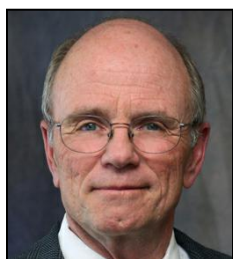


## Panelist Questions and Answers

### Growing Older in Fort Collins, Part 2 – March 1, 2012

A panel of community leaders participated in part two of the series, Growing Older in Fort Collins – Silver Tsunami as Golden Opportunity on March 1. Panelists discussed what their organizations are doing to prepare for the Silver Tsunami, identified the challenges they are facing, and shared ideas for how the community can help.

While speakers answered several questions that evening, the audience submitted many more questions that could not be addressed due to time constraints. These were compiled and provided to panelists, who were asked to respond. Following are answers to questions asked by the audience on March 1.



**Gordan Thibedeau** is the president and CEO of the United Way of Larimer County. After serving 29 years in the military, Gordan became the executive director of Partners of Larimer County, a youth mentoring program. In 1998 he moved to his current position with the United Way. He holds Masters Degrees in Business and Non Profit Management. He currently serves on the 2-1-1 Colorado Governing Board and the Fort Collins Chamber of Commerce Board of Directors, and is involved with numerous other community efforts.

#### Questions for Gordan Thibedeau

**Q. If seniors have so many needs, why cut United Way funding to the senior agencies?**

Funding for nonprofit programs has been cut for all sectors, not just seniors. These cuts are based on the funds available to the grant application process.

**Q. What programs do you have for seniors that are land/house comfortable but cash poor?**

There are a number of programs available in the county that could be helpful depending on the income level of the individual. I would recommend calling 2-1-1 or 407-7066 and asking about services based on the specific situation of the individual.

**Q. Could the food bank deliver to shut-ins like VOA does to those who can no longer drive?**

I have forwarded this question to the Food Bank. I do know though, that Meals on Wheels Fort Collins and Meals on Wheels Loveland deliver to meals to seniors and I suspect that the Food Bank would be reluctant to duplicate existing services.

**Q. Have reps from volunteer organizations go to senior residences and speak on their opportunities for seniors to get involved with volunteering.**

Great suggestion and we initiate presentations this fall.

**Q. Fort Collins recently passed a tiered rate structure for utilities that negatively impacts low-income seniors who have durable medical equipment needs and senior living residences that are billed as commercial rates rather than residential enterprises. What are your respective organizations doing to bridge this cost gap?**

We do fund several organizations that provide utility assistance but I don't know any existing program to bridge the gap. I believe that this discussion should be part of the larger discussion on Question 3 (concerning the value of single resource to focus on problems facing senior citizens in Fort Collins).

**Q. There is a need for one place to find all the resources that can be brought to bear to solve problems facing senior citizens in Fort Collins.**

I agree and would be happy to participate in the planning.

**Q. SAINT is great for door-to-door rides. But they won't take you to medical appointments that require the patient to have someone to take care of them afterward, such as outpatient surgery. This is a real need.**

I agree that this is a need and I believe that it should be part of the discussion on Question 10 (concerning cross-industry collaboration).

**Q. Do you think it would be helpful to create an umbrella organization to facilitate collaboration, partnerships, and planning?**

I think this thought has promise and should be part of the discussion for Question 3 (concerning the value of single resource to focus on problems facing senior citizens in Fort Collins).



**Jan Rastall** is Director of Adult Learner and Veteran Services at Colorado State University. She has a Masters of Education in Adult Education from Colorado State University and twenty-five years of experience in Student Affairs Administration, including eight years working directly with student veterans and adult learners. Under her leadership, Adult Learner and Veteran Services became a new office and received national recognition for their Veteran Support Program. Jan is passionate about working with degree seeking adult learners on a daily basis.

### **Questions for Jan Rastall**

**Q. Why are Osher courses so expensive?**

This question is relative. In this person's opinion, Osher Lifelong Learning classes are expensive. The cost for the classes cover overhead expenses including marketing, mailing, record-keeping, supplies and salaries.

**Q. In your programs, are there opportunities for working on credits toward a graduate degree or only undergrad?**

Community members may take CSU classes as a GUEST student. This allows the person to enroll in up to five credits per semester. All course credits count toward a degree. Courses are available by instructor permission. This applies to graduate and undergraduate courses.



**Neil Gluckman** became Larimer County Assistant County Manager in 1994. He has direct responsibility for County Internal Services and Health and Human Services, as well as working with the Board of County Commissioners. Neil formerly held the position of Director of the Larimer County Workforce Center. Neil has been married for 28 years and has two grown children.

### **Questions for Neil Gluckman**

**Q. Does your office deal with elder abuse issues? In what way? How does the public or family members that have seen abuse in nursing homes report these situations?**

OOA-The Larimer County Long Term Care Ombudsman program visits all nursing homes monthly and all assisted living facilities quarterly to observe and respond to residents' complaints, which may include abuse. Staff includes 2 fulltime professional Ombudsmen and 7 trained and certified volunteer Ombudsmen. Posters advertising the program are in all facilities. Ombudsmen receive and respond to referrals from residents, family, friends, staff and others; they respond by investigating or in the case of abuse, collaborating with the Larimer County Adult Protection program.

APS-Adult Protective Services is required by statute to receive reports of adult mistreatment (abuse, neglect, exploitation) and self-neglect and conduct face to face investigations. With client consent, APS provides casework services; arrange, coordinate and monitor services to protect adults from mistreatment.

**Q. We seem to have the building blocks for NORC's. Are there any in this area? NORC = Naturally Occurring Retirement Communities.**

OOA-We haven't been able to locate any that meet the federal definition.

**Q. Regarding transportation, we need to include the unincorporated parts of Fort Collins, too. Are seniors living in these areas being considered in the planning?**

OOA-The Larimer County Office on Aging funds programs, including transportation, for older adults in the county, targeting low-income adults in particular. We currently fund 4 senior transportation services in the county. With the recent demise of the Larimer Lift, the OOA has developed a very small voucher program to serve low-income seniors with medical needs in rural areas, and we are working with a newly formed transportation organization which plans to serve that specific geographic area if they can find adequate funding.

**Q. How is Human Services planning for the possibility (reality) of the increased need for services with the knowledge of increasing numbers of aging individuals? There will be more people needing HCBS/long term care. Is there a plan to increase finances from State and Federal sources?**

OOA-Our funding is from the federal Older Americans Act, which provides funding to the Area Agencies on Aging based on a formula that includes the number of people 60 and over in the region, the number 75 and over, the number in poverty, minority and rural. As our population of older adults increases, our "share" of the funding for Colorado will increase, but only if other areas are dropping in older population. In addition, the funding by Congress for the Older Americans' Act has not increased for several years. We also receive funding from the Older Coloradoan's Fund, based on the same formula. This fund has also not increased for several years.

**Q. There is a need for one place to find all the resources that can be brought to bear to solve problems facing senior citizens in Fort Collins.**

OOA- It may be unrealistic to expect one organization to provide all the resources that are needed to solve problems facing senior citizens, because the needs are broad (housing, transportation, medical services, nutrition, home care, etc.); however, collaborative efforts between organizations that provide or could provide some of those resources is greatly needed.

**Q. What programs are you working on to promote intergenerational non-related neighbors helping each other?**

The Family Consumer Council, composed of both government and non-profit individuals are in the process of establishing a Community Center at the current Fullana school. This center will be open to everyone in the community regardless of age.

**Q. SAINT is great for door-to-door rides. But they won't take you to medical appointments that require the patient to have someone to take care of them afterward, such as outpatient surgery. This is a real need.**

OOA-Some of the home care agencies provide this service, but usually for their own clients only. PVH has a nurse case manager program that will provide follow up visits to older adults who have been discharged to home, but they do not provide transportation.

**Q. How are you using national research about how Baby Boomers will change the definition of retirement? How is this changing your thinking and planning?**

OOA-We are very familiar with the research regarding the Baby Boomers and are working now to redesign our programs to fit their needs. For example, we are required to use part of our funding for congregate meals. Baby Boomers, at this point, are not interested in congregate meals, so we are in the process of working with our nutrition programs to redesign the programs to better attract them. The average age of people who attend the congregate meals is 75; the Baby Boomers won't be there for a few years, but we hope to be ready when they are.

**Q. How will plans for a growing older adult population in Fort Collins address the growing diversity of that population? (Poverty, sexual minorities, ethnic minorities, etc.)**

OOA- The Older Americans' Act requires us to target our services to low-income, minority and socially disadvantaged people over 60, but we are required to make our services available to all seniors. As funding decreases or the population increase, we will be required to apply targeting criteria more strictly.

**Q. Do you think it would be helpful to create an umbrella organization to facilitate collaboration, partnerships, and planning?**

OOA-Yes, but I believe this is more than a city-specific issue. Collaborations would have to be at least county-wide in order to be effective.

**Q. What are the needs and opportunities for collaboration across industries – for example, the hospital system collaborating with regional transportation.**

OOA-As organizations come together around specific needs, they need to bring everyone to the table who has a "piece of the picture". More ideas for collaborations will develop as groups begin working together.



**Darin Atteberry** is the City Manager for the City of Fort Collins, CO, a position he has held since December, 2004. Prior to that, Darin served as the Assistant City Manager for more than 8 years. As City Manager, Darin has led the City government through a time of transformational change, moving the organization from a "trust us" model to one that uses a data-driven, performance based approach. Darin is an advocate for community collaboration and has built strong relationships with both public and private sector partners.

### **Questions for Darin Atteberry**

#### **Q. Why is the switch to Smart Meters mandatory for homeowners? I believe they invade our privacy, harm our health, and exert government control over our use of water and power.**

The Advanced Meter Fort Collins project upgrades the City's metering and technology systems that are the front end of our billing system. Every Fort Collins Utilities customer has a meter for electricity and water as a means for tracking and billing electric and water use. The new system replaces mechanical meters with digital meters and adds new technology for communication with both our billing system and our distribution systems. In a nutshell, the new meters are needed to upgrade our systems, and will bring our customers access to much more information about their utility use and the potential to lower use or change when utilities are used.

Information about safety, privacy and health questions is available on the Utilities web site:  
<http://www.fcgov.com/utilities/sustainable-leadership/advanced-meter-fort-collins>.

#### **Q. Current traffic lights are timed primarily for automobiles. What can be done to allow older pedestrians enough time to safely cross streets?**

Traffic signals in Fort Collins are timed to accommodate all users. Pedestrian times are calculated using a standard crossing speed that allows adequate time for most pedestrians to cross. It is important to know that, in order to access the pedestrian timing at most locations, the push buttons that are provided must be pressed. The buttons activate pedestrian signals which display WALK and flashing DON'T WALK intervals that are intended to provide enough time for pedestrians to cross the street. To help with understanding these signals, we are installing timers that are built into the pedestrian signal displays. The timers show pedestrians a count down of the time left for crossing. Response has been positive to these countdown timers. We are working to implement them throughout the City.

If there are specific locations where pedestrians need more time to cross even after pushing the buttons, we are happy to work with them to adjust the settings to ensure adequate crossing time. Please contact Traffic Operations at 970-221-6630 or by e-mail at [TrafficOperations@fcgov.com](mailto:TrafficOperations@fcgov.com) to let us know of such locations.

#### **Q. To support seniors aging in place, conduct home evaluations to promote compliance with safety and accessibility codes for housing.**

Building Services' core function is to pass/fail building inspections for active permits. We do review new multi-family buildings for compliance to the code-required ANSI a117 accessibility and CRS-9-5 standards. These standards would not apply to existing housing unless there is a renovation/alteration requiring a building permit. In that example, the level of required compliance to code accessibility standards would depend upon the scope of work.

There are no accessibility requirements for single family houses in current adopted codes. If a homeowner wants to build or renovate to make a house more accessible, Building Services plan

reviewers are certainly willing to provide details of local and state standards and help with the permit process. In addition, any permitted project would be inspected to those standards.

Building Services does not currently have staff in place to inspect or promote accessibility standards to existing buildings with no active building permit.

Any safety concerns with existing housing would be addressed or inspected only if a life/safety concern exists. An example would be a structural component that is an imminent danger and must be fixed. Safety concerns such as older stairs that are steeper than current code allows would not be inspected as they are existing, and met code when they were built.

**Q. Current city ordinances are directed at university students, limiting housing options for aging adults. Allowing several older unrelated seniors to share a home would promote affordable housing for our aging population. Also, alley houses on properties can be used for older family members.**

The statement refers to "several" older adults. If there are 3 older adults, then they are within the allowed number of occupants per dwelling unit. If it's more than 3, there is the Extra Occupancy Rental House option in zone districts that allow them. They could also request a "Host Family Permit" for a temporary situation, if that meets their needs. There is no ability to grant a variance administratively; however, the Zoning Board of Appeals could grant a variance (but the justification criteria are difficult to meet). If City Council wanted to allow more than a certain number of older adults to reside in a dwelling unit, the City could look into possible code changes. We do not have any knowledge of requests for this type of situation.

**Q. Affordable housing must require a 10-year prior Fort Collins residence before a person is approved for housing. We cannot attract people from far and near to our community for our low-income housing.**

While it is possible to establish local preferences for public housing programs and not be in violation of fair housing laws, we are not aware of any local housing agencies that do; most would be reluctant to do so. And, it is not a policy of the City to limit our funding to housing agencies that limit occupancy to Fort Collins residents. We are aware that the Wellington Housing Authority (WHA) does. Basically, in Wellington town residents have a one year residency "preference" for WHA units.

The majority of residents who occupy affordable housing are already local residents. For example, according to the Fort Collins Housing Authority (FCHA) Homeless Registry, approximately two-thirds of the people who are chronically homeless in Fort Collins had their first homeless experience in Fort Collins (meaning they were residents before becoming homeless). The people who are homeless but not originally from the area usually have come here because of family ties or other "support" systems. For the subsidized affordable housing units operated by the FCHA, because of the long waiting lists and the time it takes for a family to rise to the top of a list to gain a unit, it is almost assured that those families have been residents of Fort Collins for some time before acquiring their affordable living units. Other affordable housing providers, e.g., CARE Housing, have similar waiting lists for their units.

**Q. Retirees who have money invested in their homes will want to get a reasonable price when they sell. How will Fort Collins attract more professionals, skilled workers, and new retirees to provide a viable pool of homebuyers?**

The City of Fort Collins and its Economic Health Office work to support business retention and expansion through outreach and its economic toolbox. The new Economic Health Strategic Plan's vision is "Crafting a dynamic culture of innovation and stewardship to cultivate quality of place and economic health." In terms of a viable pool of homebuyers, the City of Fort Collins has been nationally recognized on many levels from "Best Place to Live" to "Best Place for Business and Careers." In addition, we believe that the Mason Corridor bus rapid transit project will only strengthen Fort Collins' desirability and unique culture.

## **Q. When do we seniors get a break in our property tax for good?!**

There are currently three programs that we know of which provide seniors with a reduced property tax bill in Colorado. The first is the City of Fort Collins Property Tax Rebate program, the second is the State of Colorado's Senior Homestead Program, and the third is the state's Tax/Rent/Heat rebate.

The City Property Tax Rebate program is for seniors (over 65 years of age) and disabled residents who are at or below the 50% Area Medium Income level. This returns the City portion of a homeowner's property tax bill (based on the City mill levy of 9.797) as a rebate. Applications for this rebate are taken August through October of each year for the prior year's property tax paid. Applications are automatically mailed to anyone who applied the previous year, and are also available during the August through October timeframe by mail, walk-in, and website:

Finance Department  
215 N. Mason St. 2nd Floor  
Fort Collins, CO 80524  
970-414-2304

<http://www.fcgov.com/rebate>

Colorado has a State Homestead Exemption program that is currently suspended, but as we understand it, will be reinstated in 2013. This program exempts 50% of the first \$200,000 in actual value. Applications for this program are coordinated through the County office below:

Larimer County Assessor  
Senior Exemptions Processing  
PO Box 860  
Fort Collins, CO 80522  
Phone: (970) 498-7073  
Email: [smithka@larimer.org](mailto:smithka@larimer.org)

The Property Tax/Rent/Heat Rebate is available to Colorado residents who are age 65 or older, disabled, or a surviving spouse age 58 or older. Qualified applicants can receive a rebate of up to \$600 of the property tax and \$192 of their heating expenses paid during the year, either directly or as part of their rent payments. Applicants must use form 104PTC available at:

Colorado Department of Revenue  
Room 238  
Denver CO 80261-0005  
[https://revenuestateco.custhelp.com/app/answers/detail/a\\_id/233](https://revenuestateco.custhelp.com/app/answers/detail/a_id/233)

## **Q. We seem to have the building blocks for NORC's. Are there any in this area? NORC = Naturally Occurring Retirement Communities.**

In its original definition, a NORC was a neighborhood or housing development originally built for young families, in which 50% of the residents are now 60 years or older and have "aged in place." States and local governments seem to be settling on a 40% or 50% minimum population threshold to deal with local situations.

"Aging in place" seems to be a function of one or more of the following:

- A large number of people moved into a neighborhood or housing development when they were younger and have stayed there; and/or
- A large number of seniors move into a neighborhood or housing development; and/or



- Seniors remain in a neighborhood or housing development as younger residents move out.

To address aging in place, Fort Collins has developed supportive service programs to serve our senior population by providing social and health care services tailored to the specific needs of the elderly. These programs are generally supported by some mix of public and private funding and may include case management, health care management, recreational and educational activities, transportation, and volunteer opportunities for senior residents.

There are several neighborhoods in Fort Collins that can be considered naturally occurring retirement communities where seniors are remaining in a neighborhood as younger residents move out. Perhaps a good example would be the Meadowlark Heights/Wood West neighborhood where residents are aging in place, as exemplified by the consideration by the Poudre School District to close Beattie Elementary School because of decreasing enrollment numbers. The Meadowlark Heights/Wood West neighborhood was an attractive place for families with young children to move into in the late 1970s and early 1980s. The parents, for the most part, remained in their homes, aging in place, as their children grew up and eventually left the neighborhood. Beattie Elementary School was only the most public of the potential school closures; the neighborhoods surrounding Lopez, Riffenberg, and Moore Elementary Schools are other neighborhoods that are examples of people aging in place.

Park Lane Towers, located on Mason Street in the Downtown area, is also an example of a housing project that has, over time, attracted older residents.

Staff recalls that Oakbrook I and Oakbrook II Apartments, east of the Foothills Mall, was initially open to all age groups, and is now a senior-oriented low-income housing development.

**Q. Monthly rent freezes for the elderly has not been discussed. Are there any programs regarding this?**

“Rent control” by local governments in Colorado is prohibited by the State Constitution.

**Q. Regarding transportation, we need to include the unincorporated parts of Fort Collins, too. Are seniors living in these areas being considered in the planning?**

Transportation Planning takes into account all of the areas within the City's Growth Management Area, including areas within the existing City limits as well as unincorporated areas that are planned to become part of the City in the future. In addition, we include local and regional trips from throughout the North Front Range in the City's travel modeling for streets and transit route planning. We also work closely with Larimer County, neighboring cities, and the Colorado Department of Transportation when planning street, transit, bicycle and pedestrian connections. For a copy of the City's Transportation Master Plan, please see: <http://www.fcgov.com/planfortcollins/transportation.php>

**Q. In Hong Kong in 1971, I think it was possible to take public transport from a point plus or minus two blocks from anyplace. It requires small buses feeding medium-sized buses feeding large buses. Why can't we do that today?**

Transfort would like to direct you to the Transfort Strategic Operating Plan located at <http://www.fcgov.com/transfort/plan-index.php>. This plan lays out a three-phased approach to expanding transit service within Fort Collins into a grid system that is built around our MAX Bus Rapid Transit service. The service plan is designed to collect passengers from residential areas and feed them into our rapid transit corridors to serve employment, business, institutional, medical and other key activity centers.

Transfort purchases buses to meet not only their current demand for service, but also future demand over the life of the vehicle. Most Transfort buses have an approximate useful life of 12 years. The primary operating expense for Transfort, and most every public transportation provider, is the labor costs



of bus operators. It is more cost effective to deploy a larger vehicle with extra capacity than to deploy two smaller vehicles with two bus operators. Transfort is continually trying to increase ridership system wide, which is why we purchase vehicles to meet both current service demand and the demand from future customers.

**Q. Wish List of Aged and Disabled: A Trans-Fort system that reaches the city limits with 30-minute pickup cycles A Dial-a-Ride that also reaches city limits, not the ADA minimum of ¼ mile beyond established bus routes. Promotion of accessible housing within walking distance of the expanded public transportation.**

Once again, please see the Transfort Strategic Operating Plan located at <http://www.fcgov.com/transfort/plan-index.php>. This plan lays out a three-phased approach to expanding transit service within Fort Collins into a grid system that is built around our MAX Bus Rapid Transit service. The service plan is designed to collect passengers from residential areas and feed them into our rapid transit corridors to serve employment, business, institutional, medical, and other key activity centers.

When fully implemented, this plan will come close to meeting your requested service levels. Implementation of this plan is dependent upon funding, which has not yet been identified. Transfort will be close to implementing Phase 1 of the Strategic Operating Plan with the implementation of the MAX service in 2014.

As a point of clarification, Dial-A-Ride service is provided within ¾ of mile of every local fixed bus route, which would continue to be the policy with an expanded fixed route transit system unless changed by City Council.

**Q. Could seniors help walk or bring elementary school children to school? Opportunity to volunteer the City's Safe Route to School program.**

We would really appreciate seniors volunteering to help elementary school children walk and bicycle to school; this is a great opportunity for the seniors as well as for the children. If people are interested in volunteering, please contact Nancy Nichols, City's Safe Routes to School Coordinator, at (970) 416-2357 or via email: [nnichols@fcgov.com](mailto:nnichols@fcgov.com); and/or visit the Safe Routes to School program website: <http://www.fcgov.com/saferoutes>

**Q. Is the city considering a long-range plan for the aging population? How will Fort Collins incorporate the pending graying of our community?**

Beginning this year we will start a GAP analysis. The GAP analysis will review all of the social services being provided in the community. The analysis will be an investigation of services provided by the City, Poudre Valley Health System, Larimer County, faith based organizations, and not-for-profits such as United Way. The GAP analysis will enable the City and others to evaluate any holes in the fabric of services being offered by different agencies. Once we have completed the analysis, we will be in a better position to determine the needs we face and the appropriate agencies to address these needs. An outcome of the analysis will likely lead to a strategic plan which will enable service providers to develop steps to ensure we are providing appropriate care for those in need.

**Q. I noticed that the draft of the City's Economic health Strategic plan has no mention of seniors. How would you include seniors in your plans for the future of Fort Collins' economy?**

The Economic Health Office did not purposefully exclude seniors from the strategic plan. Seniors are a great resource in terms of knowledge transfer and mentoring within the entrepreneurial ecosystem. Cultivating and leveraging relationships are ingrained in the 2012 Economic Health Strategic Plan (EHSP). The EHSP focuses on four pillars: business support, innovation ecosystem, talent management,

and quality of place. Seniors and all citizens are an important partner in the success of our economic health.

**Q. An expanded Senior Center will certainly be needed. We need a realistic commitment from the city and county of tax money to serve this growing population. So – how do you propose funding our Senior Center without constantly raising fees?**

Well over 50% of the cost to operate the Senior Center is funded by tax dollars. The voter approved Building on Basics program is providing over 5 million dollars to expand the center and also provides \$50,000 a year for seven years to help cover operation and maintenance expenses for the expansion. We will also utilize existing Senior Center staff to help manage the new space. However, it is important to understand that all Recreation facilities are working to lessen the amount of tax funding they need to operate, which could mean increased fees in the future.

**Q. What programs are you working on to promote intergenerational non-related neighbors helping each other?**

The City's Neighborhood Services department currently has a few programs that promote intergenerational non-related neighbors helping each other:

Fall Clean-up: This is a collaborative effort between the City and CSU. Student volunteers are matched with elderly or disabled neighbors to do leaf raking and fall yard cleanup. This project serves to not only build community connections, but also to increase neighborhood and community pride. In 2011, more than 1,000 CSU students volunteered and assisted 159 elderly or disabled neighbors with yard projects.

Adopt-A-Neighbor: Since 2003, Neighborhood Services has coordinated an Adopt-A-Neighbor program. This program is intended to match snow shoveling volunteers with elderly or disabled residents who are unable to shovel their sidewalks. The program attempts to match neighbors who live within walking distance of one another. In 2011, the program had 47 elderly or disabled residents who received snow shoveling assistance from volunteers. We are happy to consider other ideas.

**Q. SAINT is great for door-to-door rides. But they won't take you to medical appointments that require the patient to have someone to take care of them afterward, such as outpatient surgery. This is a real need.**

SAINT is a not-for-profit organization that utilizes volunteer drivers to provide trips for ambulatory seniors. Trips that require a Personal Care Attendant or specialized medical attention should be provided by a qualified professional. Dial-A-Ride will perform ambulatory and non-ambulatory trips to eligible customers who have a disability or temporary disability that prevents them from using the fixed route bus service. If an individual has a scheduled medical procedure that renders them temporarily disabled, they can apply for Dial-A-Ride service while they are recovering from their procedure. Individuals who seek temporary eligibility and will need any type of specialized care will need to ensure that they provide a Personal Care Attendant for their trip home. Personal Care Attendants are allowed to ride at no charge; however, the individual should let eligibility staff know that they will need to have a Personal Care Attendant ride with them.

Senior living facilities such as Columbine Health Systems also provide this type of service to their clients. Another option for ambulatory and non-ambulatory trips is through Yellow Cab of Northern Colorado.

**Q. Not all of us will ever be able to retire – I would like to see some attention paid to the needs of the aging population that will continue to work part-time or full-time.**

The City of Fort Collins' Economic Health Strategic Plan (EHSP) does not identify/target just one age group. However, the EHSP clearly states that "The goals are to create a more entrepreneurial culture, to

enhance the City's ability to retain successful companies, and to support a pool of talented workers of all ages." Senior citizen assets include knowledge transfer and mentoring in terms of the economic ecosystem.

Access to transportation also cannot be overlooked. The Mason Corridor, once completed, will give nearly 60 percent of all Fort Collins jobs easier access to low cost transportation. In addition, the increase in private economic development along the Corridor will create more employment opportunities for all citizens.

**Q. How are you using national research about how Baby Boomers will change the definition of retirement? How is this changing your thinking and planning?**

Recent studies have indicated that Baby Boomers will retire later or not at all. The City of Fort Collins values all citizens and their participation in the economic vitality that makes Fort Collins great. The Economic Health Office's Economic Health Strategic Plan's (EHSP) vision is "Fort Collins: Crafting a dynamic culture of innovation and stewardship to cultivate quality of place and economic health." Four goals of the EHSP are: 1) Facilitate a stronger support network for existing employers, new businesses, and small business; 2) Enhance the innovation ecosystem and economy that supports companies at all stages and aligns with City goals; 3) Create a system for talent development, retention and recruitment that responds to and anticipates employers' needs; and 4) Develop community assets and infrastructures to support the region's employers and talent. The EHSP was designed to be a living, breathing document that evolves with the environment.



**Ray Caraway** is President of the Community Foundation of Northern Colorado. In this role, he carries out policies made by the Board of Trustees and sets objectives to meet the board's long-range goals. He works with donors interested in establishing new funds and those who need assistance with complex gift arrangements, including donations of real estate, trusts and gift annuities. Ray is a former practicing attorney and the former president of two other foundations. He joined the staff in January 2003.



**Kevin Unger** came to Poudre Valley Health System in 2001 and has held the positions of vice president of planning and strategic development for the system, vice president of operations for Poudre Valley Hospital and in 2005 was named the President/CEO. A native of Fort Collins, Mr. Unger holds a bachelor of arts in sociology from CSU and a master of science degree in health administration and a master of business administration from the University of Colorado at Denver. Mr. Unger is currently completing a doctor of philosophy in organizational development and change from Colorado State University.