find their way to The Center find some powerful allies. In a society that often places emphasis on youth, The Center provides a community of new friends for seniors. The peer group currently ranges from 50 to 90, many of them looking for something new and challenging.

Whether it is card parties, game days, workshops, Lunch and Learn (with speakers on a wide variety of topics), or the monthly community meals at neighborhood restaurants, there is always something happening in this popular program. Senior Services – 50 and Better Together – strives to create a safe space where those 50 years and “better” will have access to important resources and referrals regarding health care, social services, and community activities.

SAN DIEGO FOOD BANK
9850 Distribution Avenue San Diego, CA 92117
Phone: (858) 527-1419
https://sandiegofoodbank.org/

The Jacobs & Cushman San Diego Food Bank and the North County Food Bank chapter comprise the largest hunger-relief organization in San Diego County. Last year, the Food Bank distributed 28 million pounds of food, and the Food Bank serves, on average, **350,000 people** per month in San Diego County.

Through the North County Food Bank chapter and by partnering with nearly **500 nonprofit partners** with feeding programs, the Food Bank provides nutritious food to individuals and families in need in communities throughout San Diego County.

Emergency Food Assistance Program

The San Diego Food Bank’s *Emergency Food Assistance Program* distributes emergency food packages at 90 different locations across San Diego County every month. The majority of the food distributed at
these sites includes nonperishable and shelf-stable food items. To qualify for this program, the household must meet federal income guidelines.

**Neighborhood Food Distribution Program**

The *Neighborhood Food Distribution Program* distributes fresh produce and nonperishable food items at 19 distribution sites every month throughout San Diego County. The majority of the food distributed at these sites is fresh produce – fresh fruits and vegetables. ANYONE can receive food at a *Neighborhood Distribution Program* site. Identification cards ARE NOT required. There are NO INCOME restrictions for this program.

**Senior Food Program**

The *Senior Food Program* provides a monthly 35-pound box of food and a 2-pound block of cheese to senior citizens aged 60 and over who meet income guidelines. The Food Bank distributes food to 13,000 low-income senior citizens at 65 sites throughout San Diego County every month. To qualify, seniors must meet income guidelines.

**FEEDING SAN DIEGO**

9455 Waples Street #135 San Diego, CA 92121  
Phone: (858) 452-3663  
https://feedingsandiego.org/

Feeding San Diego is on a mission to connect every person facing hunger with nutritious meals by maximizing food rescue. Through a decentralized food recovery and distribution model, every dollar donated helps provide four meals to people in need. Established in 2007, Feeding San Diego is the leading hunger-relief and food rescue organization in San Diego County and the only Feeding America member in the region.

Feeding San Diego provides more than 26 million meals every year to children, families, seniors, college students, military families, veterans, people facing homelessness, and other underserved populations. Meals are distributed in partnership with 300 local charities, schools, faith communities, meal sites, and food pantries throughout the region.

Feeding San Diego rescues high-quality food before it goes to waste from over 530 locations in San Diego County and over 225 farms and packing sheds throughout California. More than 97 percent of the food provided to the community is rescued. By diverting this food from the landfill, Feeding San Diego significantly reduces greenhouse gas emissions leading to climate change, which is comparable to taking 5,000 cars off the road for one year.

In addition to rescuing and distributing high-quality food, Feeding San Diego ensures people can access additional food assistance by providing support to individuals enrolling in CalFresh (food stamps).

According to recent research conducted by Feeding America and the National Foundation to End Senior Hunger, *The State of Senior Hunger Annual Report*, 5.4 million seniors or 1 in 12 seniors, in America were food-insecure in 2015, including 8.4 percent of seniors living in California.

Feeding San Diego addresses this growing need by providing healthy meals to food-insecure seniors in San Diego County through strategic partnerships. In San Diego, 10 percent of those served by Feeding San Diego partner agencies, or approximately 5,000 individuals each week, are over the age of 60.
Of those served by FSD partner agencies, 10 percent, or approximately 5,000 individuals each week, are over the age of 60.

To best serve seniors in San Diego, FSD has developed strategic partnerships with senior housing facilities, Meals on Wheels, and community centers. Feeding San Diego currently has over 150 distribution sites in service.

SAN DIEGO HUNGER COALITION
4305 University Avenue #545 San Diego, Ca 92115
Phone: (619) 501-7917
https://www.sandiegohungercoalition.org/

San Diego Hunger Coalition leads coordinated action to end hunger in San Diego County supported by research, education, and advocacy.

The agency vision is that everyone in San Diego County has enough food for an active, healthy life.

The San Diego Hunger Coalition leads coordinated action to:

- Build a more effective and interconnected system of food assistance resources.
- Enable low-income individuals and families to purchase more healthy food by increasing participation in CalFresh, a monthly supplement to a household’s food budget.
- Ensure all children have year-round access to healthy food by expanding school meals and other federal child nutrition programs.
- Advocate for legislative and administrative policies that reduce hunger and increase access to healthy food.

Senior hunger is a very real challenge in San Diego County where 1 in 10 older adults experience food insecurity. Food insecurity means that a person does not always have enough to eat to lead an active and healthy life. But what does that mean for older adults who have additional challenges to face?

Senior citizens who are food insecure:

- Represent 50% of older adults who are hospitalized
- Are 40% more likely to have congestive heart failure
- Have twice the risk of suffering depression

The reasons for this are varied and include the necessity of making difficult financial choices such as choosing between food and medicine or housing.

SDHC recognize the need for an intervention to support our older residents and have partnered with AARP Foundation, Kaiser Permanente Southern California, and the County of San Diego Health and Human Services Agency to provide CalFresh-in-a-Day workshops to senior citizens.

These workshops are a San Diego Hunger Coalition innovation that has proven results and phenomenally high levels of success. People who attend these workshops can apply for CalFresh, submit documents, interview, and find out whether they are eligible all in less than one hour. This is a
process that can take weeks or, sometimes, months. Additionally, workshop applicants see a higher rate of CalFresh approval than those who apply through more traditional methods.

AARP Foundation shares the Hunger Coalition’s belief in CalFresh/SNAP as our best and most successful hunger relief program. They provided SDHC with a $60,000 grant and the might of the AARP Foundation brand to reach as many senior citizens as possible. Through this partnership, and with the aid of the County of San Diego Health and Human Services Agency, in two years the agency will reach an additional 700 seniors, providing them with up to an additional 760,000 meals every year through CalFresh.

**SAN DIEGO FUTURES FOUNDATION (SDFF)**

4283 El Cajon Blvd. #220 San Diego, CA 92105  
Phone: (619) 269-1684  
[https://sdfutures.org/](https://sdfutures.org/)

With a commitment to environmental sustainability and community welfare, the San Diego Futures Foundation is in the business of improving lives through technology.

SDFF can fuel San Diego’s workforce and economic development by providing resources that assist individuals and communities navigate our digital world with repurposed computers and educational programs that promote digital literacy.

Over the years, countless customers have been transformed by SDFF’s programs and services.

Internship training, adaptive technology courses, and coding boot camps, to name a few, have all given students the means necessary to seek and secure gainful employment, enabling each to become contributing members of society.

San Diego Futures Foundation offers affordable refurbished computers starting at just $80.

Computers come pre-installed with Windows 10 operating systems and Microsoft Office Home & Business 2010.

To qualify for the low-cost computer program, an applicant needs to be a San Diego County resident and meet at least one of the following requirements:

- Income Qualifications
- Have a documented disability
- Senior (62+)
- Veteran
- Foster Family
- Nonprofit Employee

**SAN DIEGO CONTINUING EDUCATION EMERITUS PROGRAM**

4343 Oceanview Blvd. San Diego, CA 92113  
Phone: (619) 388-4956  
[http://www.sdce.edu/emeritus](http://www.sdce.edu/emeritus)
San Diego Continuing Education commits to student success and community enrichment by providing accessible, equitable, and innovative quality education and support services to diverse adult learners in pursuit of lifelong learning, training, career advancement, and pathways to college.

The Emeritus Program challenges adults to stay intellectually stimulated, socially engaged, and physically fit. A variety of courses meet the diverse needs of an aging population. Classes such as Brain Fitness, Job Search Skills, Music Appreciation, and the Writer’s Workshop are designed to benefit the mind, while others such as Health and Wellness, Nutrition, and Tai Chi benefit the body. Instruction is specifically designed for adults 55+ years and helps students maintain independence, rejoin the workforce and/or be actively engaged in the community.

San Diego Continuing Education (SDCE) is the adult education division of the San Diego Community College District (SDCCD). As the largest provider of noncredit education in California, SDCE’s mission is to provide accessible, equitable, and innovative quality education and career training to adult students. SDCE has offered free career training and classes continuously for more than 100 years.

Programs are available at seven campuses in San Diego from the Barrio Logan community in the south, to Miramar in the north. Students also attend classes at over 200 community locations.

SAN DIEGO WORKFORCE PARTNERSHIP (SDWP)
9246 Lightwave Avenue #210 San Diego, CA 92123
Phone: (619) 228-2900
https://workforce.org/

The San Diego Workforce Partnership is redefining workforce development. SDWP believes in the power and dignity of work and understands that an integrated approach is the key to empowering individuals to attain durable self-sufficiency and businesses to create a stable workforce.

SDWP is reimagining workforce development to keep pace with a rapidly changing, skills-based economy in order to achieve the highest levels of personal and economic impact for the community.

Career centers offer job search and career development resources to all San Diego County job seekers, regardless of income or background—at no cost. Primary services include:

- Low- and no-cost training and education programs for eligible job seekers
- Employment opportunities
- Computers, internet, phones, printers, and other technology to use for job searches
- Labor market information—learn what industries are hiring for what skills

There are 17 career centers throughout San Diego. One of these centers, the North County Coastal Career Center, 1949 Avenida Del Oro Suite 106, Carlsbad, CA 92056, is the home to the Senior Community Service Employment Program (SCSEP).

The Older Americans Act (OAA) seeks to enable older individuals to maintain their well-being through locally developed, community-based systems of services. The OAA Title V SCSEP provides part-time, work-based training opportunities for older workers in local community service agencies and assists program participants in obtaining unsubsidized employment. While training in community service
positions, participants provide non-profit or government “host agencies” with support to provide community services.

SCSEP provides participants with a variety of supportive services, such as personal and job-related counseling and job-related training as preparation for community service assignments, job search assistance, and job referrals. The California Department of Aging contracts with local providers who provide Program services and collaborate with six national SCSEP grantees who provide Program services for the remaining participant slots throughout California. Each participant training slot may serve more than one participant over the course of the year.

Title V SCSEP fosters individual economic self-sufficiency and increases the number of persons who may benefit from unsubsidized employment in both the public and private sectors. Placing older individuals in community service employment training positions strengthens their ability to become self-sufficient, provides support to organizations that benefit from increased civic engagement, and strengthens the communities served by such organizations.

**CONSUMER CENTER FOR HEALTH, EDUCATION AND ADVOCACY (CCHEA)**

110 S. Euclid Avenue San Diego, CA 92114  
Phone: (877) 734-3258  
https://www.lassd.org/about/what-cchea

In 1998-99, the County of San Diego decided to establish a health consumer center. The County chose the Legal Aid Society to be the site for this new Center. With this funding and matching funds from The California Endowment (TCE), the Consumer Center for Health Education & Advocacy (CCHEA), a program of the Legal Aid Society of San Diego, was born. The Center continues to be supported by the County and TCE and also has funding partnerships with California Department of Managed Care (DMHC), California Department of Healthcare Services (DHCS) and California’s new Health Benefit Exchange (Covered California). CCHEA is a partner of the HealthCare Alliance (HCA), a coalition of eleven California legal aid programs providing healthcare access services to California consumers. CCHEA is the statewide coordinator for all of these consumer services.

CCHEA is a department within the Legal Aid Society of San Diego and staff work on specialized teams in the substantive priority areas of housing and community development, health, welfare, immigration law, consumer protection law, family law, and SSI advocacy. In addition, the pro bono team provides volunteer opportunities in all of these substantive areas, as well as tax, conservatorships, and domestic violence. Other volunteer opportunities are available through various court centered partnership clinics. The mission of the Legal Aid Society of San Diego Inc. is to improve lives by advancing justice through effective, efficient, and vigorous legal advocacy, outreach, and education.

**Helping people learn more about the Affordable Care Act and the new Covered California Health Exchange:**

CCHEA staff support clients to understand about their potential eligibility for Medi-Cal, including the new expanded Medi-Cal, or their eligibility for help paying for health care coverage through tax credits or subsidies that will lower the cost of coverage purchased from Covered California. Staff review
determinations made by the County of San Diego or Covered California regarding eligibility for the tax credits or subsidy and help clients understand their rights and ability to appeal unfavorable determinations by the County of San Diego or Covered California.

**Helping educate, inform and empower**
CCHEA advocates and attorneys regularly participate in health fairs throughout the County and provide trainings to community-based organizations and providers, client groups, and family support groups interested in learning about our services or specific areas of interest related to health care access and coverage.

**Helping to improve the health care systems**
As much as the CCHEA educates its clients, it also learns from its clients’ experiences to improve the health care system as a whole. The staff gains insight from our clients’ experiences and meet regularly with the County and State agencies, community-based organizations, and client groups to suggest improvements to the systems of care. CCHEA also coordinates with other advocates from around the state to identify common problems locally and throughout the state.

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**ACCESS TO INDEPENDENCE**

8885 Rio San Diego Drive San Diego, CA 92108
Phone: (619) 293-3500
http://accesstoindependence.org/

Access to Independence of San Diego, Inc. is a center for independent living, serving the county of San Diego. Core services include transition, diversion, peer support, personal assistance, advocacy, and information and referral. All of the services are free of charge to all people with a disability regardless of type of disability or age. Access to independence is committed to community integration and advocates on systemic issues in order to create barrier-free communities.

ATech Solutions is making Assistive Technology accessible to individuals with disabilities. Services provided are intake/Technology Assessment, AT Trainings, AT Support (workshops), and home modifications. Enhanced Vision is empowering low vision impaired individuals to maximize their independence. Services provided are intake/assessment, curriculum-based workshops, assistive technology training, ensure success (bi-weekly), and post survey. Health & Wellness Program is empowering people with disabilities with the tools and resources to live independently in the community through a life management and wellness program that embraces healthier habits to enhance independence. Services provided are intake/Healthy Living Assessment, pre-survey, curriculum based empowering workshops, Independent Living workshops, recreational activities, ensure success (bi-weekly), and post survey. The Community Re-Integration Program empowers people with disabilities to fully integrate into the community. Services provided are intake/community living assessment, community living plan, move-in, ensure success, intervention, and post survey.

**THE CHALLENGE CENTER**

5540 Lake Park Way La Mesa, CA 91942
Phone: (619) 667-8644
http://www.challengecenter.org/
Challenge Center is a not-for-profit 501(c)(3) restoring health, hope, and lives. The Center provides skilled physical therapy, specialized fitness, and wellness programs to rehabilitate, increase independence, and improve the quality of life for seniors, individuals with severe physical disabilities, their families, and caregivers. With its licensed staff, physical therapy and assisted fitness programs, and state-of-the-art equipment; Challenge Center surpasses every goal by providing the continuum of care often missed by other limited resources. The focus is to transform the quality of life and increase the independence of seniors, people of all ages with disabilities and their families, through extended Physical Therapy, and specialized Health and Wellness programs, while providing financial assistance to individuals with low income.

**Challenge Center Services**

Challenge Center provides high quality care to maximize potential and opportunities for clients to regain independence and maintain their health. The services are for all neurologically impaired and severely disabled individuals, as well as seniors. Some common conditions that are treated include:

- Spinal Cord Injury
- Brain Injury
- Stroke
- Cerebral Palsy
- Multiple Sclerosis
- Parkinson's Disease
- Muscular Dystrophies
- Down Syndrome
- Arthritis
- Amputation
- Paralysis
- Age-related changes
- and more

Understanding that each client lives with rehabilitation and fitness needs unique to their life, universal design was Challenge Center’s first step. Through client-friendly design and state-of-the-art equipment, each client can move comfortably, including movement with bariatric equipment, through physical therapy or fitness to achieve their own personal goals. With the increased sense of independence and comfort, Challenge Center allows clients to start at a Physical Therapist guided phase - Physical Therapy, Assisted Fitness, Independent Fitness, Personal Training, Aquatics - and graduate to new goals with success.

**SAN DIEGO CENTER FOR THE BLIND**

5922 El Cajon Blvd. San Diego, CA 92115  
Phone: (619) 583-1542  
1385 Bonair Road Vista, CA 92084 (760) 758-5956
https://www.sdcb.org/

The mission of the San Diego Center for the Blind (SDCB) is to help any adult with blindness or vision impairment to reach their highest level of independence. SDCB assists individuals with vision loss to overcome challenges by focusing on capabilities, emphasizing personal strengths, encouraging participation in family life and community activities, and by providing quality comprehensive vision rehabilitation services, which includes:

- Adjustment to vision loss counseling
- Training and skill development
- Community Education
- Outreach Programs

Services are provided to:

- Legally blind adults ages 18 and older
- Adults with no vision to those with changing vision
- All qualified clients regardless of their disability, race, ethnicity, religious beliefs, gender and/or socioeconomic status

The program is designed to assist the adults that:

- Face challenges in everyday tasks, such as preparing meals, paying bills, shopping, studying, or working
- Strive to be confident
- Seek to live independently
- Desire to lead life on their own terms

**Vision Rehabilitation Service**: A nationwide model for service delivery and a recognized model of an accessible facility

Not only is SDCB known as a nationwide model for service delivery, but they are also an international model of an accessible facility with frequent visitors from other agencies including from as far reaching as Israel and China. The award-winning facility was specifically designed to be "vision-impaired friendly". Some of the features of our facility include:

- Clean, easy to navigate hallways.
- Bright colors that help with area identification.
- Easy to read signs with large fonts and good color contrast.
- Contrasted edges on floors.

Assistive Technology refers to equipment that allows people with disabilities to increase or maintain their functional capabilities. Specific products and devices enable people to perform functional tasks and activities of daily living.
Magnification Devices
Optical handheld magnifiers, portable electronic magnifiers, desktop magnifiers

Blindness Products
Optical Character Recognition (OCR): scanners, portable and stationary reading devices with speed output, with and without video magnifications, refreshable braille displays

Computers
Accessible software and large print keyboards with enhanced contrast

Navigation Devices
Mobility canes and talking GPS products

Smart Phones & Tablets

Accessibility for those with vision loss

Wearables
Goggles worn to digitally enhance usable vision or glasses with a camera connected to an agent that is able to provide guidance, read text and more

Independent Living Aids
Products for managing activities of daily living such as talking watches, large print calendars, kitchen aids, talking scales, talking thermometers, talking calculators, bold-lined paper, voice recorders, fit-over sunglasses, gooseneck lamps and daylight bulbs.

It is important to remember that counseling is important not only for the individual with the vision impairment, but for the family. Together, families need to adjust and be optimistic about the future. That is why the Center provides individual, group, and family counseling.

The staff includes Clinical Psychologists, Marriage and Family Therapists, and Rehabilitation Counselors. Not only are they qualified, but because over half of our professional staff is blind or vision impaired, the staff understand the challenges faced.

**Individual Counseling**

Individual counseling is available for those experiencing major adjustment challenges to vision loss or for those not yet comfortable in a group setting. In short, this counseling is available if someone needs more concentrated time with therapists or is more individualized in their needs.

**Group Counseling**

A very important component of the rehab program is group counseling. Students are able to share
experiences and compare problem solving skills and solutions to daily obstacles. Through shared experiences and open discussion, students help each other through the tough times and, along the way, make lifelong friendships.

These small group sessions cover a wide range of topics including dealing with anger and frustration, how to communicate with others, how to maintain a positive outlook towards life, and more. Group counseling also provides transition support, which is designed to help individuals utilize newly learned skills and techniques in a real life setting while making a personal transition back into their communities.

**Self-Advocacy**

An important part of all the training classes is self-advocacy. While the staff are active in working in the community to advocate on the behalf of the vision impaired population, it is important that all vision impaired individuals learn to advocate on their own behalf. Thus, this philosophy is an integral part of all training.

**Outreach for homebound individuals**

If for health care reasons an individual is not able to leave home or they are the primary caregiver for others, outreach counselors are able to help them become more independent and provide valuable resources for them to continue living an independent lifestyle. Specifically, counselors will conduct at-home assessments, provide recommendations on how to improve the home environment, connect them to other community and social services, and provide general support, such as marking ovens, etc.

Outreach counselors are also available to assist individuals in developing accessibility at work and at school.

The Center is also committed to serving and educating San Diego and the surrounding communities with various outreach services. These services are designed to teach, train, consult and/or facilitate interaction between BVI individuals and the community.

Here are just a few examples of the work undertaken:

- **Lectures**: Information and educational lectures for schools and community organizations
- **Assessments**: Free Assistive Technology Assessments for BVI Individuals and/or their families
- **Facility assessments**: Assessments can be arranged for businesses and other organizations interested in becoming more accessible to the vision impaired community by helping to make their facility more “vision-impaired friendly”. Types of facilities that we might assess include educational, assisted living facilities, office, social and/or recreation facilities, and others that are seeking to accommodate BVI Individuals.
- **Outreach**: Participation in health fairs, community events, assisted living programs and other events publicizing our work to social workers, health care workers and vision related medical professionals
- **Connections**: Connecting BVI Individuals with other resources and services in the community
- **Business connections**: Outreach to local employers and employment services to encourage employing BVI Individuals.

**LIONS OPTOMETRIC VISION CLINIC**

1805 Upas Street San Diego, CA 92103  
Phone: (619) 298-5273  
https://lionsvisionclinic.org/

The Lions Optometric Vision Clinic (LOVC) was created in 1963 as a service project, with the support of the local San Diego County Lions Clubs in California. The first clinic was located in the Blind Recreation Center and later moved to its own clinic below the center. The LOVC was established to provide vision care to individuals in our community that could not otherwise afford adequate care. This service has provided eyeglasses to over 10,000 individuals. More than 200 San Diego agencies currently refer patients to the clinic. Each patient must meet certain criteria in order to receive benefits from the clinic.

In August 2000, the clinic moved to its present location on the third floor of the newly built Blind Community Center on Upas Street. The clinic has two fully equipped exam lanes for optometric examinations. The most modern optical instruments and professional diagnostic equipment available at the time was purchased through donations of Lions International Foundation, the San Diego County Optometric Society and Lions Clubs of District 4L6, as well as individual donors. The clinic is staffed by three employees, an Office Manager, an Optician, and an Optometric Assistant. The members of the San Diego County Optometric Society volunteer their professional services and time Monday through Fridays. Complete optometric care is available including examination for lenses, dispensing glasses, glaucoma and other eye health screenings, evaluation for low vision appliances and consulting services for other related vision problems.

**BRAILLE INSTITUTE SAN DIEGO**

4555 Executive Drive San Diego, CA 92121  
Phone: (619) 452-1111  
https://www.brailleinstitute.org/sandiego

Braille Institute is a non-profit organization offering a broad range of free programs and activities serving thousands of students of all ages to empower themselves to live more enriching lives with blindness and vision loss. The staff and volunteers understand losing vision can be scary, and believe it is not the end of independence, but a new way of living.

For blind and low vision patrons in the community who have difficulty making it into the centers, in-home services are provided. Staff go to the home, when necessary, to understand and to help you remove barriers to living a fulfilling life. By focusing on the specific goals, degree of sight loss, and home environment, the staff can help address:

- Quality of life changes resulting from vision loss
- Kitchen confidence and safety
Marking and labeling of household items

Using adaptive and assistive technology

Orientation and mobility, helping you get around your community

Low vision services (selecting the right magnification device)

Caregivers and family members are a welcome part of this program. Many of the organization’s techniques are designed to help family and friends understand the continued capability of their loved ones. With simple solutions, people of all ages with vision loss can continue to live safely and independently in their homes and communities.

**Telephone Reader Program (TRP)** offers a variety of different publications and media for members to access. This can be done on their computers through the website at [www.telephonereadernews.org](http://www.telephonereadernews.org); with a touch-tone phone; or through our app “TRP News”. TRP seeks to give members more independence in their daily lives by offering recordings of material usually available only in print. Users can listen to national and local news, grocery and department store ads, magazine articles and more in both English and Spanish.

**Braille Institute’s Digital Programs** are focused on two goals: improving the lives of existing clients and delivering services through digital channels to individuals who cannot come to one of the centers. The staff have developed programs using technology and software made for people who are blind or have low vision to leverage the digital world.

**Connection Pointe** technology centers offer classes on how to use the latest mainstream and accessible technology. Clients are invited to come to one of the Centers and assistive technology experts will help determine which devices can best meet the specific needs of the client. If a person already uses assistive and adaptive technology to access information, the technology experts can help make sure clients are getting the most out of devices.

**PAWS SAN DIEGO**

5480 Gaines Street San Diego, CA 92110  
Phone: (619) 299-7012, ext.2100  

PAWS San Diego, a program of San Diego Humane Society, helps people keep their pets by providing essential pet services and support to pet families living with low incomes all over San Diego County.

PAWS bring pet care services and resources directly into underserved communities in San Diego County. By hosting community events for pets and their families in targeted neighborhoods, PAWS is reaching them where they live. At these events, clients are provided with free or low-cost services including spay/neuter, vaccinations, microchipping, licensing, behavior and training tips and pet supplies.

The pet food program is a supplemental service intended to help alleviate some of the cost associated with purchasing pet food for pet families in transition. Income-qualified clients (San Diego residents who are receiving government assistance such as CalFresh, Medi-Cal, or Unemployment) may pick up dry dog or cat food once every 30 days at one of the distribution sites listed below.
PAWS comprehensive pet care service is offered for seniors living with low or fixed incomes, disabled and chronically ill individuals. Many of the pet owners enrolled in this service are homebound. Enrolled families receive in-home delivery of pet food, cat litter and supplies, as well as financial assistance for their pets’ veterinary care. Transportation to veterinary appointments and dog walking services are also provided as needed.

SAN DIEGO COUNTY VOLUNTEER DRIVER COALITION
marilyng@jfssd.org
http://sdcvdc.org/

The San Diego County Volunteer Driver Coalition is a county-wide network of free and low-cost transportation services available to seniors. The programs offer safe, reliable transportation provided by trained volunteers who care about seniors and disabled adults.

The San Diego County Volunteer Driving Coalition is a group of individuals from different organizations who have come together to help improve transportation services for seniors and disabled adults throughout San Diego County.

The San Diego County Volunteer Driver Coalition (SDCVDC) was started in February 2007. Representatives from private agencies and/or municipalities came together under the leadership of Full Access and Coordinated Transportation (FACT), the Consolidated Transportation Services Agency (CTSA) for San Diego County, and Aging and Independence Services (AIS). The representatives developed policies and procedures, establishing standards and best practices for driver qualifications, training, and program monitoring.

San Diego towns and areas served by the programs include Vista, La Mesa, Coronado, Oceanside, Del Mar, Point Loma, Ocean Beach and South Bay and include agencies such as Jewish Family Services, ElderHelp, Peninsula Shepherd Center and Del Mar Community Connections.

FACILITATING ACCESS TO COORDINATED TRANSPORTATION (FACTSD)
516 Civic Center Drive Oceanside, CA 92054
Phone: (760) 754-1252
https://factsd.org/

Full Access and Coordinated Transportation, Inc. (FACT), is a nonprofit agency formed in 2005, and in 2006 was designated by SANDAG to coordinate public, nonprofit, private and other transportation services in San Diego County. FACT seeks to improve access to transportation for seniors, persons with disabilities, veterans, and the income disadvantaged and fill gaps in existing services.

There are numerous individuals/communities in San Diego County that are unable to access public transportation either due to their special needs or the distance from transit routes or due to lack of services. FACT acts as a mobility manager for individuals who are looking for transportation by referring them to the most appropriate mode for them. Transportation referrals are provided in person, via telephone, and through the web-based trip planner, Find-A-Ride.
“Leveraging FACT” analyzes demographic and geographic data from FACT’s service over the course of one year to identify what San Diego communities need specialized transportation.

- FACT’s customer base self-identify as people with disabilities, almost equally split between low income and not low income people, and mostly 60 years old or older.
- Most trips provided by RideFACT are for medical purposes, at a combined 60 percent of all documented trips. Social trips are the second most common purpose.
- RideFACT is able to provide trips at well below the national average cost per trip for similar programs.
- RideFACT is the only subsidized transportation service for seniors and people with disabilities operating Countywide, including the 18 Cities.

FACT maintains a comprehensive database of transportation services operated by public transportation agencies, social services agencies, faith-based organizations, and specialized transportation services in San Diego County. Referrals can be accessed through the “Find A Ride” search tool or by calling FACT’s toll free number (888) 924-3228, 9 AM – 4 PM on weekdays.

Over 100 entities providing transportation services are listed on the organization’s website.

SANDAG

401 B Street #800 San Diego, CA 92101
Phone: (619) 699-1900
https://www.sandag.org/

The SANDAG Specialized Transportation Grant Program (STGP) funds projects and programs that expand mobility options for seniors and individuals with disabilities.

Funding for the STGP comes from two sources: the Federal Transit Administration (FTA) Section 5310 program and the TransNet Senior Mini-Grant program.

Eligible projects include, but are not limited to, purchase of accessible vans and buses, coordinated volunteer driver programs, shopping shuttle services, non-emergency medical trips, and transit travel training classes.