



**COMPREHENSIVE
FEASIBILITY STUDY FOR THE**

**SOUTH EAST DEKALB
SENIOR CENTER**

DeKalb County, GA

FINAL REPORT

DECEMBER 12, 2016

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PREPARED FOR:

DEKALB COUNTY COMMUNITY DEVELOPMENT DEPARTMENT
CLARK-HARRISON BUILDING
330 W. PONCE DE LEON AVE.
6TH FLOOR
DECATUR, GA 30030

PREPARED BY:

ARCHITECT:

HOUSER WALKER ARCHITECTURE

ATLANTA, GA

TABLE OF CONTENTS

TAB 1: EXECUTIVE SUMMARY	5
TAB 2: BACKGROUND STATISTICS	11
TAB 3: EXISTING FACILITIES AND PROGRAM NEEDS	25
TAB 4: DISTRICT 4 AND DISTRICT 5 NEEDS	45
TAB 5: RECOMMENDATIONS	55
TAB 6: APPENDIX	71



tab 1 | EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

INTRODUCTION:

As we enter into the heart of the “Baby Boom” generation of citizens living healthy, active lives beyond the age of 55, DeKalb County has undergone a confluence of circumstances that has resulted in a need for additional facilities serving this senior population.

As such, the County retained Houser Walker Architecture to examine the County’s portfolio of facilities, with a specific focus on the citizens living in District 4 and District 5. Our charge was to examine existing facilities, with special attention paid to the Lithonia Senior Center, located on Bruce Street in Lithonia; determine future needs by analyzing data on population, transportation, and other criteria listed herein; create location recommendations for future facilities; and derive an ability to develop project budgets for future facilities.

In undertaking this assignment, the HWA team’s core focus was to determine what is the best, most beneficial long term approach to senior facilities for the County. We hope this study will be used as a starting point in a broader consideration of service delivery and that the philosophy rings true with the County’s own.

Finally, we’re encouraged by the amount of deliberation, input, and thoughtful care shared by all involved. We hope the recommendations herein are received the same as our sole focus is to best benefit the long term interests of the County, its constituents and its operations going forward.

TIMELINE OF ACTIVITY:

Aug 2016	Project Kick-off Meeting Data Collection
Sept. 2016	Existing Facilities visits and inventory Community input meetings
Oct-Nov 2016	Report Preparation
Nov 2016	Pre-Final Report Submission Commissioners Briefing and Input
Dec 2016	Final Report Submission

SUMMARY OF METHODOLOGY:

Data Collection:

Two challenges exist in compiling information for any feasibility study: generating accurate and reliable data and organizing this information into a broader, more coherent narrative.

Our method relied on collecting information from DeKalb County and its various agencies; publicly held GIS information; first hand interviews with elected officials, staff, users, constituents, and affiliates. To supplement our raw data, the HWA team toured the County's existing Senior Centers held a series of 3 community input meetings with the residents of Districts 4 and 5.

We have included information from each visit and meeting. Finally, we worked closed with facility management leadership to identify the County's currently available real estate inventory.

Summary of Evaluation Methodology

Throughout the course of the study, our team was driven to reconcile what we believe should be the main drivers in considering future facilities. These include (in order of weight and consideration):

Identifying the senior services to be delivered by the County

Considering the appropriate facilities to deliver these services

Identifying the geographic distribution of current and future senior populations

Identifying the geographic distribution of current Senior Centers

Identifying transportation access to Senior Centers.

Considering the minimum viable membership to support a facility

Identifying existing, non-senior facilities that provide the capacity to deliver these services.

Recommending immediate and near-term needs for facilities

Correlating the above into recommendations with regards to type, size, location, and probable costs.

RECOMMENDATIONS AND CONCLUSIONS:

In arriving at our conclusions with regard to services delivered, location, existing facilities, and future needs, the HWA team reviewed the factors listed above, cross referencing them with the data gathered over the course of the Study. Our specific recommendations are restricted to Districts 4 and 5, as requested by the County. In summary, the HWA team recommends the following steps be undertaken.

The County should establish a clear delineation of services to be provided for any individual facility contemplated. Our team heard repeatedly throughout the course of the Study that the three most recent Centers – North, Central, and South – were constructed using a model of service that is currently being re-evaluated and evolved. Services offered has emerged, in meetings with users and constituents, as a key driver in their consideration of attending a facility.

The County should look to maintain a robust senior facility at or near the existing Lithonia Senior Center. This southeastern portion of the County would otherwise be geographically underserved. As a note, the County has, as part of the Budget approved in February 2016, already allocated funds towards a new senior facility in Lithonia.

The County should look to create a new senior facility in District 4, as this is the most geographically dispersed and is currently the most underserved area. Our study has found a direct correlation between transportation options – specifically driving distance to/from a Center – and attendance.

To the extent possible, the County should consider temporary measures to deliver senior services to District 4 by looking to partnerships with existing, non-senior facilities. The Wade Walker YMCA is one such option.

(cont'd next page)

RECOMMENDATIONS AND CONCLUSIONS:

We have recommended two options relative to property development that could be considered for each Center. Our criteria prioritizes County owned vacant property to maximize the County's available funding for a given project. In addition, we also identified specific geographic areas to consider for potential property acquisition.

In this second option, there could be the opportunity for the County to partner with a local City or Municipality on land acquisition. Based on the findings of this study, the City of Lithonia and the City of Stone Mountain could be those partners.

The County should carefully consider membership and financial models for any new Center.

We understand the County is currently in the process of revising and updating its long term outlook for Senior services and hope that these new Centers will contribute towards that vision for the next 20-30 years.

tab 2 | BACKGROUND STATISTICS

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BACKGROUND STATISTICS

INTRODUCTION:

Houser Walker Architecture prepared this feasibility in response to the objectives laid out by DeKalb County. This report was completed by our team over September, October, and November 2016. In addition to relying on statistical data, our team conducted in-person site visits, interviews, and community input meetings to gather information pertinent to the Study.

The biggest challenge in compiling information for any feasibility study is less in generating accurate and reliable data but in organizing these into a broader, more coherent narrative.

Our method relied on collecting information from DeKalb County and its various agencies; publicly held GIS information; first hand interviews with elected officials, staff, users, constituents, and affiliates. To supplement our raw data, the HWA team toured the County's existing Senior Centers held a series of 3 community input meetings with the residents of Districts 4 and 5.

We have included information from every visit and meeting. Finally, we worked closely with facility management leadership to identify the County's currently available real estate inventory, as well as to identify current facility management and operational costs.

POPULATION

DeKalb County has a total population of 691,893 (2010) with a median age of 34. This median income is \$50,799 (2010 – 2014, in 2014 dollars) with a per capita income of \$28,971. The total number of occupied homes is 271,809.

Senior Population - Totals				
Age	2010		2015	
55-64	32,144	4.74%	-	-
65-74	15,222	2.24%	78,631	10.7%
75 and older	9,113	1.34%		

1. Information for 2010 is taken from US Census data
2. Information for 2015 is taken from DeKalb County data

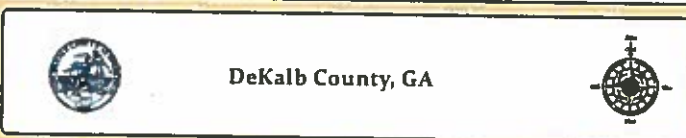
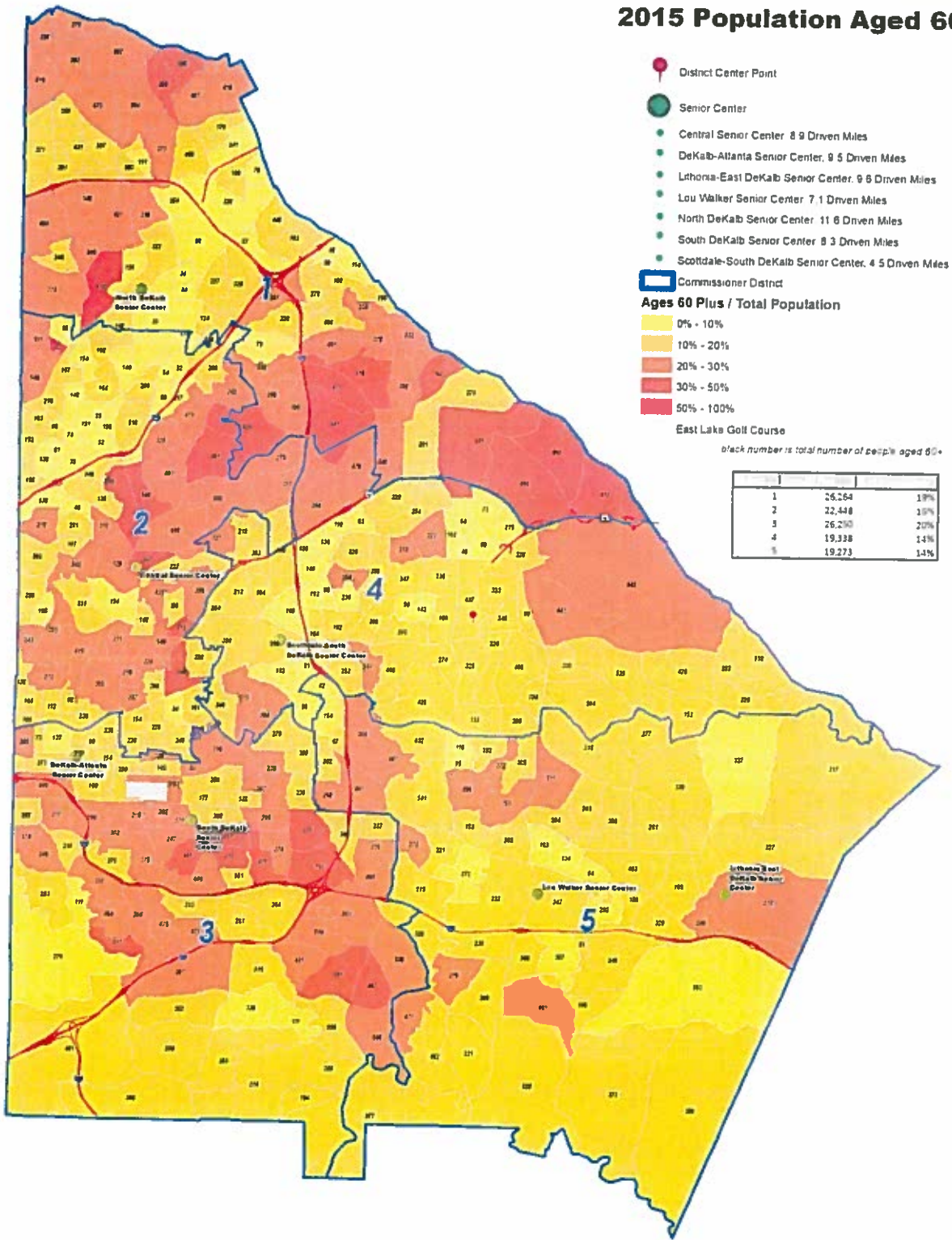
Almost 25% of households have one or more people aged 60 and older with a total of 69,794. Most seniors reside in homes with family and 2 or more persons present, 65.1%; most live with family members, 60.7%. Multi-generational households with 3 or more generations living together are not uncommon and account for just under 5% of homes with someone 60 years of age or older.

Overall the population is increasing with the most growth in the age segments between 45-64 & 65 and older. This indicates an increase in the overall senior population in the next 10+ years along with a growing percentage of the population designated as Seniors. This is similar to national increases and what is being referred to as the "graying of America."

Seniors in Districts 4 & 5					
Population	DeKalb County	District 4		District 5	
Total	691,893	115,000	16.6%	120,000	17.3%
Ages 45-64	-	32,200	28%	27,600	23%
Over 65 Years of Age	-	8,050	7%	6,000	5%

1. Information is taken from the 2010 US Census

2015 Population Aged 60+



Map provided by the GIS Department

Map data provided by the GIS Department. All other data is the property of the respective organizations. The map is for informational purposes only and does not constitute a warranty or representation of any kind. The map is not to be used for any purpose other than that for which it was intended. The map is not to be used for any purpose other than that for which it was intended.

POPULATION

For Lithonia, in particular, a community input meeting was hosted at the Bruce Street Senior Center. Statistically speaking, this group is a more senior population than others in DeKalb with an average member age approximately 10 years older than the populations located in the areas serving the Central or South Centers. (Note: Lou Walker tends to be a bit younger because the Silver Sneakers Program admission age is 55 years old.) This is more of a localized community center with members who are lifelong residents of the area; some even attended the school that is now the Center.

Typical Medical Issues & conditions associated with aging population in this area & demographic include, but are not limited to the following:

- Isolation & Loneliness

- Depression

- Diabetes

- Dementia

- Sedentary Lifestyle

- Lack of mental stimulation & personal interaction



TRANSPORTATION AND CONNECTIVITY

The western half of the County tends to be more developed, more populated and more accessible via major transportation – both by car and mass transit. This area is adjacent to Fulton County and the City of Atlanta. Districts 4 & 5 have a significant geographic footprint on the eastern side of the County and tend to be less populated and also farther from major transit corridors. These two issues intensify as you move south into the SE corner of the County where District 5 is located; and even in District 5, the issue grows as you travel further to the southeast within the district.

The eastern portion of the MARTA Blue Line has 6 stations in DeKalb County. Two of these are in District 4: one is located at the Kensington Train Station, located adjacent to the DeKalb County government complex on Kensington Road. The other is located at the Indian Creek Station, located on Durham Park Road. Indian Creek is the terminus of the MARTA Blue Line running east-west through downtown.

MARTA Bus Service is largely confined to the major circulation corridors. There are physical accommodations for the elderly with kneeling buses and designated seating. Some of the Senior Centers has direct bus service, but not all. Most notably, Bruce Street is approximately 1 mile from the closest stop in downtown Lithonia.

MARTA Mobility, as service provided to the mentally and physically handicapped, runs congruently with the bus routes while providing a deviation from those routes to pick up at the clients door, but only within ½ mile of the route. This service must be scheduled 48 hours in advance of pick up. With the route deviations, travel times can expand to double or triple a passenger vehicle trip time.

DeKalb County provides subsidized shuttle service that utilizes a voucher system for granting access. There are three (3) programs that provide funding, but distribution of the vouchers has been an issue due to lack of senior awareness. There is a priority system for the vouchers that favors transportation to medical services over social services (i.e., Senior Centers). This transportation option also requires advance scheduling and the travel time can be unpredictable; both of these issues contribute to limited use.

MAP B

The buses in this map run at least every 30 minutes all day



TRANSPORTATION AND CONNECTIVITY

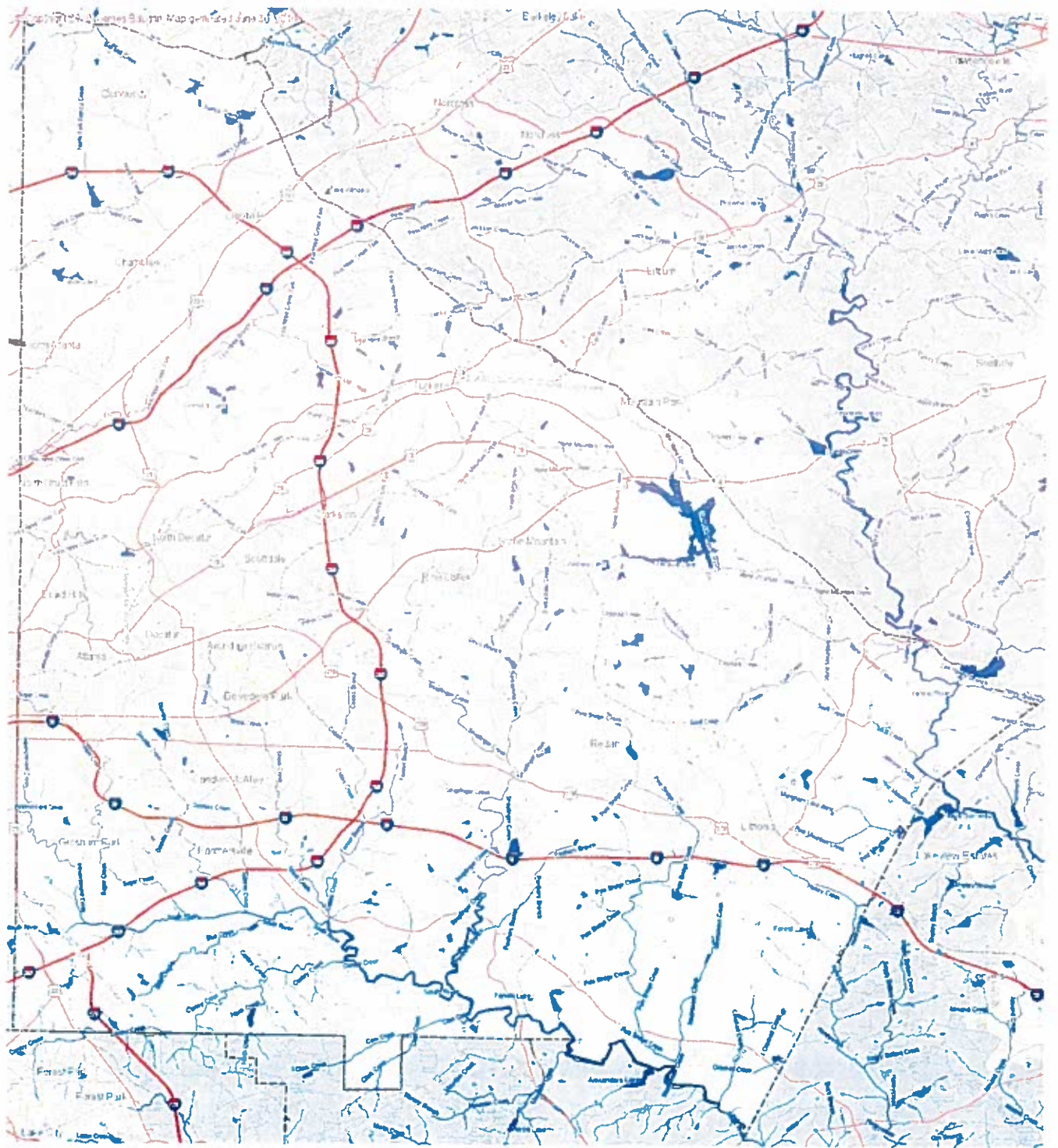
DeKalb is serviced by 3 major Interstate system highways: I-20, I-285, and I-85. There is a small Interstate spur in the SW corner of the county, I-675. I-285 passes through the eastern side of both District 4 & 5. I-20 bisects District 5 running east/west. In terms of transportation and access to Senior Centers, these are not of great value because most seniors have a maximum driving radius for Senior Center engagement that prohibits Interstate travel, excepting the small section of I-20 that passes by the Bruce Street Senior Center.

US Highways 78 & 278 both run approximately east/west. US 78 is in District 4, north of Stone Mountain Park. US 278 runs from Decatur to Lithonia and beyond on each end.

Other major routes create a grid-like network across the county. The size of the grid expands as you travel outside the I-285 loop. Since most of Districts 4 & 5 are outside the loop road, the route network is available, but requires longer travel times in these areas. The area is predominantly housing with a distribution of town areas and shopping centers.

In our community input meetings, most seniors expressed a desire to drive themselves. This is aligned with a general culture of independence older adults like to maintain. In addition, participants cited issues with long travel times on mass transit, lack of access to mass transit in these areas, bus transit does not come into neighborhoods, unpredictable travel time on shuttles and a dislike of waiting for the bus/shuttle to arrive. The general solution is to drive, but alternatives might be available with developing technologies.

There is a pilot program in Fulton County at Dorothy Benson Senior Center being conducted by the Atlanta Regional Commission (ARC) using Uber to provide transportation to the center. ARC would like to pilot a similar program in DeKalb County and feels that it would be both heavily utilized and economically feasible. This would provide on-demand and door-to-door service without requiring each person to drive and reducing the overall parking needs.



ASSETS FOR THE AGING:

A stock of Senior Housing is available across the county developed by both public and private entities. Most facilities are relatively new and have incorporated a host of amenities and services including classes, social activities, exercise, group meals and shuttle transportation to accomplish errands and engage in a variety of activities. Subsidized and market-rate units are available. Some communities include the entire range of health and medical care while others are simply age-specific housing (i.e., 55 and older).

DeKalb County is home 3 large hospitals - Emory Hospital, Children's Health Care of Atlanta, and DeKalb Medical Center – in addition to an multitude of services to encourage good health in the senior population. Each of these healthcare systems and the Piedmont system provide age-specific medical services and information. Most importantly, there are a range of services related to nutrition, mental health, dentistry and preventative care. Many of the organizations provide health information for caregivers to alleviate issues of burnout when seniors are being cared for in home by family. Hospice facilities and in-home hospice services are available.

The Parks Department maintains a host of parks, trails and other outdoor facilities including sports fields that can be reserved personally or have public leagues for group play. Recreation Facilities are located around the county and accessible to seniors. Classes for Seniors are available in public & private recreation and exercise facilities that provide access to yoga, individual sports instruction and league play (i.e., tennis or golf), and group exercise and sports (basketball or running). These opportunities range from free to market-rate and are both exclusive to seniors and integrated with all age groups.

In addition to physical activities, there are a host of opportunities for mental engagement. Emory University has access to both regular classes for seniors and also evening course for academic and social learning. All the senior centers provide computer classes, craft and sewing groups, and reading discussion groups led by members. There are numerous volunteer opportunities through individual organizations and larger connecting groups like Hands On Atlanta.

Nutritional Services are provided through the Office of Senior Affairs and a variety of private and public entities. These include meal delivery, access to fresh food, monetary assistance (including local farmers markets), community gardens, nutritional advice and coaching for preventative care, cooking classes, and group meals like the congregant meals offered at Senior Centers and many of the community facilities at residential properties for seniors.

DeKalb is serviced by 3 major Interstate system highways, 4 US Highways, and 15 Georgia State Routes. It has MARTA rail and bus service and commuter bus service provided by RTA and Xpress GA. The eastern portion of the east-west line of MARTA has 6 stations in DeKalb County. The most evenly distributed method of transit in the county is via car. The Office of Senior Affairs and Atlanta Regional Commission have a host of options to subsidize MARTA service and also provide shuttle service for medical visits and social interaction.

In our community input meetings, seniors note the maximum travel distance for utilizing a center was 5 miles or less. Most seniors are inclined to drive their own vehicle to insure they can come and go as they please, reduce the overall travel time and have door-to-door transportation. This informal sample showed a 20 to 1 or greater preference for driving. Specific objections to using MARTA included: lack of transportation options inside neighborhoods & the collateral effect that transportation is not door-to-door.

It is important to note that the current senior population feels that it has a variety of resources, but in our community meetings they expressed an interest in more classes and opportunities for social interaction. These comments included requests for: evening classes, social dances and other parties, organized weekend recreation and group travel to both regional and other locations.

ASSETS FOR THE AGING:

Currently, the mission for the DeKalb County Senior Centers - all of them - does not include the capacity to deliver Adult Day Care services.

Looking at the big picture of senior services in the County, there are two areas that may warrant future consideration and different type of support: Adult Day Care and Intergenerational Activities. These showed up in research at national, regional and local levels from experts in the field. It seems reasonable that these would not be evident from community input due to systemic issues. Adult Day Care recipients would likely not be able to be present. Intergenerational activities are likely happening inside family groups, but comments point to this not being ideal because an older person can be pushed to simply join or attend the family activities as opposed to activities being organized for the enjoyment of all present.

The scope of these assets along with the capacity of the Senior Centers would need to increase to meet the growing senior population. Current data shows that this age group will double in size in the coming years. Along with that growth in size, the demographic will shift to predominantly Baby Boomers. They are a more active generation who participate in a wider variety of sports and exercise. They are more computer savvy and more socially active. Many have characterized this generation as more demanding of public and civic services, but they also tend to engage these services more actively. The result of this will be more seniors looking for more opportunities to participate in the coming years.

tab 3 | EXISTING FACILITIES AND PROGRAM NEEDS

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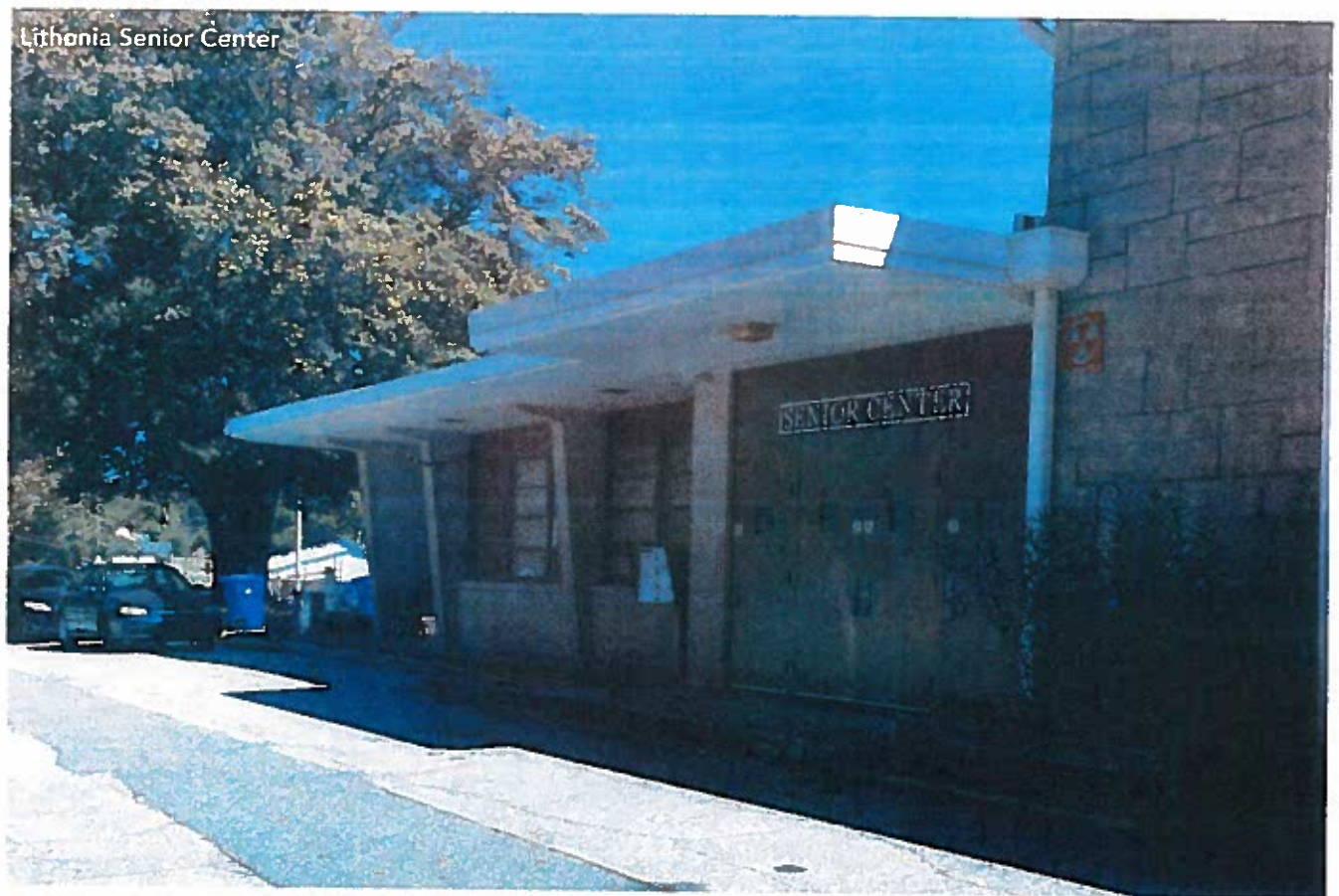
EXISTING FACILITIES

DeKalb County: Current Senior Centers Inventory & Statistics

HWA visited all of the current Senior Center's in DeKalb County to examine their condition and to develop a better understanding of the programs offered and the correlation to the capabilities of each facility. A summary of each facility follows.

We did not conduct in-depth facility condition assessments (FCA's) for the facilities (these have recently been completed by a separate FCA study, led by JLL and completed in 2016). Also as three of the facilities are less than two years old and/or being completed, this was less of an issue.

The HWA team did build upon the assessment of the Lithonia Senior Center to help determine its suitability for renovation in place. Our findings are on the following page.



EXISTING FACILITY TYPES:

Our goal in examining the existing facilities has to been to both document their characteristics and to assess the 'fit' between current and future programs, with an eye towards determining how these criteria and findings would inform future senior facility planning efforts.

It should be noted that the three most recently completed (or soon to be completed) Centers – North, South, and Central – were all completed under the following methodology outlined in the "Bridge Builders" report commissioned by DeKalb County in 2007.

Broadly speaking, the current facilities were developed to respond to specific philosophies or needs at the time they were designed. These can be articulated as:

"Original" facility model

This includes DeKalb Atlanta Senior Center and Lithonia Senior Center.

As the oldest facilities in the portfolio, these centers were primarily developed to deliver congregant meals to qualifying senior citizens in DeKalb County. The oldest, DeKalb Atlanta, was developed, according to staff, to almost exclusively serve the meals, with very limited support resources. Lithonia Senior Center was converted from a portion of an existing DeKalb County "equalization" school facility from the 1960's and was able to take advantage of the existing building footprint to enable a greater range of activities to take place. What is consistent about the facilities constructed under this model is that they have adapted over time to include other programs that were not originally planned for.

These facilities also house the two smallest active membership bases. As noted elsewhere, the reasons for this are complicated and not directly related to the facility per se. As the County develops its long range senior services plan, we would recommend either one of two options: increasing the membership populations to a minimum viable level and upgrading the existing facilities to meet the new programmatic needs or to dispose of the properties and look to construct new facilities that better align with the new programmatic needs.

“Hybrid” facility model

This includes North DeKalb Senior Center and South DeKalb Senior Center. It could include the Central DeKalb Senior Center from a physical configuration (but not programming/membership model).

As the newest facilities in the portfolio and the ones most directly influenced by the philosophy found in the Bridge Builders study, these centers were developed to deliver congregant meals but to also provide a directed set of programs intended to promote an active, healthy lifestyle. What is consistent about the facilities constructed under this model is that they are consciously planned to be adapted over time to include other programs that were not originally planned for.

These facilities have (or will have) voluntary (or mandatory in the case of Central) membership models. The risk they run is in providing spaces that are not adaptable enough for future programmatic needs.

“Multipurpose” facility model

This includes the Lou Walker Senior Center (and Central DeKalb in terms of service model and membership).

These centers were primarily developed to deliver the widest range of services amongst the Centers that have been constructed to date. Lou Walker, the older of the two, is also the largest facility, provides the widest range of programs, has the largest membership base by a factor of 6x, and has the highest portion of the annual operating budget for all centers. Neither Center serves congregant meals, although physically the could support this activity. Lou Walker is a participating member of the Silver Sneakers program, which according to staff has a measurable impact on their overall membership numbers. The Central DeKalb Senior Center does not participate in this program (for the record, any facility could choose to participate, according to the Silver Sneaker’s organization). Our team was told by the Lou Walker staff that the participation in the program was drawing members from surrounding counties.

As the County develops its long range senior services plan, this model should be studied more carefully, as it is the only one to incorporate multiple, diverse revenue streams and to operate without the subsidies provided by the congregant meal program. Fusing the best practices from this model with the congregant meal program could yield a compelling operating model for the County.

Lithonia Senior Center - Original Facility Model

Address:	2484 Bruce Street, Lithonia, GA 30058
Membership:	100
Usage:	5 days a week. Hours (as of November 2016): 8:30 am to 4:30 pm
Program Offerings:	Physical (limited strength and mobility); educational; recreational; social.
Delivery Partners:	External - Senior Connections
Meals:	congregant meal provided
Eligibility:	DeKalb County Resident; 60 years or older; no history of dementia or mental health issues; must be able to move independently; Complete/Pass Assessment.
Cost to Build:	NA
Staff:	3 FT

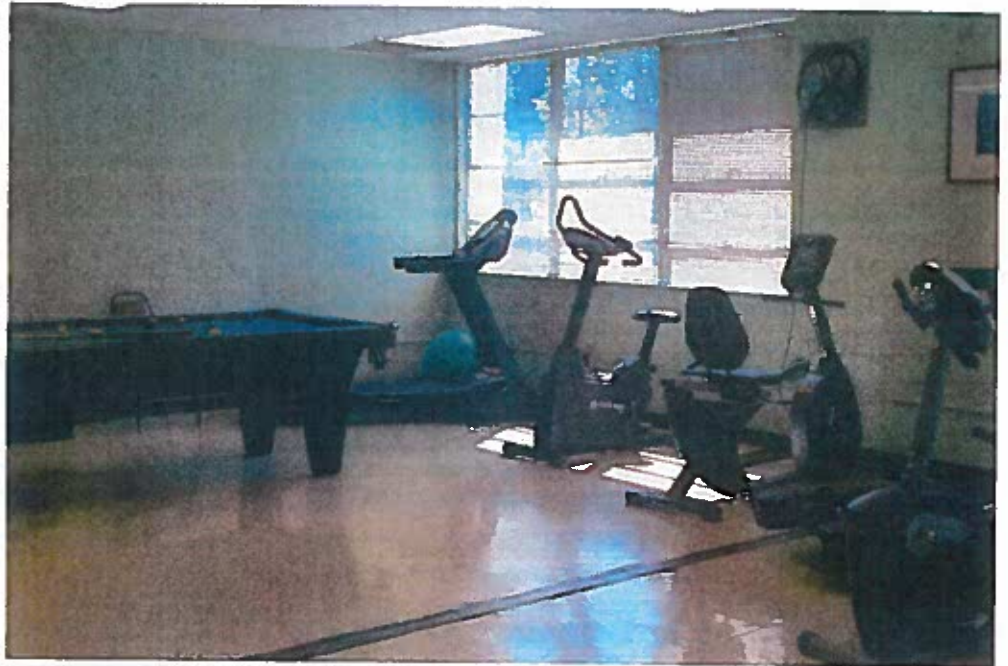
The repairs and associated projected costs developed by the 2016 JLL study include both the portion of the Bruce Street complex associated with the Senior Center, but also the Recreation Center and, in places, the Police precinct itself.

Items identified in the report include regular, end of service replacements that are required, including windows, restrooms, interior ceilings, flooring, exterior painting, and roofing. Additional items included repairs to the existing walls, roofing, and miscellaneous building systems.

Our analysis looked at additional factors.

Structurally, the building appears to be sound. We found no evidence of major issues in this regard.

In examining the exterior envelope, there are areas that need to be repaired and/or replaced where general degradation has occurred. These are confined to specific areas, though, and would not represent a substantial cost. Exterior windows, as noted in the report, are aluminum, with single pane glazing. They could be upgraded to more thermally efficient units. However, we were unable to find evidence of the overall thermal envelope composition and question the amount of insulation in the exterior walls overall. A final recommendation to replace the windows would have to be considered as part of a more detailed life cycle cost analysis, to determine if resources would be more appropriately spent on improving the efficiency of the building systems to compensate for the envelope deficiencies.



The building mechanical, electrical, and plumbing systems are approaching the end of serviceable life, in varying degrees of severity. Any renovation would need to assume a full replacement of all systems, to bring them into current code compliance and to improve their operating efficiency.

Telecommunications and IT infrastructure is woefully lacking. Currently, this is the only Senior Center without an active wifi network within the building. A renovation would need to update and extend the AV/IT/Security systems to the County's current standards.

Interior finishes are largely reaching end of life status. Most of the finishes, such as the flooring and ceilings, could be replaced fairly easily.

While we did not do a hazardous materials assessment, given the age and condition of the building, we would anticipate remediation being needed at portions of the building, likely at the flooring mastic or tiles; insulation and mastic at plumbing piping; and potentially in mastics used at the roofing.

Relative to the idea of renovating the existing building vs. creating a new facility, we interviewed existing staff and members to determine their thoughts about the facility, specifically about its ability to respond to their program needs.

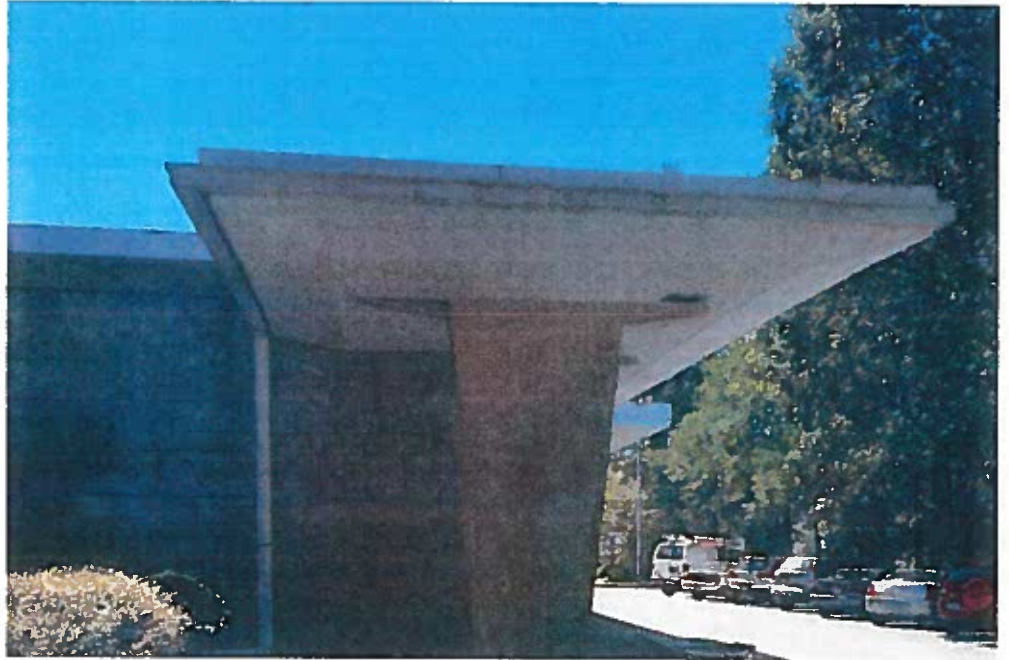
Overwhelmingly, most indicated that they appreciate the size of the classrooms. This was frequently mentioned as a comparison to the size of classrooms in other facilities, specifically the South DeKalb Senior Center. Their impression is that a "new" facility would inherently have smaller rooms.

Both staff and members indicated that a majority of the Center's members lived in the same neighborhood as the facility and drove each day. Only one member was indicated by staff as taking County supplied transit. Staff and members indicated they were not aware of any members currently using MARTA bus. This seems reasonable as the nearest bus stop is over 1.5 miles away.

Some members indicated they were uncomfortable having both the police and users of the Recreation Center "cut through" the portions of the building dedicated to the Senior Center. These were seen less as issues of raw security than territorial integrity, identification, and nuisance.

Their single biggest request was for more parking, out in front of the building. Many are parking along the street and having to walk up the existing hill. Some members indicated that the dedicated parking for the complex's other uses (Rec Center and Police Station) should be removed.

Finally, for several of the existing members, this particular complex – originally constructed as an 'equalization' school for DeKalb County – holds a deep emotional hold as they were students attending the school in their youth. For this reason alone, there was a sentiment expressed to restore the school, not just for this group of senior citizens but for future generations.



DeKalb Atlanta Senior Center - Original Facility Model

Address: 25 Warren Street, Atlanta, GA 30317
Size (gross square feet): 15,000sf
Membership: 100
Usage: 5 days a week. Hours (as of November 2016):
8:30 am to 4:30 pm
Program Offerings: Physical (mobility); educational; recreational;
social.
Delivery Partners: External - Senior Connections
Meals: congregant meal provided
Eligibility: DeKalb County Resident; 60 years or older;
no history of dementia or mental health issues;
must be able to move independently;
Complete/Pass Assessment.
Cost to Build : NA
Staff: 3 FT



Central DeKalb Senior Center - Hybrid/Multipurpose Facility Model

Address:: 1346 McConnell Drive, Decatur, GA 30033
Size: 17,100sf
Usage: 6 days a week. Hours (as of November 2016):
9:00 am to 4:00 pm
Membership: 368 paid members
Membership Fee: \$60 annual
Delivery Partners: None reported
Program Offerings: Physical (strength and mobility); educational;
recreational; social.
Eligibility: DeKalb County Resident; 62 years or older;
no history of dementia or mental health issues;
must be able to move independently.
Meals: optional – members pay separately
Cost to Build: \$5.0M total project budget (completed 2015)
Staff: 4 Full Time staff



South DeKalb Senior Center - Hybrid Facility Model

Address: 931 Candler Road, Decatur, GA 30032
Size (gross square feet): 16,000sf
Usage: 6 days a week. Hours (as of November 2016):
8:30 am to 4:30 pm
Membership: 150 members
Membership Fee: \$60 annual for Private Pay membership;
no fee for congregant meal.
Delivery Partners: External - Senior Connections
Program Offerings: Physical (strength and mobility); educational;
recreational; social.
Eligibility: DeKalb County Resident; 60 years or older;
no history of dementia or mental health issues;
must be able to move independently.
Complete/Pass Assessment.
Meals: optional – congregant meal provided
Cost to Build: \$5.0M total project budget
Staff: 4 Full Time staff



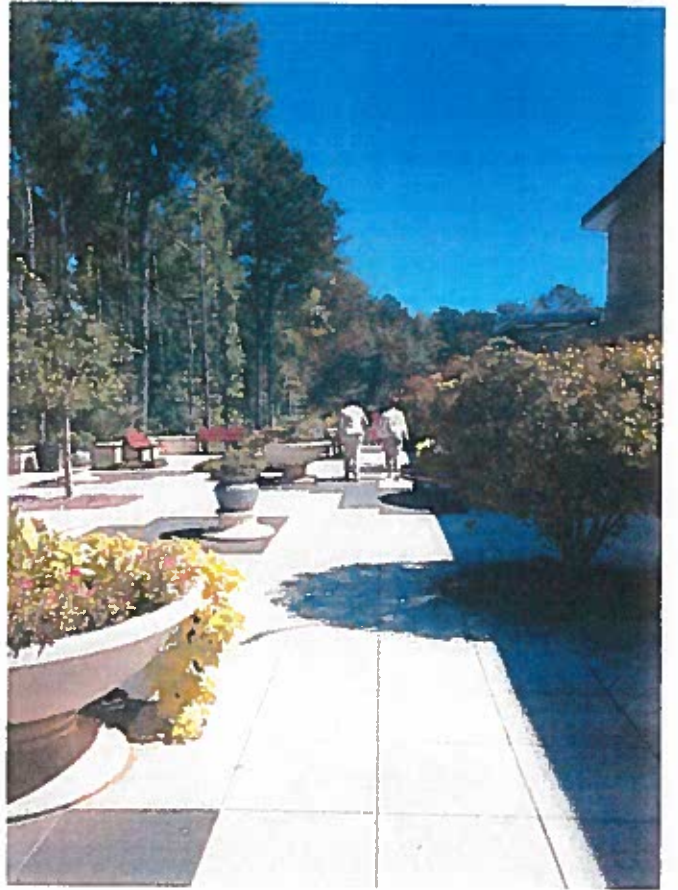
North DeKalb Senior Center - Hybrid Facility Model - note, the new facility opened in early December. Data below is projected for the new facility.

Address: 3393 Malone Drive, Chamblee, GA 30341
Size: 15,000sf
Usage: 6 days a week. Hours: 8:30 am to 4:30 pm
Membership: 110 members (target)
Membership Fee: no fee for congregant meal.
Delivery Partners: External - Senior Connections
Program Offerings: Physical (strength and mobility); educational; recreational; social.
Eligibility: DeKalb County Resident; 60 years or older; no history of dementia or mental health issues; must be able to move independently. Complete/Pass Assessment.
Meals: optional – congregant meal provided
Cost to Build: \$5.2M final cost
Staff: NA - based on the County operational model, 4 anticipated.



**Lou Walker Senior Center and Multipurpose Facility for Activity
Multipurpose Facility Model**

Address: 2538 Panola Road, Lithonia, GA 30058
Size: 40,000sf
Usage: 6 days a week. Hours (as of November 2016):
8:30 am to 4:30 pm
Membership: 2,063 paid members – note that this facility is the
only one participating in the Silver Sneakers
program, which accounts for part of the larger
membership and attendance numbers.
Membership Fee: \$120 annual
Delivery Partners: Various
Program Offerings: Physical (strength and mobility); educational;
recreational; social. Only facility with a
hydrotherapy pool.
Eligibility: DeKalb County Resident; 55 years or older;
no history of dementia or mental health issues;
must be able to move independently.
Complete/Pass Assessment.
Meals: optional – members pay separately. Center hosts a
Picadilly Cafeteria through contract.
Cost to Build: \$10.0M - completed in 2006
Staff: 7 Full Time staff; 10 Independent Contractors



MEMBERSHIP AND FACILITY SIZING:

Creating a Standard Model

In the existing system of senior centers, facility size can range from 15,000 to 40,000sf. The seven (7) facilities were built between 1981 and 2016 (North opened this week) and each represents a slightly different set of facilities, operations, funding and activities. To determine a standard model, it's important to review the most common element: congregant meal sites.

Currently, four of the six centers provide congregant meals with a facility size ranging from 15,000sf to 25,000sf (estimated) and each with a membership of 100-150. This quantity is determined by the availability of funding for this service. In each of the four (4) locations, the building has a larger capacity. As an example, Central and South are approximately the same size and the accessory spaces provided for programming are congruent in size and quantity. In contrast, the membership at Central (368) is currently 2.5x that of South (150); and Central was designed to serve 500+ members which is almost 4x the membership of South.

Four of the six centers are also approximately 15,000sf. (Note: the other facilities are Lou Walker which has specialized facilities and Bruce Street which is housed in an existing building.) For the purposes of providing somewhat congruent opportunities across the county's senior population, this size center can be used as a standard facility. Using current building code assumptions about facility size, use, and construction type, a 15,000sf facility should be able to accommodate up to 500 people comfortably. One could interpret this to say that a facility of approximately 15,000sf should be able to support up to 500 members, if the funding to staff and operate programs were available. Analysis here suggests that if additional funding were available for operations that membership capacity would be determined by the physical capacity of the center. Thus each center would be able to serve a larger population than if it were only a congregant meal site.

As the County proceeds with future facilities, it should look to establish a target size and audience for maximum efficiency based on the population that would engage with services at a senior center. This should then correlate to the structure size. Expanded programs and services should be investigated for alternative and overlapping funding sources; allowing the operational model to expand and therefore a larger membership at each location. Two areas of service that need to expand and also might correlate to additional funding are Adult Day Care and Intergenerational programs.

Facility	Location	Facility Size	Project Cost in millions	2016 Rec Budget	Seniors Served per year	Membership Fees
North DeKalb	3393 Malone Drive, Chamblee	15,000 sf	\$5.2 million	NA	110	no
Central DeKalb	1346 McConnell Drive, Decatur	17,100 sf	\$5 million	\$381,354	368	yes
South DeKalb	1931 Candler Road, Decatur	15,400 sf	\$5 million	NA	150	yes
Lou Walker	2538 Panola Road, Lithonia	40,000 sf	\$10 million	\$1,043,243	2063	yes

1. Project Cost is shown as published for each projected - not adjusted for 2016 dollars
2. 2016 Rec Budget differs from the requested budget.
3. South DeKalb and Central DeKalb charge a membership fee of \$60 per year, Lou Walker charges \$120 per year.

BEST PRACTICES & NEW THEORIES FOR CHANGE:

The Older Americans Act of 1965 was created to primarily address the intertwined issues of nutrition for the elderly and social isolation with the physical and mental health issues that it causes. The result has been a wide variety of implementation models responding to this mandate across the country. With any model of this nature, centers have been designed within their context. This results in an evolution of the model to address changes in generational attitudes, social culture, dietary needs (often related to obesity), and technology. There are a few ideas that are emerging as best practices in the field and emerging theory of change in Aging.

Center without Walls

The concept is to divorce the services from the delivery method of a stand alone senior center in a physical location. Programs might offer activities, education, friendly conversation, and an assortment of classes, support groups, and presentations to seniors. Each week, seniors can access over 70 groups by phone or online, all from the comfort of home. These programs may also be hosted on a roving plan where they utilize the physical facilities inside an adult apartment complex or senior housing facility.

The benefits of this model include use of existing community assets, lower operational costs, integration into existing social structures, expanded interaction with physically isolated groups. In addition, program providers are meeting the seniors in their own environment providing a sense of security with new activities.

Intergenerational Practices and Activities

This model is based on the integration of multiple generation in cooperative activities because an older person can provide guidance while a younger person might have better eyesight or manual dexterity and mobility. Collateral benefits are a feeling of value, family-like relationships and a larger sense of community.

Co-Location and Shared Space for Service Providers

This is a high-density real estate model that allows for overlapping access of different programs or service providers in the same facility. It might be accomplished by scheduling (day shift vs. evening shift) or by partnering on specific programs for enhanced or expanded services.

Benefits of this model include higher rates of utilization of physical assets and less duplication of equipment and infrastructure. This results in lowered operational and administrative costs with a higher percentage of funding for the program.

Case Study: Mather Café Model, Chicago

This is a restaurant, computer lab, and classroom open to the public. Costs are lower for older patrons. Because this is open to the public, working people come in during lunch. The advent of laptops and tablets makes this model very accessible. For learning new technology, people want to learn on their own machine. Mather is very intentional about their design to make it welcoming and work well. They have a classroom area that can be rented by a service provider.





tab 4 | DISTRICT 4 AND DISTRICT 5 NEEDS

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DISTRICT SPECIFIC DATA AND INFORMATION

District 4 and District 5 Specific Statistics

When we began to look at the population data, especially with regards to seniors are located, we are drawn to some inevitable conclusions:

Within District 4, the 2015 Population Data indicates that there are 19,338 residents 60 years or older living in DeKalb County. This makes up approximately 14% of the residents in District 4.

However, this data alone cannot account for the geographic distribution of residents with District 4 and the immediate surrounding areas.

For example, a large cluster of residents – 1,853, with more than 50% being age 60 or older – reside in the far south-east corner of District 1, in and around Smoke Rise/Stone Mountain/Tucker. Geographically, these residents are as far removed from an existing Senior Center as anywhere else in the County and would clearly benefit from a new facility in District 4. Similarly, it's difficult to project how many current members of Lou Walker or even in the surrounding areas might attend a new center in Lithonia.

For this study, our methodology was to focus on the data available and to extract our insights from what was more quantifiable.

District 4 and District 5 General Statistics

In examining the population map on the facing page, we note that there is a roughly even distribution of persons aged 60+ across Districts 4 and Districts 5, with most areas having between 10-20% of the total population. Pockets of 20-30% and 0-10% occur, roughly correlating to cities with larger residential areas and areas of more concentrated industrial uses respectively. There were no areas in either District where persons aged 60+ constituted more than than 20-30% of the local area measured.

Alone, this doesn't tell us much, except that the senior populations seem to be more generationally integrated into the localized population at a rate consistent with their overall population totals (see the chart at right).

The second factor we examined was the travel distance coverage correlated to the existing Centers. Noted in the overlapping circular regions on the map, we drew an approximate 3.75 mile radius around each existing Center, correlating to the travel distance preference expressed by the seniors participating in the community input meetings. The circles filled in represent facilities that serve congregant meals.

What we note is a large gap in overall coverage in the east/northeastern portions of the County, including a majority of District 4, a portion of District 1 that contains higher concentrations of seniors in the population, and smaller portions of Districts 2, 3, and 5. These gaps are magnified when only considering facilities that serve congregant meals.

When reconciling this data against a clear preference and near reliance on vehicular transportation as a factor in choosing to attend or become a member of a facility, we believe that the physical data supports the creation of a new facility to serve the eastern-central portion of the County. This facility would almost certainly be best positioned in the north-central portion of District 4.

Likewise, having a Center that can serve congregant meals in the east/southeastern portion of the County (the approximate service area of the Lithonia Senior Center) would be critical. Our team considered the possibility of having the Lou Walker Center provide a congregant meal to provide coverage but the current contractual and operational arrangements would prevent this possibility. Given the condition of the existing Lithonia Center, either a major renovation or new facility could be considered to continue providing service to this area. On the following pages, we'll outline a detailed look at each area.

District 4 Detailed Analysis

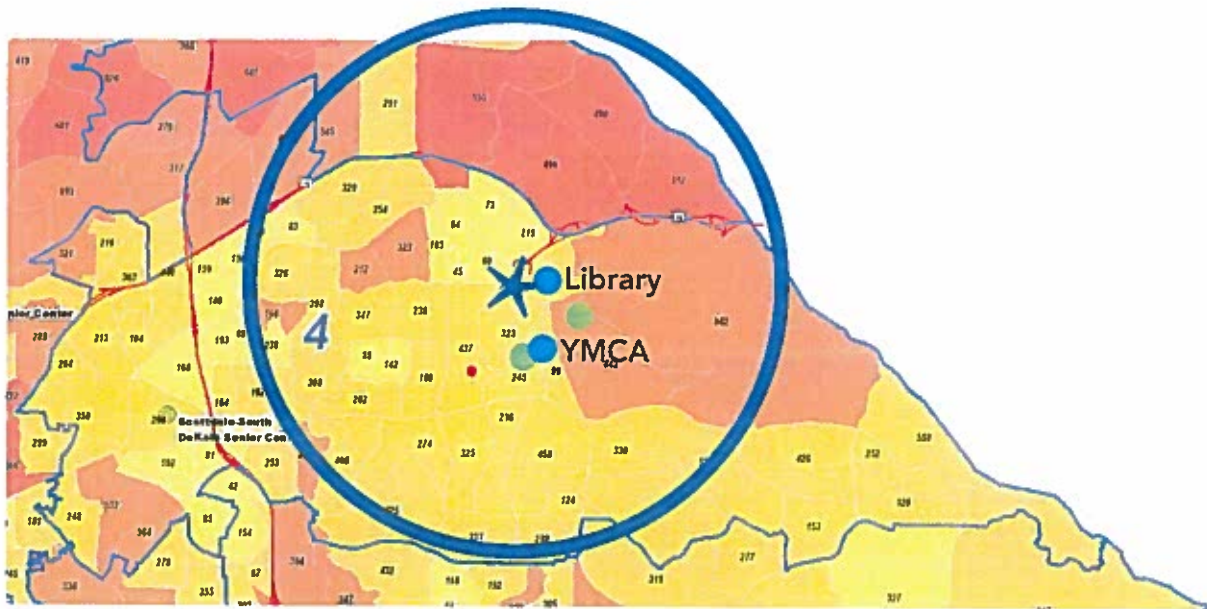
We began our analysis by overlaying the 7 mile diameter travel distance onto the population distribution map to determine where the optimal 'zone', providing access to the greatest number of potential members. The area marked "Center of Potential Service Area" indicates a rough location meeting this criteria. Calculating the population numbers, there would be approximately 13,800 people aged 60+ within this potential service area. While we do not have a specific methodology available to calculate how many of these may become members of a new Center, the potential population served appears to correlate to the South DeKalb service area and is greater than the Lithonia Center service area (for example).

Next, we set out to map out existing cultural and recreational amenities. In the potential service area, there is the existing Sue Kellogg Public Library, located in downtown Stone Mountain. The Wade Walker YMCA is proximate, as are a number of churches and the commercial corridor along Memorial Drive. There are a number of parks, including three near downtown Stone Mountain (not including the mountain itself).

Mass transit bus options (indicated by the purple and cyan lines in the bottom map) exist along the Memorial Drive, and other major arterial roads; however, bus service is not extensive in this area. The arterial roads provide good vehicular travel options, though they can become congested during peak hours (right now, the operating hours of the existing Centers tends to be slightly offset from peak driving times, generally ending between 2:30 and 4:30 in the afternoon).

In conclusion, we believe that the confluence of factors above is enough to justify the location of a new center in the approximate location indicated. Our team then looked at specific site locations which are documented in the next section.

Center of Potential Service Area



- Cultural or Recreation Amenity
- Park
- District Center Point
- Senior Center
 - Central Senior Center 8.9 Driven Miles
 - DeKalb-Atlanta Senior Center 9.5 Driven Miles
 - Lithona-East DeKalb Senior Center 9.8 Driven Miles
 - Lou Walker Senior Center 7.1 Driven Miles
 - North DeKalb Senior Center 11.6 Driven Miles
 - South DeKalb Senior Center 8.3 Driven Miles
 - Scottdale-South DeKalb Senior Center 4.5 Driven Miles
- Commissioner District
- Ages 60 Plus / Total Population**
 - 0% - 10%
 - 10% - 20%
 - 20% - 30%
 - 30% - 50%
 - 50% - 100%
 - East Lake Golf Course

District 5 Detailed Analysis

We began our analysis of District 5 by overlaying the 7 mile diameter travel distance onto the existing Lithonia Center site on Bruce Street. This also coincides with providing access to the greatest number of potential members at this geographic end of the County. The area marked "Center of Potential Service Area" indicates a rough location.

Calculating the population numbers, there are approximately 5,543 people aged 60+ within this potential service area. While we do not have a specific methodology available to calculate how many members are attending from outside the service area, the current facility does have 100 members.

Next, we set out to map out existing cultural and recreational amenities. In the potential service area, there is the existing Lithonia Public Library, located in downtown. A number of churches are within the service area, as are City of Lithonia amenities. There is one park, the Bruce Street Park, included within the service area.

Mass transit bus options (indicated by the green and cyan lines in the bottom map) exist along the major routes in and out of Lithonia, although the closest to the existing Bruce Street location is approximately 1/2 mile away. The arterial roads provide good vehicular travel options, though they can become congested during peak hours (right now, the operating hours of the existing Center tends to be slightly offset from peak driving times, ending at 4:30 in the afternoon).

In conclusion, we believe that the confluence of factors above is enough to justify the location of a center in the approximate location indicated.

When evaluating whether a renovation or new facility is the best course of action, our team weighed the following criteria:

- What is the long term plan for additional programming at the facility?

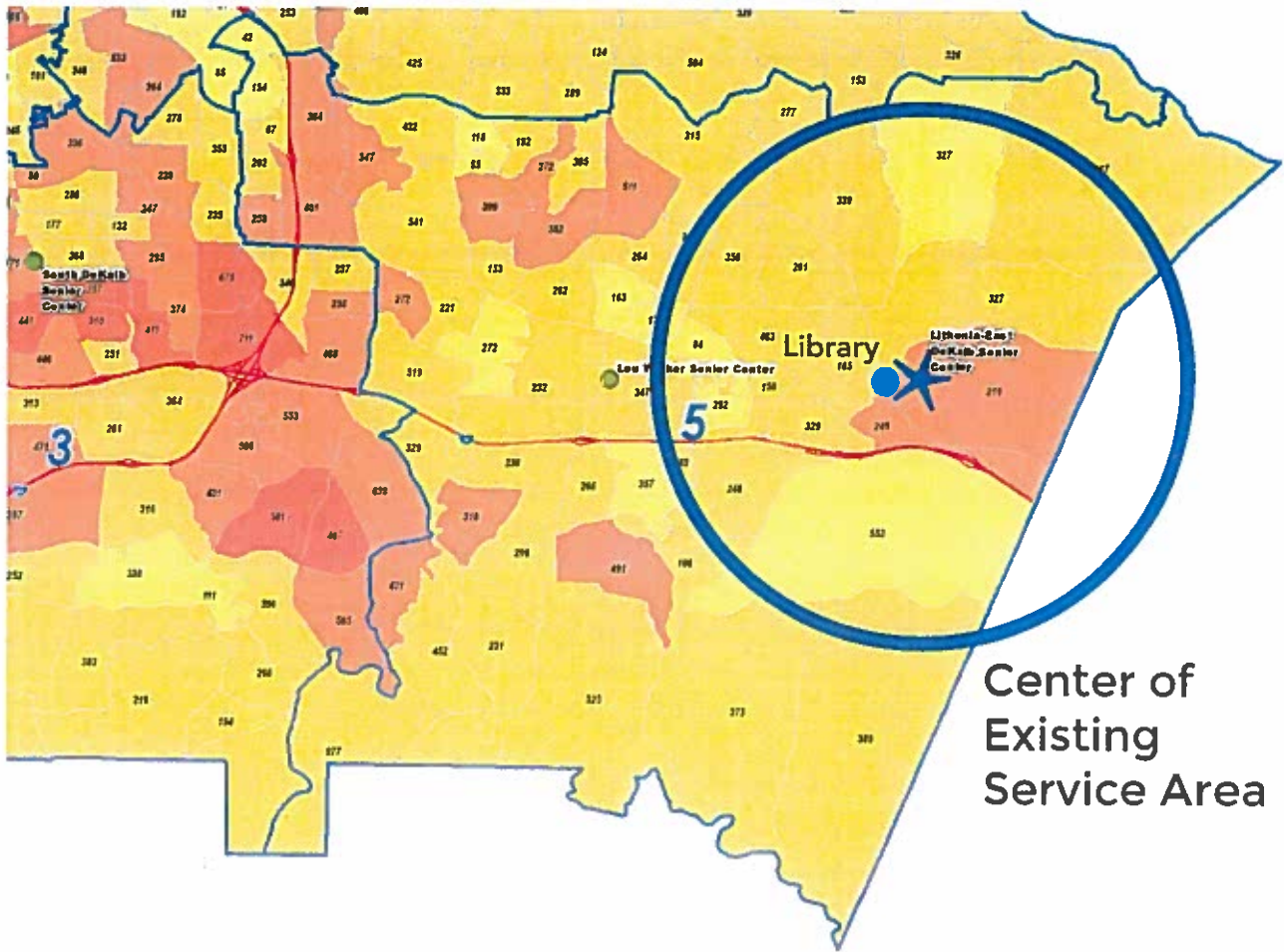
- Could the existing building be renovated in place?

- Where would existing members be relocated to during a renovation?

- Would the members prefer a new facility or renovation of the existing?

In the community input meeting, we heard strong sentiments to keep the existing building, primarily out of a concern that a new facility would not provide the same amount of space or similarly sized rooms. There was also a sentiment expressed regarding the history of the facility and that some members had previously attended the school when it was operating.

However, we have not received direction from the County regarding the long term use of the building and would be concerned that if half of the complex were empty for a long duration, it could be a liability. Further, members would have to be moved out during construction. Given these realities, we would recommend that a new facility be explored.



- Cultural or Recreation Amenity
- Park
- District Center Point
- Senior Center
 - Central Senior Center 8.9 Driven Miles
 - DeKalb-Atlanta Senior Center 9.5 Driven Miles
 - Lithonia-East DeKalb Senior Center 9.6 Driven Miles
 - Lou Walker Senior Center 7.1 Driven Miles
 - North DeKalb Senior Center 11.6 Driven Miles
 - South DeKalb Senior Center 8.3 Driven Miles
 - Scottdale-South DeKalb Senior Center 4.5 Driven Miles
- Commissioner District
- Ages 60 Plus / Total Population**
 - 0% - 10%
 - 10% - 20%
 - 20% - 30%
 - 30% - 50%
 - 50% - 100%
- East Lake Golf Course



tab 5 | RECOMMENDATIONS

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RECOMMENDATIONS

FACILITIES - GENERAL RECOMMENDATIONS:

Based on the information outlined in the previous sections, we are issuing the following specific facility recommendations:

The County should establish a clear delineation of services to be provided for any individual facility contemplated. Our team heard repeatedly throughout the course of the Study that the three most recent Centers – North, Central, and South – were constructed using a model of service that is currently being re-evaluated and evolved. Services offered has emerged, in meetings with users and constituents, as a key driver in their consideration of attending a facility.

The County has, as part of the Budget approved in February 2016, allocated funds towards a new facility in Lithonia, to replace the existing Bruce Street facility. Based on the current membership numbers for the existing centers and the current membership for the Lithonia Center, a new facility could be supported.

The County should look to create a senior facility in District 4, as this is the most geographically dispersed and is currently the most underserved area. Our study has found a direct correlation between transportation options – specifically driving distance to/from a Center – and attendance.

We have identified properties that could be considered that prioritize County owned property already located in Districts 4 and 5. We have not recommended that the County to purchase land, at market value, specifically for a project. The one exception to this recommendation is if a local City or Municipality were to partner with the County on a potential land for the construction of a new center.

OPERATIONAL RECOMMENDATIONS:

Though the requirements of this Study did not ask for specific recommendations related to the operations or financial models for new Centers, in the course of our research, we had many thoughts on these subjects shared with our team. Based on those conversations and in thinking about the operational requirements for new facilities, we would make the following observations for consideration:

To the extent possible, the County should consider temporary measures to deliver senior services to District 4 by looking to partnerships with existing, non-senior facilities.

The County should carefully consider membership and financial models for any new Center. Currently, three of the existing Centers charge a membership fee for non-food related activities and two of those charge for daily meals. While we understand that the primary source of operating revenue support comes through funding related to congregant meals, we would encourage the consideration of multiple revenue streams for each facility. This could allow for greater usage of a facility that already possesses the physical capacity to do so. A sliding scale for memberships is one option, as is after-hours rentals, community event rentals, etc.

PROPERTY RECOMMENDATIONS:

When identifying potential property locations, our team sought to utilize a standard set of criteria that prioritized the following:

Ownership of the property - priority should be given to County owned properties.

Proximity to other amenities, such as libraries, recreation centers, parks, etc.

Distance from other Senior Centers

Distance from concentrations of senior populations

Proximity to major vehicular transportation corridors

Proximity to mass transit (train and bus) routes

Area/acreage (to support the given program). Generally, this results in a 2.5 to 3.5 ac site requirement.

Within each District, we looked at areas identified in the previous section, applying the criteria above. Our findings are outlined on the following pages, but include one County owned, vacant property in each District, as well as a general area for the County to consider if the vacant property is determined not to be suitable.

DISTRICT 4 FACILITY RECOMMENDATIONS:

Approximate size of future facility: 16,000sf (see following pages)
Acreage needed: 2.5-3.5 ac

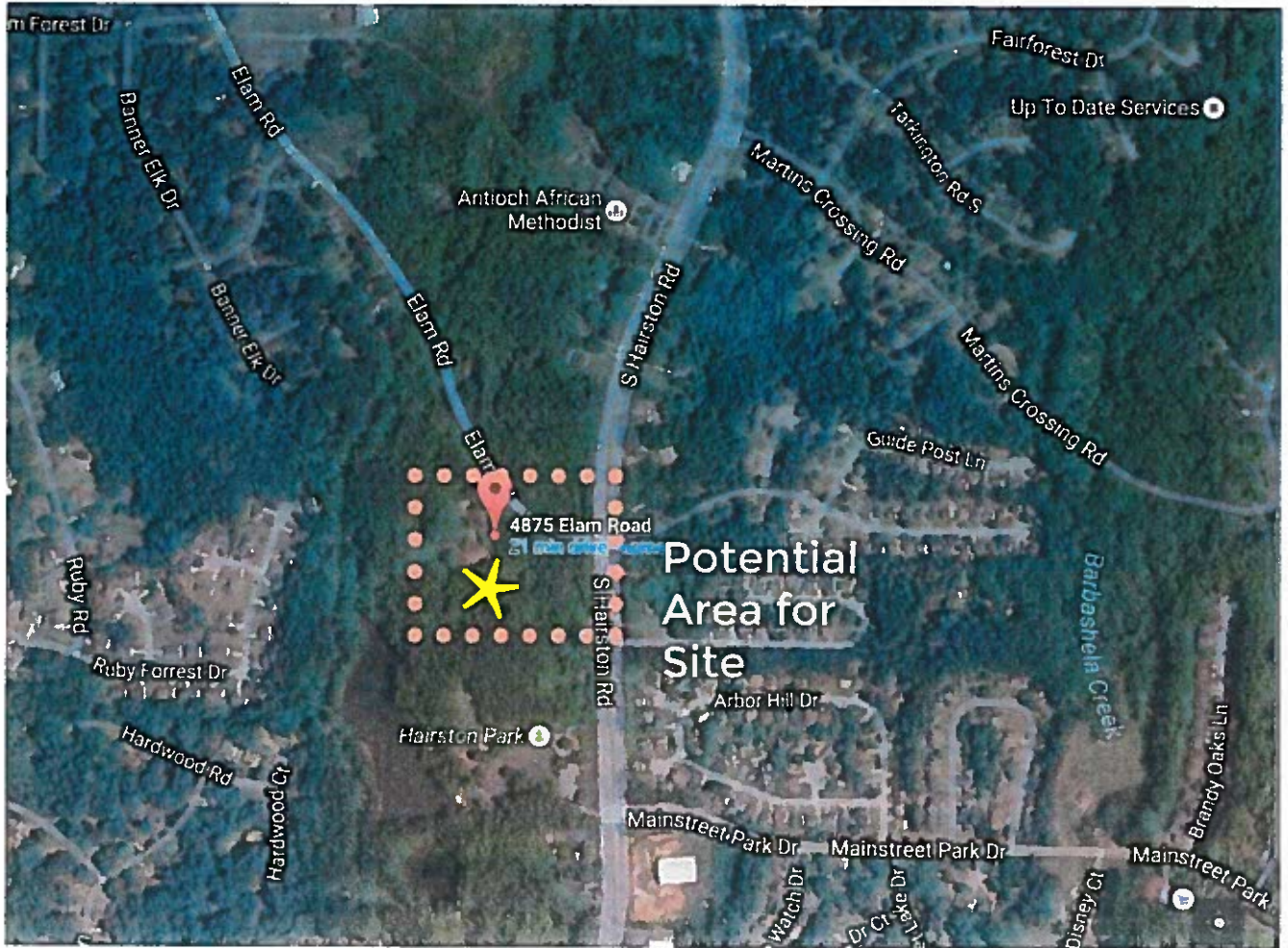
LOCATION OPTION 1:

County Owned Property
Acreage: 2.7

Address: 4875 Elam Road, Stone Mountain, Georgia
DeKalb Parcel ID: 15 256 01 007

Pros: County owned and currently vacant. Location is proximate to mass transit bus options along South Harriston Rd, which is also a major transportation corridor. The location would be large enough to accommodate a new facility and should provide adequate parking options. The Wade Walker YMCA is nearby.

Cons: Property is at the outer recommendations for driving distances to serve the largest block of seniors in this section of the County. It is not within walking distance of any other amenities.





Parcel Map for 4875 Elam Road, Stone Mountain, Georgia

LOCATION OPTION 2:

Non-County Owned Property

Area: Memorial Drive/Downtown Stone Mountain, Georgia

Pros: General location would provide proximate location to other amenities, including the public library in Downtown Stone Mountain (a combination found at Central and South). The location is proximate to mass transit bus options and would more embody the "Center without Walls" approach. The location would conveniently serve the densest concentration of seniors living on the central-eastern portion of DeKalb County.

Cons: A property (or multiple) would have to be specifically targeted. These would need to meet the general criteria outlined. It is not a given that the property could be acquired. Budget allocations may be needed for acquisition. Parking could be an issue with potential sites in the Stone Mountain sector.



DISTRICT 5 FACILITY RECOMMENDATIONS:

Approximate size of future facility: 16,000sf (see following pages)
Acreage needed: 2.5-3.5 ac

LOCATION OPTION 1:

County Owned Property
Acreage: 3.97

Address: 2566 Bruce Street, Lithonia Georgia
DeKalb Parcel ID: 16 153 05 025

Pros: County owned park that is located down the street from the existing Center. Potential exists to have both the Center and maintain a park. The location would capture the current population and would allow the County flexibility in considering the long term use of the existing complex. This location would also allow for a distinct identity for the building.

Cons: Property is not conveniently located near mass transit but is closer than the existing Center. Property would need to accommodate park uses or relocate them to a nearby location.





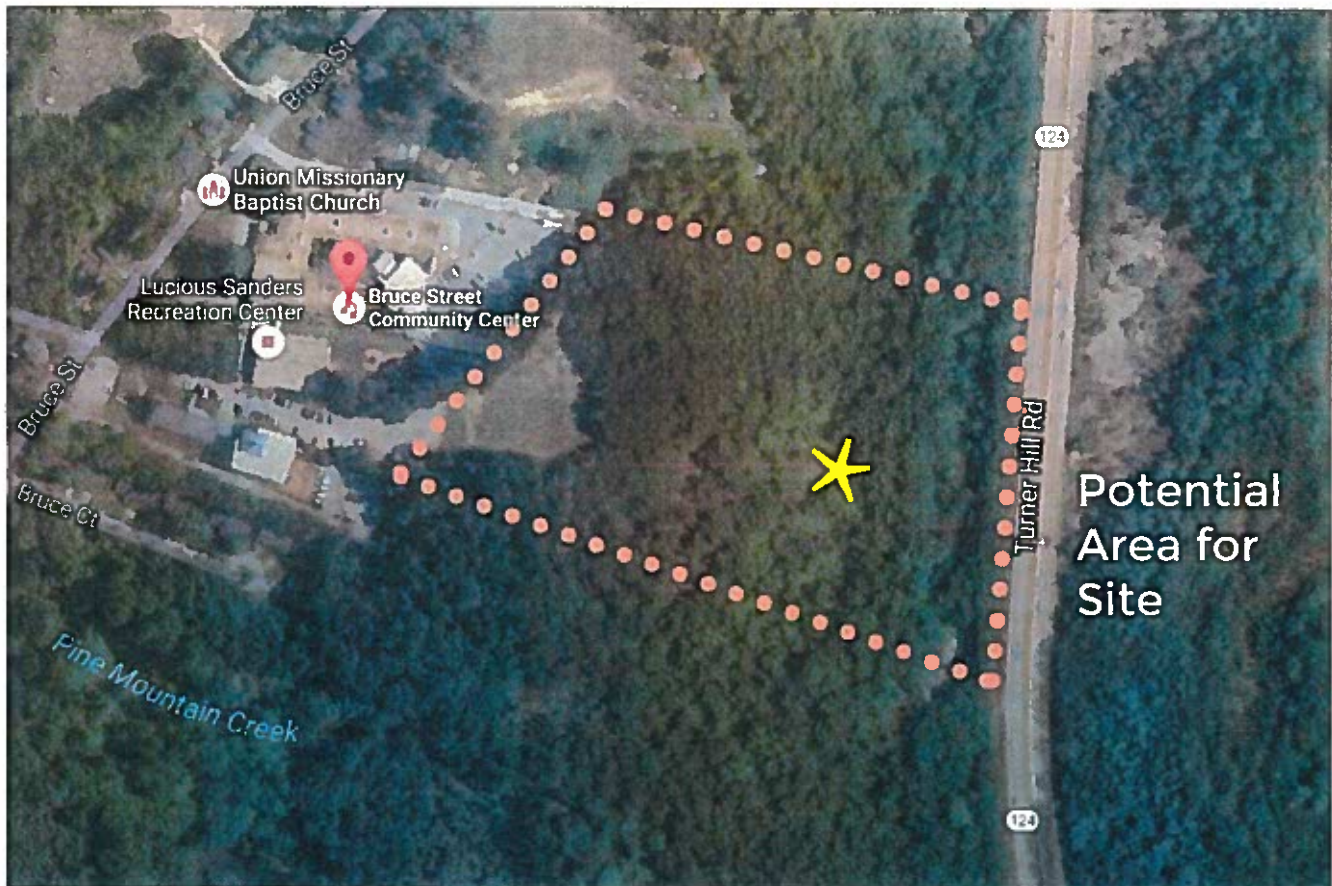
LOCATION OPTION 2:

County Owned Property
Acerage: 3+

Address: 7163 Turner Hill Road, Lithonia Georgia
DeKalb Parcel ID: 16 168 01 002

Pros: County owned and is part of the property that houses the current Lithonia Senior Center. Potential exists to build on the east side of the property, which could be accessed from Turner Hill Road or Bruce Street. The location would capture the current population and would allow the County flexibility in considering the long term use of the existing complex.

Cons: Property is not conveniently located near mass transit. Property is not located near any other amenities. Due to the indeterminate long term plans for the entire property, there is some risk the historic portions could remain vacant posing a security issue. Location does not reinforce "Center without Walls" concept of integration.





Property Map for 7163 Turner Hill Road, Lithonia Georgia

LOCATION OPTION 3:
Non-County Owned Property

Area: Downtown Lithonia, Georgia

Pros: General location would provide proximate location to other amenities, including the public library (a combination found at Central and South). The location is proximate to mass transit bus options and would more embody the "Center without Walls" approach. The location would capture the existing members fairly easily.

Cons: A property (or multiple) would have to be specifically targeted. These would need to meet the general criteria outlined. It is not a given that the property could be acquired. Budget allocations may be needed for acquisition. Parking could be an issue with potential sites.



PROJECT PROGRAM:

We developed a hypothetical project program at right based on the project programs developed for North, South, and Central which have all been recently completed.

For budgeting and comparison purposes, the program outlined here would be reasonable.

We realize that the County is currently examining how it will deliver services; the program here is not meant as a final but as a starting point for future efforts. The specific mix of classrooms and other specialized spaces will need local input as well.

A total of 65 parking spaces was assumed, taking into account DeKalb County's code requirements and the percentage of members who indicate that they will drive to this facility.

Function / Space	Net Area	Adjacency	Details
Program and Program Space			
1 Dining Hall/Multi Purpose Room (No Athletics)	2,000	Lobby, Kitchen, Café	Group Dining for 75-100 Theater seating for 150 Small platform stage, projector + screen, AED, operable partitions
2 Catering and Cafe Kitchen	500	Dining Hall/Multi Purpose Room	No cooking equipment Counter space for caterers
3 Café Lobby Atrium	750	Entrance, Dining Hall/Multi Purpose Room	Informal sitting Gathering space with high ceiling
4 Activity Room/Lounge	600	Lobby Café	Game Room for 20-30 Gas fireplace lockable cabinet possible window to cafe microwave and sink
1.5 Classroom/Meeting Room 1: Quilting and Sewing	500		20-30 users Lockable cabinets sink operable partition
1.6 Small Classroom/Meeting Room 2	350		10-15 users
1.7 Classroom/Computer Room	400		Computer instruction for 12-15 Desks, lockable cabinets
1.8 Arts and Crafts Drawing, Painting, Woodcarving	500		15-20 users Lockable cabinets with sink, shelving, lockers, display case
1.9 Arts and Crafts Pottery Studio	200		5-10 users Lockable cabinets with sink, shelving, lockers, display case
1.10 Exercise Room Strength	500		10-12 users Treadmills, exercise bikes, small free weights
1.11 Exercise Yoga/ Aerobics/ Dancing Room	500		20-25 users AED in hallway
1.12 Game Room	300		Billiards table with convert-ble Ping Pong top
1.13 Health Counseling Room	150		
1.14 Reception/ Security	150		Security desk with sign in station
Subtotal Net Area	7,400		
Subtotal Gross Area (Net/0.75)	9,867		
Administrative Office Suite			
2.1 Director Office	170		
2.2 Manager Office	120		
2.3 Manager Office	120		
2.3 Flex Office	100		
2.4 Conference Room	300		Lockable cabinets
2.5 Workroom/ Copier/ Files	200		Multiwork counter and seating for volunteers
2.6 File Room	300	Copy/ Workroom	High Density Files
2.7 Supply Closet	50	Copy/ Workroom	shelving
2.8 Storage Room	400		shelving, lockable cabinets
Subtotal Net Area	1,760		
Subtotal Gross Area (Net/0.65)	2,708		
Support Storage			
3.1 Chair and Table Storage	200	Dining Hall/ Multi Purpose Room	
3.2 Decorations, Tablecloth Storage	50	Dining Hall/ Multi Purpose Room	Cabinets
3.3 Janitor's Closet	30	Dining Hall/ Multi Purpose Room	
3.4 Janitor's Closet	30	Instruction Area	
3.5 Server IT/ Security System Closet	100	Computer Room	
3.6 Cafe Party	100	Café	Shelving and cabinets
3.7 Drawing and Painting Supplies	60	Drawing and Painting Studio	Shelving
3.8 Classroom Storage Room	100	Classroom / Meeting Room 1	
3.9 Pottery Supplies, Kiln	120	Pottery Studio	Shelving
3.10 Exercise Equipment Storage	80	Exercise and Aerobics Room	
3.11 Changing Rooms (Male and Female)	160	Exercise and Aerobics Room, Restrooms	12 stacked lockers each
3.12 Coat Racks in Alcoves	20		Off of corridors near Program Spaces
3.13 Outdoor Equipment Storage	400	Community Garden	Shelving
Subtotal Net Area	1,450		
Subtotal Gross Area (Net/0.65)	2,231		
TOTAL BUILDING NET AREA	10,610		
TOTAL BUILDING GROSS AREA	14,805		

PROJECT BUDGET ASSUMPTIONS:

The Total Project Budget outlined below was developed using the program area developed and by contacting three General Contractors, who do civic and municipal projects similar to these, to develop construction estimates.

The estimate below assumes a vacant parcel that does not need environmental cleanup, extensive grading, or demolition of existing structures. It anticipates an August 2017 start date.

The FFE, AV/IT, and other costs listed were developed from the County's budgets for the recently completed Central, South, and North Centers. The Project Contingency is an industry norm for new construction projects.

Houser Walker Architecture, LLC

New Senior Center DeKalb County

Total Project Budget

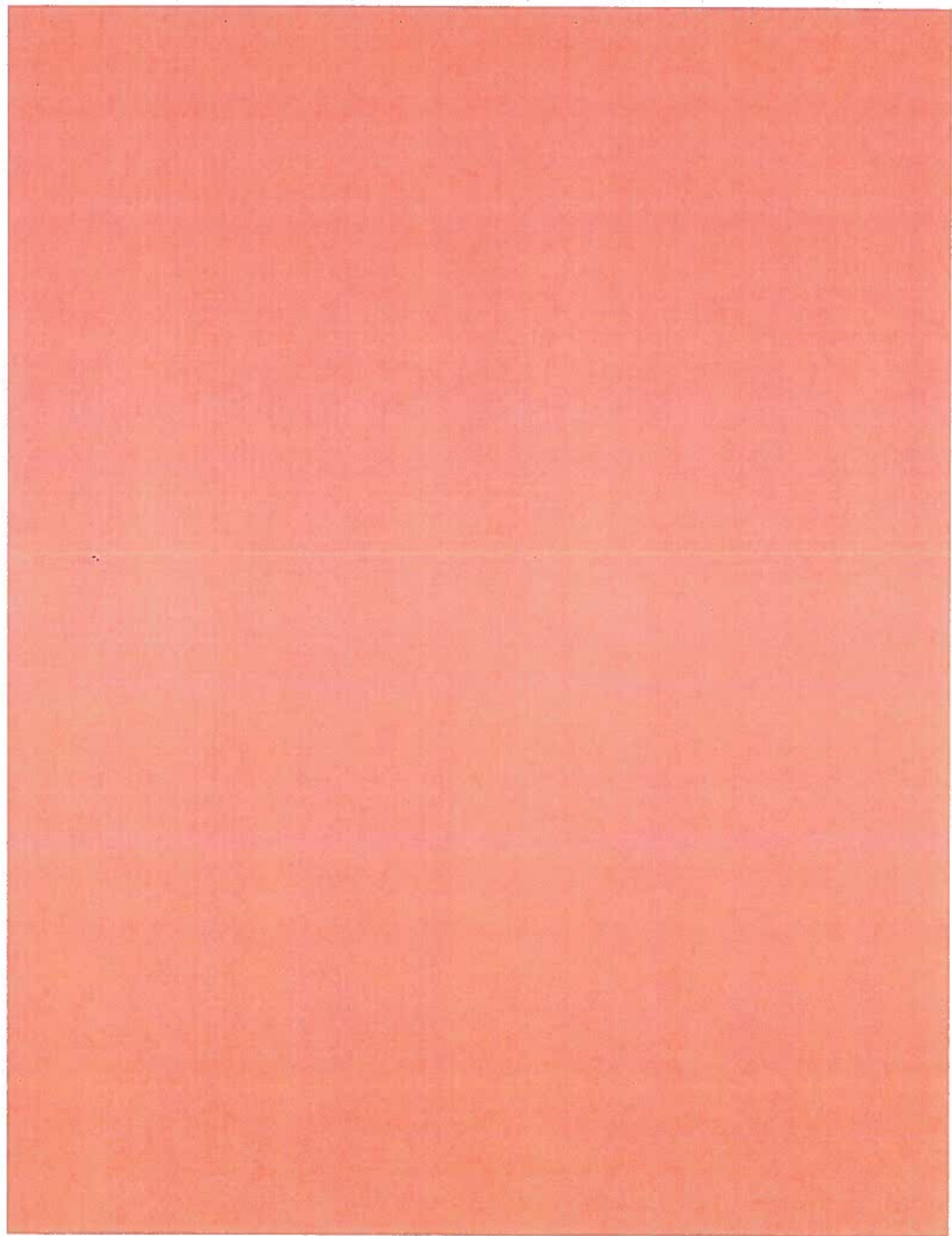
New Construction

Prepared: 11.2016

Item	\$/SF	% Project Budget	Total
<i>Building and Site Construction</i>	\$250.00	72.2%	\$3,701,250
<i>Furnishings/Fixtures/Equipment</i>	\$23.64	9.5%	\$350,000
<i>Technology/IT Infrastructure/AV</i>	\$8.11	2.3%	\$120,000
<i>Design & Engineering Costs</i>	\$25.36	7.3%	\$375,413
<i>Development Costs</i>	\$6.75	2.0%	\$100,000
<i>Other Owner's Costs</i>	\$6.75	2.0%	\$100,000
<i>Testing & Related Costs</i>	\$3.71	1.1%	\$55,000
<i>Project Contingency</i>	\$21.89	6.3%	\$324,100
Total Project Budget	14,805 GSF \$346.22	100.00%	\$5,125,763



tab 6 | APPENDICES



APPENDICES

TAB 8:

ACKNOWLEDGEMENTS

Thank you to all who helped, assisted and participated

DeKalb County Board of Commissioners + Staff

DeKalb County Facilities Management Department

DeKalb County Community Development Department

DeKalb County Office of Senior Affairs

DeKalb Senior Centers – Directors + Staff

Constituents in District 4 + District 5

Atlanta Regional Commission

Housing Authority of DeKalb County

United Way of Greater Atlanta

Senior Connections

END OF REPORT

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