

NORTH FULTON COMMUNITY CENTER

Renovation Feasibility Study

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Common Ground
Planning and Evaluation Division



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Executive Summary

As this feasibility study will show, data indicate that there are numerous social determinants of health affecting our community as a whole, and certain groups of individuals in particular. In addition to the clients currently receiving health and human services, there are four distinct groups for which culturally competent programs, services, and outreach efforts must be developed: 1) individuals who are linguistically and financially isolated; 2) seniors who are aging in place and who are experiencing higher levels of disease burden; 3) teens and young adults who are facing mortality from external factors; and, 4) individuals and families who have lost their jobs and may no longer have access to their traditional source of primary care.

In an effort to address these social determinants of health, this feasibility study has been undertaken to describe plans for the renovation and repurposing of the North Annex into the North Fulton Community Center.

The North Fulton Annex, which opened in 1976, is an approximately 40,000 square foot facility that once housed a variety of county services. The annex, which has not received any major renovations since its original construction, presents an opportunity for varied services to be provided in a county-owned building, furthering the Board's goals to reduce and/or eliminate the need for leased spaces, and to coordinate health and social services in collaboration with the justice system and community partners.

This feasibility study presents an assessment of the surrounding market area along with a renovation and redevelopment plan that permits us to better serve our citizenry. Further, this project allows us to facilitate a truly integrated, one-stop approach to social service delivery, while offering considerable cost savings to the county in a concerted effort to address the social determinants that affect health status. The North Fulton Community Center will bring together at one site, community-based services, well-patient care, sick-patient care, OB/GYN services, a pharmacy, travel immunization services, communicable disease intervention, WIC/nutrition education, oral health services, behavioral health counseling, behavioral health group sessions, day care services, property tax and motor vehicle services, court services, a reading room/information center that offers English as a second language classes, workforce development services, disability and vocation rehabilitation services, foreclosure prevention services, housing assistance and a farmers' market.

In order to gain an appreciation of our rationalization for this project, we have utilized current demographic data, health statistics from the nearby Sandy Springs Health Center, workforce development data from the North Fulton Career Center and census data to further support the need for expanding services in a neighborhood-based one-stop facility.

People with health and other problems can have difficulty locating and retaining employment. To assist in this effort, a range of health, social care and employment agencies



need to work closely together. The North Fulton Community Center seeks to co-locate employment, health and other community services to ensure Fulton County delivery of social services are effective and efficient. Fulton County residents can walk into the North Fulton Community Center and receive services immediately to address myriad needs in one location. The renovation and redevelopment of the North Fulton Community Center will be easily accessible, safe, and welcoming, offering Fulton County residents access to the resources needed for better quality of life outcomes.

Presented herein is a feasibility study which underscores the efficiency and effectiveness of the delivery of social and health services for the North Fulton Community Center. Considered in its entirety, the project will ensure that Fulton County significantly improves its ability to promote, protect, and assure the health of its citizens.

Zachary L. Williams
County Manager



1.0 Introduction

1.1 Project Definition

This document seeks to address the feasibility of renovating an existing structure in the North end of Fulton County in which services will be combined from multiple locations, in a comprehensive service delivery model. This proposed project is one of several described in the report called *Common Ground: Creating Equity through Public Policy and Community Engagement*. In addition to providing high quality services to the residents of Fulton County at one convenient location, this is also a direct effort to address the social determinants of health and their multiple impacts on the socio-economic and health status of Fulton County residents.

Social Determinants of Health

Scientists, practitioners and policy makers have long recognized that there is a distinct relationship between an individual's health status and the social and environmental conditions in which he or she lives. A solid body of research confirms these observations: Certain essential factors and resources – often described as “social determinants of health” – are known to contribute to or detract from the health of individuals and communities. Among the key social determinants of health are education levels, income levels, access to essential services, and the physical conditions of the built environment (such as the proportion of abandoned homes or the level of neighborhood crime). Furthermore, inequitable distribution of the social determinants of health has a significant influence on persistent health disparities in our most underserved communities.

Public Policy

Modifying service delivery through the lens of social determinants of health is a new perspective for conducting government. Using this approach, Fulton County government has adopted policies directed toward having a positive impact on the social determinants of health.

Such policy includes a “Resolution Establishing the Policy of the Board of Commissioners Regarding a Fulton County Health Initiative to Reduce Health Disparities” adopted January 21, 2009. In this Resolution, the Board: acknowledges the need to address health disparities (which refers to differences in the quality of healthcare and health outcomes depending on someone's race, ethnicity, age, disability status, socio-economic status and/or geographic location); and, supports the development of a Fulton County Health Initiative to reduce health disparities in Fulton County.



Furthermore, in adopting the FY09 Budget, the Board of Commissioners approved certain projects included in “Common Ground: Creating Equity through Public Policy and Community Engagement” which are designed to reduce health disparities. “Common Ground” spoke to the need for a one-stop service center in North Fulton in which health and human services would be provided in a coordinated manner. The redevelopment concept addressed in this study proposes the relocation of the existing Sandy Springs Health Center, which will offset the need for renovations of the current clinic that is in an outdated facility and is in disrepair. The Workforce Development Office would be relocated from the Roswell Road location to this service center, furthering the Board desire to reduce the number of leased facilities.

Project Overview

Fulton County currently owns an array of buildings that house a disparate selection of programs in different agencies. By consolidating into one centralized facility in North Fulton, the county would benefit from economies of scale in maintenance and administrative staff. A single state-of-the-art, contemporary building would project an image of excellence in service to the community and impart a clear message that government cares about their concerns. The location would become a destination that is responsive to citizens’ needs, rather than a location that patrons are obliged to attend.

Accepting that government and its policies have an impact on health, this study seeks to create healthier communities and improve health outcomes for Fulton County residents by showcasing the benefits of creating the North Fulton Community Center to allow for the provision of a spectrum of services that residents can access in one location. By engaging other nontraditional partners through a state-of-the-art, full service location, Fulton County would more effectively direct service delivery to address the needs of residents and their families, long before the issues that influence their daily life begin to have a negative impact on their health.

The North Fulton facility, which is readily accessible by MARTA, would be repainted and clearly branded with the Fulton County logo. The property would be re-landscaped using \$100,000 of tree abatement funds and kiosks would guide visitors through the Big Trees Preservation to facilitate exercise.

This redevelopment concept proposes the provision of varied services in one centralized location, furthering greater access to healthcare through the integration of health and support services within the redesigned, revitalized, and repurposed North Fulton Community Center.



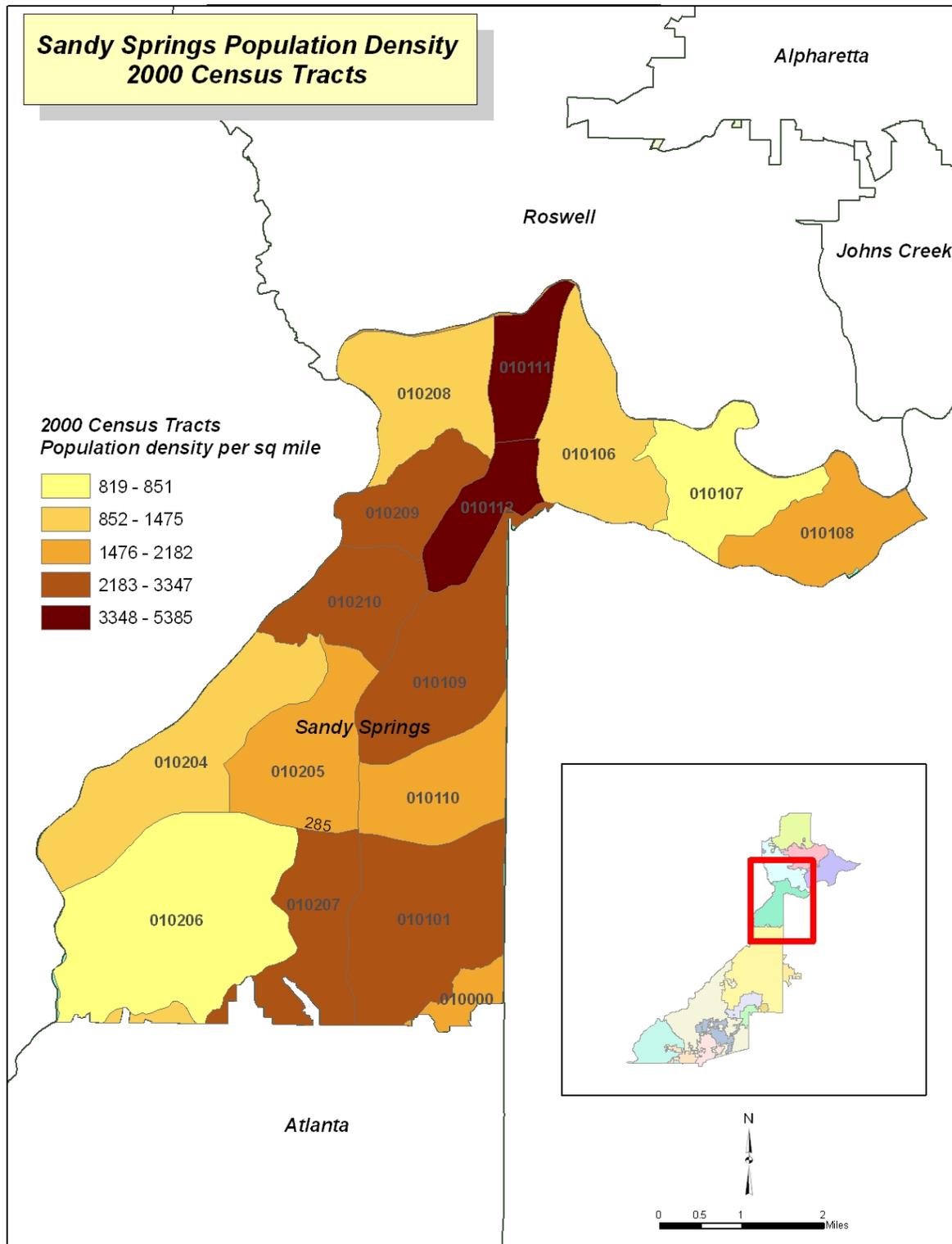
1.2 Demographics

Sandy Springs is 62.3 square miles and bordered to the south by The City of Atlanta and to the north by the City of Roswell. Sandy Springs is home to 98,000 residents who make this Georgia's residents who make this Georgia's sixth largest city and the second largest in the metro Atlanta area. U.S. Census Bureau figures show that in 2007, the median household income in Sandy Springs was \$82,108 compared to Fulton County at \$57,286. The median home value in Sandy Springs is \$451,200 up more than \$135,000 from 2000. The majority of residents are White at 80.6% compared to 10% who are Black, however, closer examination reveals that census tracts 010111 and 010210 are 34.1% and 21.2% Black respectively; tract 010207 is 30% Hispanic. The overall numbers mask the presence of families and individuals in high risk groups in the area who are subsisting and whose existence is hidden by the larger numbers of other race and income groups.

Located in this relatively affluent community are pockets of disenfranchised communities and individuals who are living below the poverty level and facing the same issues of poor health as in other less affluent parts of the County. In census tract 010110, for example, 9% of families are living below the federal poverty level. In 2007 and 2008, the Sandy Springs Health Center had 19,994 visits with the majority having no third-party payment source. In 2008, the North Fulton Grady Community Health Center had 11,183 visits by underinsured or uninsured clients. Furthermore, in 2006, North Fulton Community Charities (NFCC) provided assistance to 4,150 families. In 2007 the number of families receiving assistance from NFCC increased to 4,201 and even further in 2008 to 4,632 families. This represents 14,251 individuals; 6,908 children and 7,343 adults (including 446 seniors). According to a recent report released by the Kaiser Family Foundation, the current downturn in the economy has financially strained families to the point that some are forgoing medical care and prescriptions for other more basic necessities. These data clearly describe the presence of a growing population of underserved people who live in this prosperous area.

1.3 Primary Market Area

For the purposes of this feasibility study the geographic bounds were defined as the corporate limits of the City of Sandy Springs. The services provided are available to all County citizens and it is acknowledged that clients who reside outside the border of Sandy Springs are and will be serviced. The data utilized in this market analysis are derived from 2000 Census projections. The 21 census tracts are displayed on the inset map on the following page.

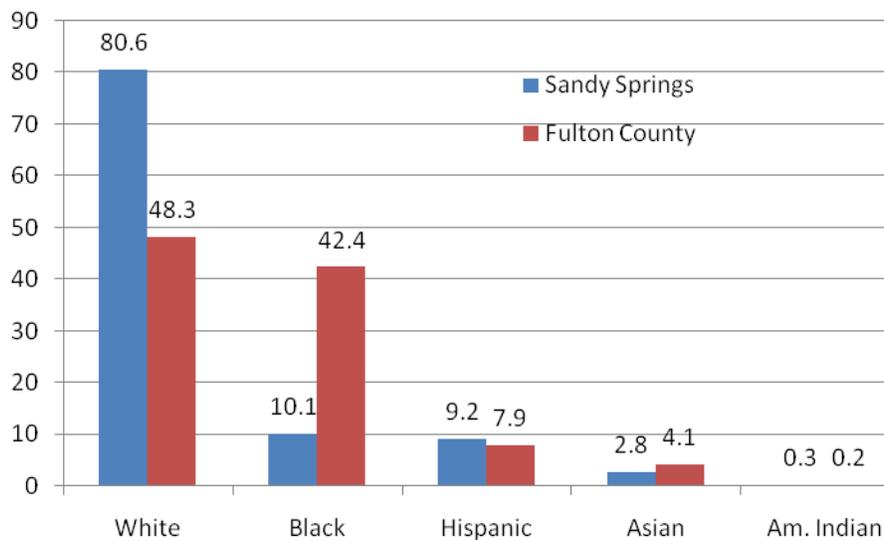




Race and Ethnicity

The census tracts that represent Sandy Springs are predominantly White (80.6%), followed by 10% Black as compared to Fulton County as a whole which is 48.3% White and 42.4% Black. There are 22% more Hispanics in the Sandy Springs area compared to the remainder of Fulton County. The significant difference in race and ethnicity proportions can result in an increase in social isolation where the underserved target community becomes disenfranchised and individuals feel unable to effect change. The relatively small number of minority groups speaks directly to the disparity among populations and exemplifies the social determinants of health which lead to poor health outcomes.

Proportions of Race and Ethnicity for Sandy Springs and Fulton County, 2000 Census Data

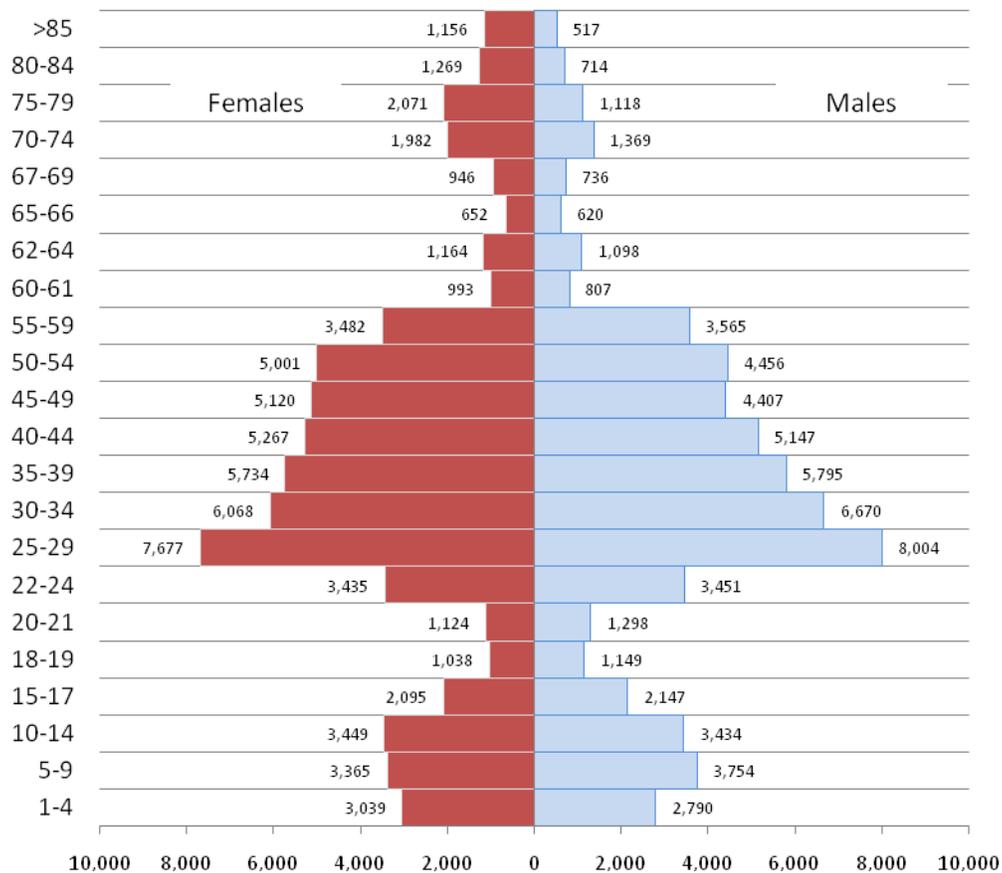




Age

The median age in Sandy Springs is 37 years old compared to Fulton County at 35 years. This age segment represents the adults who are starting families and having children. These families are primary target audience for the proposed facility. The graph below shows the distribution of age ranges by sex. The majority of people in Sandy Springs are between the ages of 25 and 59.

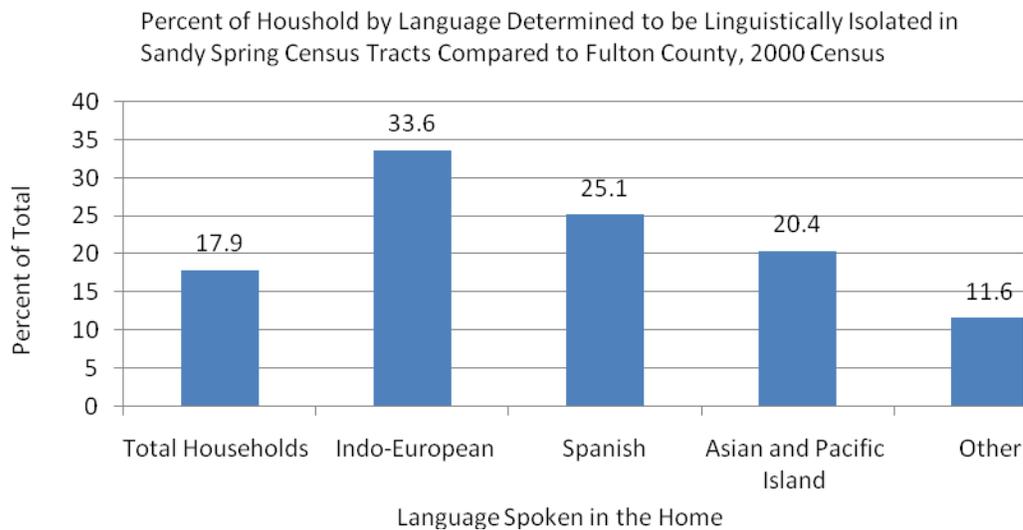
Age Distribution by Sex for Sandy Springs Census Tracts
2000 Census data





Linguistic Isolation

Sandy Springs has a significant proportion of families living in what is referred to as linguistic isolation compared to the rest of Fulton County. Linguistic isolation is defined by the Census Bureau as a household in which no one 14 years of age or over speaks only English or speaks a non-English language and speaks English "very well." The graph below shows that 33.6% of all Indo-European speaking families and 25.1% of all Spanish speaking families in Fulton County live in Sandy Springs. The concept of linguistic isolation is a contributor to the phenomenon of social exclusion, which has been shown to have a negative effect on health status.





1.4 Selected Health Issues

The following section provides information on the health issues which have the greatest impact on residents of Sandy Springs.

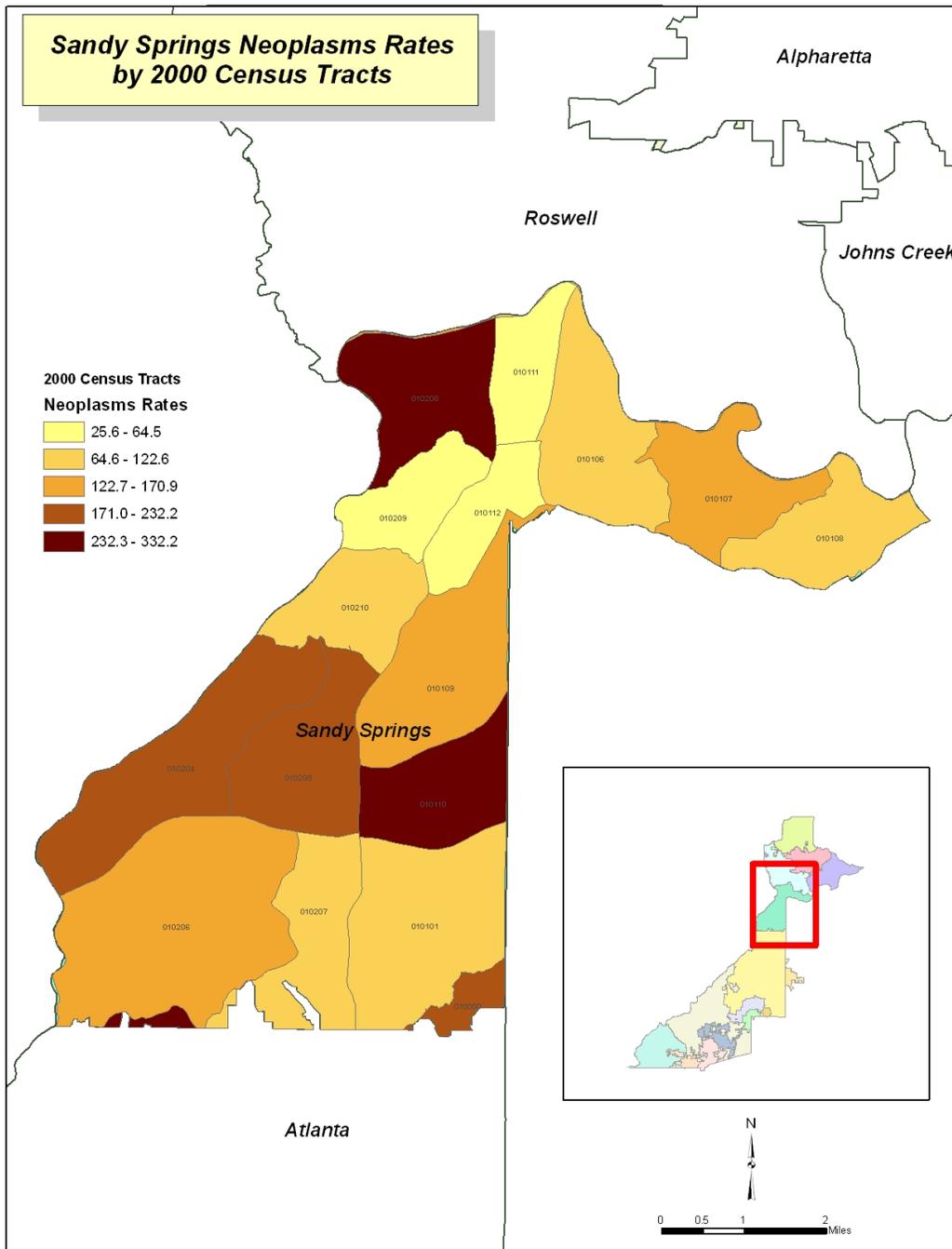
Cancer (Neoplasms)

The single greatest risk factor for cancer is tobacco use. Cancer screening is the second most effective cancer prevention intervention. Outreach, education and screening are all services available at the new North Fulton Community Center. The ten year mortality rate for all cancers in Fulton County is 151 deaths per 100,000 people (1997-2006). There are two census tracts in the Sandy Springs area that exceed that rate:

Demographics for Census Tracts with High Rates of Deaths Due to Cancer in Sandy Springs

Census Tract	White	Black	Hispanic ¹	Asian/Pacific Islander	Other Race	Two or More	Median Household Income	Percent in Poverty
010110	89%	3%	12%	1%	4%	3%	\$51,851	9%
010208	82%	10%	4%	5%	1%	1%	\$50,588	5%

¹ Percents may not total 100% as Hispanic ethnicity is included in the total.



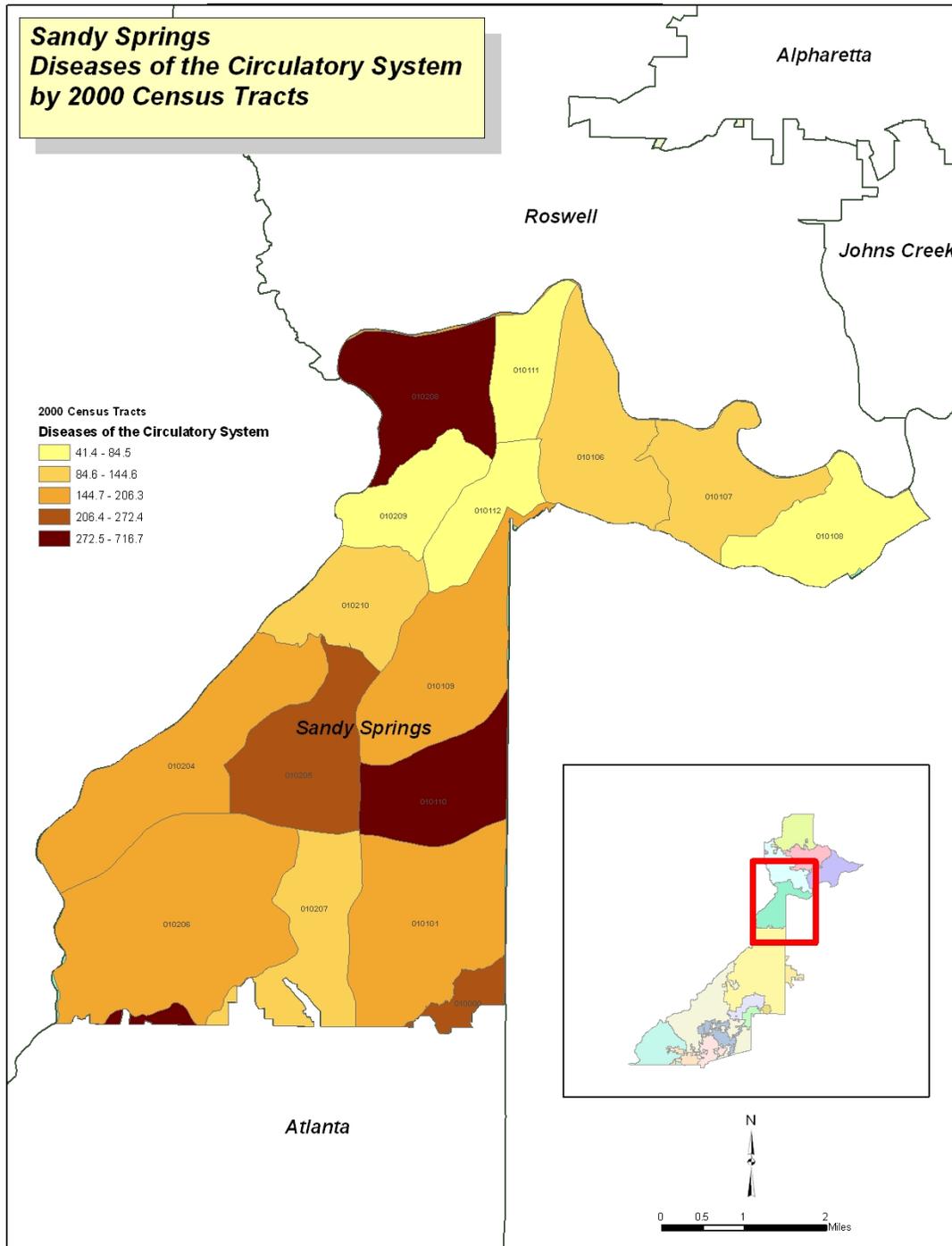


Circulatory System

This category includes heart disease and stroke. The ten year mortality rate for diseases of the circulatory system in Fulton County is 243.4 deaths per 100,000 people (1997-2006). There are three census tracts in the Sandy Springs area that exceed that rate. Areas of opportunity to address these diseases include health education on behaviors including diet and exercise as well as prevention interventions such as blood pressure and cholesterol screening.

Demographics for Census Tracts with High Rates of Deaths Due to Diseases of the Circulatory System in Sandy Springs

Census Tract	White	Black	Hispanic	Asian/Pacific Islander	Other Race	Two or More	Median Household Income	Percent in Poverty
010110	89%	3%	12%	1%	4%	3%	\$51,851	9%
010208	82%	10%	4%	5%	1%	1%	\$50,588	5%
010205	90%	7%	2%	1%	1%	0%	\$76,056	6%



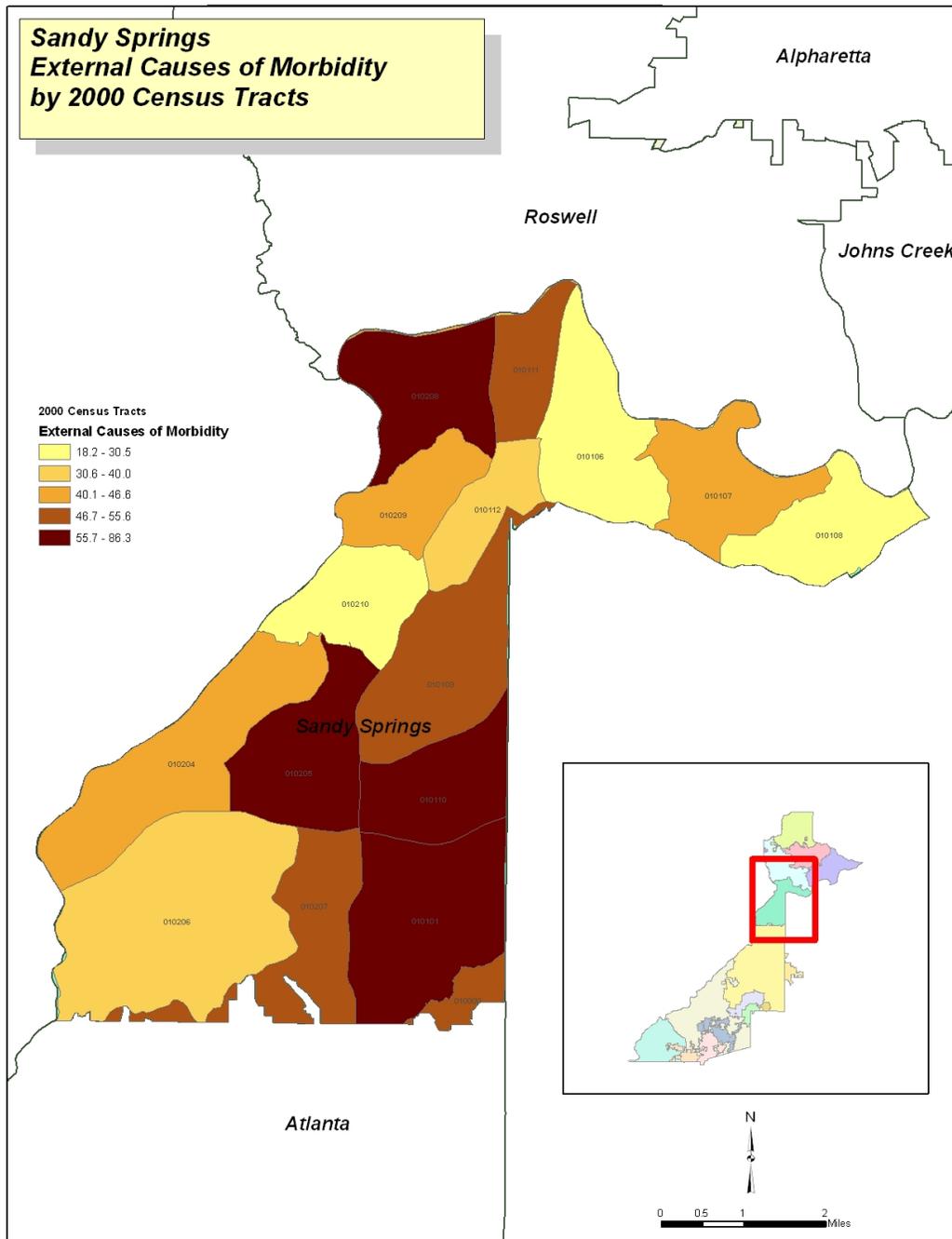


External Causes

This category includes homicide, suicide and motor vehicle accidents. The ten year mortality rate due to external causes in Fulton County is 62.2 deaths per 100,000 people (1997-2006). There are four census tracts in the Sandy Springs area that exceed the Fulton County rate. Areas of opportunity related to this health outcome include outreach to teens and young adults regarding suicide, homicide and driver and passenger safety.

Demographics for Census Tracts with High Rates of Deaths Due to External Causes in Sandy Springs

Census Tract	White	Black	Hispanic	Asian/Pacific Islander	Other Race	Two or More	Median Household Income	Percent in Poverty
010110	89%	3%	12%	1%	4%	3%	\$51,851	9%
010208	82%	10%	4%	5%	1%	1%	\$50,588	5%
010205	90%	7%	2%	1%	1%	0%	\$76,056	6%
010101	89%	7%	14%	2%	8%	2%	\$61,276	8%



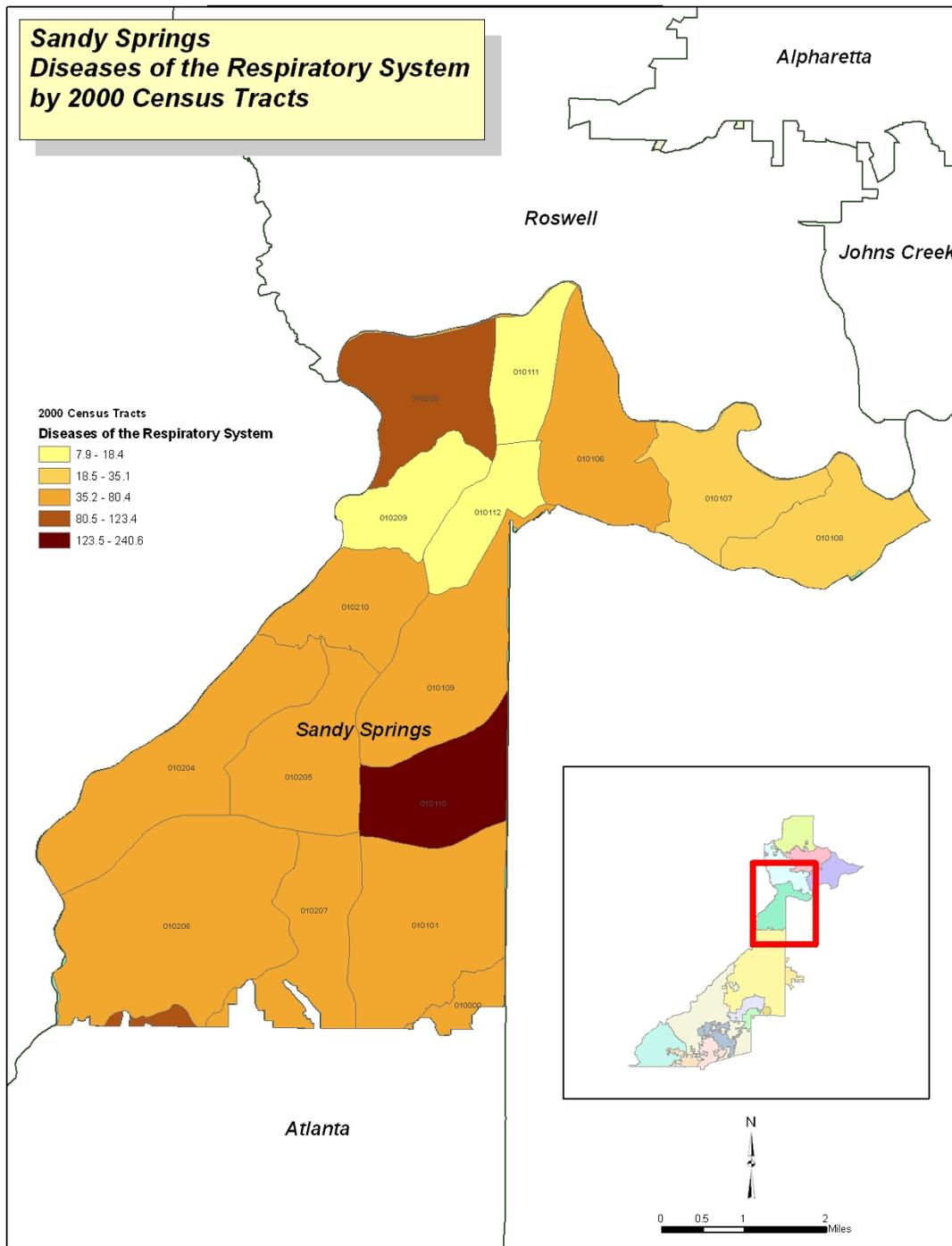


Respiratory System

The ten year mortality rate for diseases of the respiratory system in Fulton County is 56.4 deaths per 100,000 people (1997-2006). There are two census tracts in the Sandy Springs area that exceed that rate. A major driver of this outcome is asthma, which has tremendous impacts on the patients and their families. Outreach and education in the home, coupled with primary care treatment are the most effective strategies to reduce the burden of asthma.

Demographics for Census Tracts with High Rates of Deaths Due to Diseases of the Respiratory System in Sandy Springs

Census Tract	White	Black	Hispanic	Asian/Pacific Islander	Other Race	Two or More	Median Household Income	Percent in Poverty
010110	89%	3%	12%	1%	4%	3%	\$51,851	9%
010208	82%	10%	4%	5%	1%	1%	\$50,588	5%



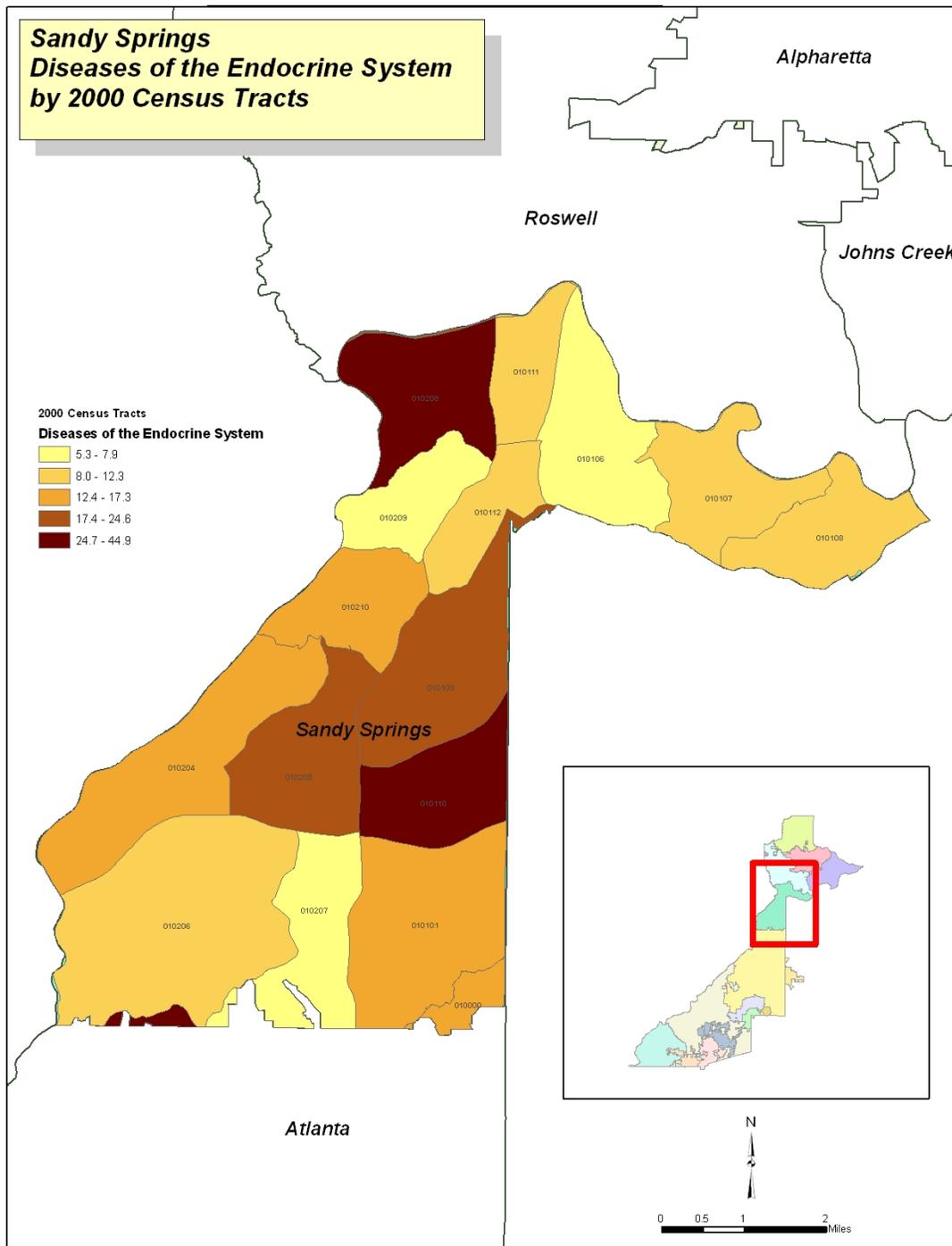


Endocrine System

This category includes diabetes. The ten year mortality rate for diseases of the endocrine system in Fulton County is 25.0 deaths per 100,000 people (1997-2006). There are four census tracts in the Sandy Springs area that exceed that rate. Diabetes presents multiple opportunities to reduce the burden on patients and families. Lifestyle changes are the simplest and most effective when possible. In other cases, primary care and having a medical home to monitor the disease are most effective.

Demographics for Census Tracts with High Rates of Deaths Due to Diseases of the Endocrine System in Sandy Springs

Census Tract	White	Black	Hispanic	Asian/Pacific Islander	Other Race	Two or More	Median Household Income	Percent in Poverty
010110	89%	3%	12%	1%	4%	3%	\$51,851	9%
010208	82%	10%	4%	5%	1%	1%	\$50,588	5%
010205	90%	7%	2%	1%	1%	0%	\$76,056	6%
010109	78%	13%	6%	4%	2%	2%	\$57,261	7%





In summary, these data indicate that there are significant numbers of people with disease burdens which may be related to social determinants of health in Sandy Springs. For example, many of the census tracts with the highest rates of disease burden are comprised of seniors. It is also opined that many of the external causes of mortality are among teens and young adults indicating the need for alcohol abuse education, etc.

In addition to disease data, there are numerous other indicators such as job losses, foreclosures, free lunch programs, etc. These are discussed in the following section:



2.0 Market Analysis

2.1 Study Methodology

This feasibility study defines the need for this redevelopment project and provides a brief outline on how the project meets those needs. The project team reviewed and utilized previous proposals and feasibility studies to serve as a guide in determining the content and presentation format of the North Fulton Community Center feasibility study.

Excerpts from the *Common Ground: Creating Equity through Public Policy and Community Engagement* document were utilized to describe the North Fulton Community Center as one of the projects included within the Common Ground initiative. The project team conducted a detailed demographic analysis of health and economic data currently available for the Sandy Springs and surrounding areas. Projected growth analyses for the area surrounding the proposed redevelopment site were conducted. An internet search and review was conducted in order to identify comparable municipalities that have implemented the 'one-stop' concept for health and support services.

The management structure, programs, budgets and other technical information were compiled by the Common Ground Planning and Evaluation Division, in consultation with Cooperative Extension, General Services, Health and Wellness, Housing, Human Services, Mental Health, the Library, and Magistrate Court Services.

2.2 Market Definition

The Fulton County North Annex is located at 7741 Roswell Road in Sandy Springs approximately 4 miles north of I-285. The Annex is located in an area comprised of office, commercial and multi-family residential sites. To the South and East, the property abuts the 30 acre John Ripley Forbes Big Trees Forest Preserve.



2.3 Needs Analysis

The following section describes critical and present changes in the primary market area that will have a direct effect on the service delivery levels at the North Fulton Community Center.

Inherent in this analysis is the need to describe what is termed “social exclusion.” Policy research literature defines social exclusion as “the economic hardship of relative economic poverty” that leads to “the process of marginalization – how groups come to be excluded and marginalized from various aspects of social and community life.” Those without affluence oftentimes have little to no influence within their communities, thus public policy must support the inclusion of all residents and their communities. By successfully engaging individuals through improved access to services, communities become more empowered and inclusive. Community leaders should help drive the process, through public policy efforts that provide for wrap-around services that embrace both traditional socio-economic approaches and new approaches that address the physical environment.

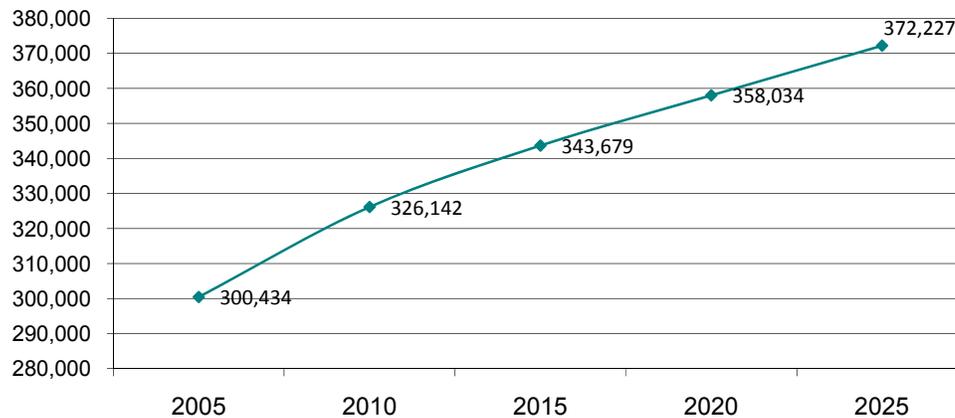
Population Growth

Population growth in a particular area can cause increased demands on the market and the services that are currently being offered in the area. According to the U.S. Census, Alpharetta had a population of 49,662 in 2007 which is higher than what was originally projected for 2010 in the Focus Fulton: 2025 Comprehensive Plan. The other areas: Mountain Park, Roswell, and Sandy Springs, all stayed below what was forecasted. The Comprehensive Plan did not use Census data when estimating population growth; a building permit model was used.

Fulton County Department of Environment and Community Development data indicate that the North Fulton population is expected to grow by approximately 24% during the period between 2005 and 2025. The overall North Fulton population is forecasted to increase from 300,434 in 2005 to 372,227 in 2025.



Projected North Fulton Population Growth, 2005 - 2025



Population growth estimates predict even greater growth within certain areas of North Fulton. Between 2005 and 2025, Mountain Park’s population is expected to increase by 37 percent, and Alpharetta’s population is expected to increase by 27 percent. The table below illustrates North Fulton’s projected population growth, by specific areas which include some of North Fulton’s municipalities and unincorporated areas.

Projected Population Growth in North Fulton

	2005	2010	2015	2020	2025	% Projected Growth 2005-2025
Alpharetta	37,132	42,120	44,027	45,509	47,194	27.1%
Mountain Park	500	606	642	672	687	37.4%
Roswell	82,912	90,587	94,911	98,325	101,274	22.1%
North Fulton	93,192	100,300	106,553	111,850	117,211	25.8%
Sandy Springs	86,698	92,529†	97,546	101,678	105,861	22.1%
Total	300,434	326,142	343,679	358,034	372,227	23.9%

Source: Fulton County Department of Environment and Community Development
 Focus Fulton: 2025 Comprehensive Plan [<http://www.fultonecd.org/focusfulton/index2.htm>]

† Population growth as outpaced 2005 projections, current population is 98,000

Financial Instability

Because North Fulton is generally perceived as more affluent than other areas of Fulton County, the prevalence of financial hardship among North Fulton residents does not readily appear in the data. While the average household income of North Fulton is higher than that of Fulton County as a whole, the fact remains that thousands of North Fulton residents face the same issues associated with poverty and poor health as do Fulton County residents in other areas of the county. According to a recent report released by the Kaiser Family



Foundation, the current downturn in the economy has financially strained families to the point that some are forgoing medical care and prescriptions for other more basic necessities.

North Fulton Community Charities (NFCC) reports that while North Fulton is not commonly regarded as a high-poverty area of Atlanta, “the relative affluence of the area masks the fact that an increasing number of families are barely making ends meet” (NFCC website). This is further evidence of the social isolation phenomenon. In 2006, North Fulton Community Charities provided assistance to 4,150 families. In 2007 the number of families receiving assistance from NFCC increased to 4,201 and even further in 2008 to 4,632 families. This represents 14,251 individuals; 6,908 children and 7,343 adults (including 446 seniors).

Unemployment

The current statewide unemployment rate is 8.6%. Fulton County's unemployment rate increased 3.0 percent from 4.7 in December 2007 to 7.7 in December 2008. The current national economic crisis suggests a continuing need for workforce services, especially in North Fulton County, which has represented nearly 10% of all laid off workers within the Atlanta region.

The chart below depicts the number/percentage of employers that have provided closure or layoff notices under the Worker Adjustment and Retraining Notification Act (WARN). This act requires that employers that have 100 or more employees notify their local government and state dislocated worker units in the event of a closure or mass layoff. WARN trends may signal additional activity for local Workforce Development offices as workers may apply for assistance at the offices serviced within their employer's geographical area.

In 2007, eight (8) businesses in North Fulton, representing 15% of the metro region reported layoffs under WARN. Five of those businesses closed permanently. These 544 workers represented 10% of all displaced in the metro region. While this trend decreased in 2008, first quarter numbers in 2009 may indicate an upward swing in business closures and potential displacements.

North Fulton Business Closures and Layoffs, 2007-2008

Year of Closure or Lay-Off	North Fulton Companies As a Percent of All Affected Metro Companies	North Fulton Displaced Workers As a Percent of All Metro Displaced Workers	Percent of Impacted North Fulton Businesses Closed During Period
2007	15% (8)	10% (544)	62% (5)
2008	8% (6)	10% (209)	42% (3)
1 st quarter 2009	7% (1)	10% (103)	100% (1)

Source: Georgia Department of Labor, Business Layoffs and Closures, 2007-2008 and January 2009



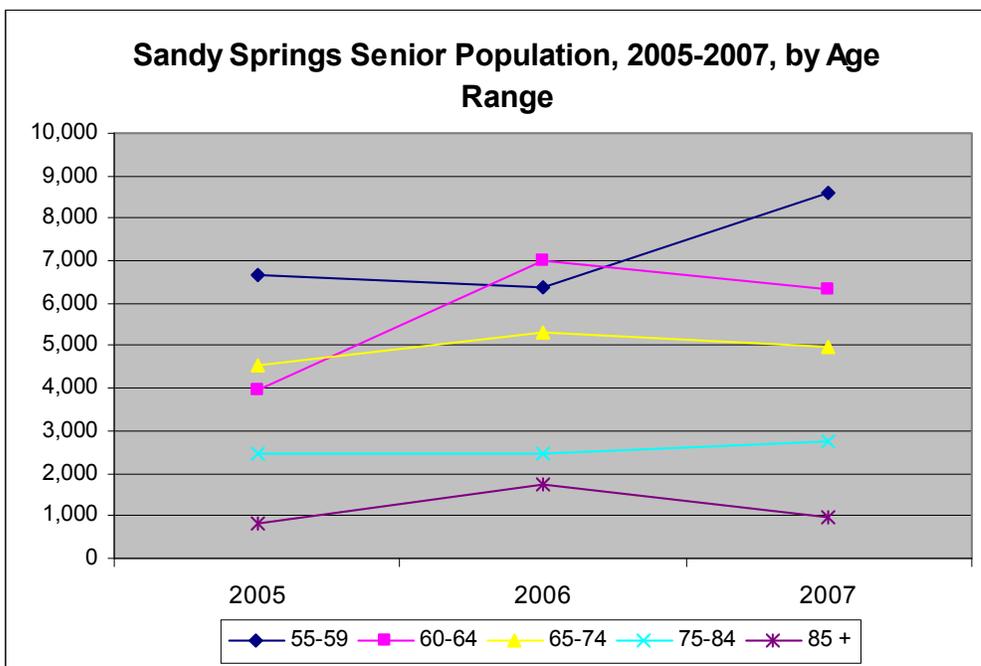
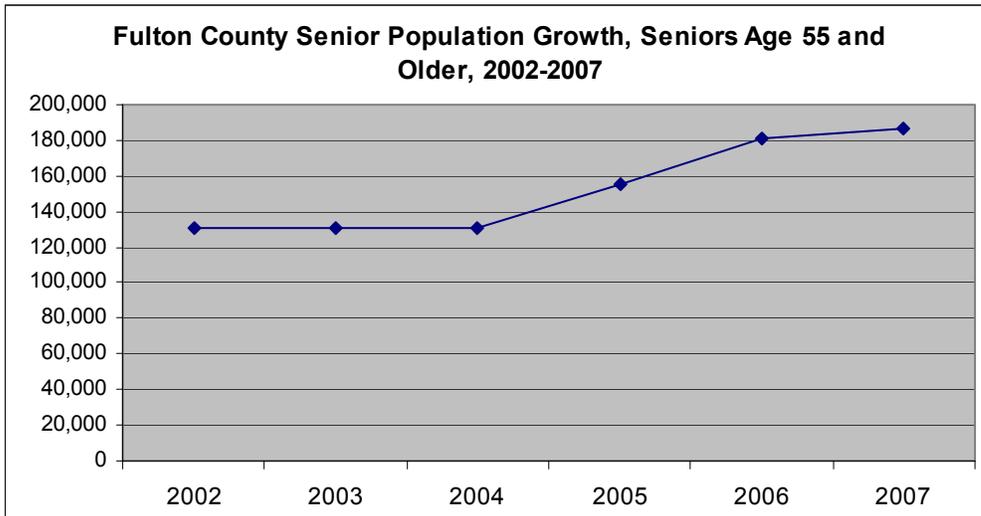
Aging

In a report by the American Association of Retired Persons (AARP) Public Policy Institute entitled “Aging and Work—A View from the United States,” it is explained that greater numbers of men and women will remain in the labor force at older ages. Reasons include stagnation in overall pension coverage rates; a declining proportion of workers who can count on defined benefit pension payments; the market uncertainty faced by the growing proportion of workers in defined contribution plans; inadequate savings; cuts in retiree health benefits; and rising education levels.

Unemployed workers who stop, or never begin looking for work because they think their age, lack of skills, or education level will prevent them from finding jobs are often referred to as discouraged workers and therefore are not counted in the unemployment rates. In Fulton County, there is a surging generation of baby boomers with over 20% of the population in Sandy Springs consisting of residents 55 and older.

According to a report developed by AARP in cooperation with the Georgia Budget and Policy Institute and the Georgia Department of Labor, between 2005 and 2025, Georgia’s age 65+ population will increase considerably while its under-age-24 segment will shrink. At the same time, the state’s economy will likely expand with projections of significant job growth in the coming years. The combined effect of these two trends will result in fewer people entering the job market even as the demand for workers is increasing.

The needs of the growing aging population in North Fulton provide an opportunity for the North Fulton Community Center to provide employment and technical skills training traditionally not offered in a Senior Multi-Purpose Center.





Foreclosures

The current statewide foreclosure rate is 1 in every 494 households, ranking Georgia 8th in foreclosures in the country. Foreclosure rates are expected to steadily increase based upon current and projected economic conditions plaguing the country. The economic and social costs related to foreclosure can have implications for surrounding neighborhoods and for larger communities, as well as for the parties directly involved. Districts often lose tax revenue as a result of abandoned homes, and the values of surrounding properties inevitably decline. Furthermore, individuals who experience foreclosure are at higher risk of facing increased stressors and may ultimately need behavioral health services.

The North Fulton Community Center will offer citizens access to housing assistance, workforce services, behavioral health services and primary health care in one facility. Coordinated efforts will be integrated to enable the provider of service to quickly assess and identify what agency will be best suited to provide the level of care or service that is needed. The new System of Care model calls for continued follow-up and coordination among all of the agencies utilizing a “wraparound” service approach. This approach will ensure that families receive the support and services that are needed in order to be productive and stable in the community.

National School Lunch Program Eligibility

The National School Lunch Program provides free or reduced-price school lunches for children of families who are economically disadvantaged and is an indicator of the presence of economically disadvantaged families. Eligibility is based on the federal poverty level (\$20,000 per year for a family of four in 2006). Children with a household income that is below 130 percent of the poverty level (\$26,005 for a family of four) are eligible for free meals, and those between 130 percent and 185 percent of the poverty level (\$37,000 for a family of four) receive reduced-price meals.

There are currently 9,453 students attending public schools in North Fulton whose family household income falls within the eligibility guidelines for the free or reduced price lunch program. Some areas of North Fulton appear to have larger percentages of school-enrolled children who are eligible for free and reduced price lunches than do other areas. While only about six percent of students enrolled in public schools located in Milton are eligible for the free or reduced lunch program, 43 percent of students enrolled in public schools located in Sandy Springs are eligible.



Eligibility for Free and Reduced Price (F&RP) Lunch in North Fulton, 2008-09

	Number of Students Eligible for Free meals	Number of Students Eligible for Reduced Price Meals	Total Number of Students Eligible for F&RP	% Students Eligible for F&RP	Total Student Enrollment 2008-2009
Sandy Springs	2,316	441	2,757	43.46%	6,344
Roswell	3,374	515	3,889	28.60%	13,600
Alpharetta	1,072	358	1,430	11.39%	12,552
John's Creek	770	317	1,087	7.27%	14,947
Milton	200	90	290	5.58%	5,195

English as a Second Language (ESL)

There are 2,626 students attending public schools in North Fulton who are enrolled in ESL classes. Since these students demonstrate need around learning how to speak, read and write English, it is likely that their parents or other household family members could benefit from ESL as well.

Summary

In summary, data indicate that there are numerous social determinants of health affecting the Sandy Springs Community as a whole, and certain groups of individuals in particular. In addition to the clients currently receiving health and human services, there are four distinct groups for which culturally competent programs, services, and outreach efforts must be developed: 1) individuals who are linguistically and financially isolated; 2) seniors who are aging in place and who are experiencing higher levels of disease burden; 3) teens and young adults who are facing mortality from external factors; and, 4) individuals and families who have lost their jobs and may no longer have access to their traditional source of primary care.



3.0 Potential Users and Needs Analysis

3.1 Potential Users

This feasibility study seeks to describe the need for the location of a facility that provides for a full integration of primary care, public health, mental health and other human services including workforce development and also provides for the greatest potential benefit to the community by integrating staff, space and services at one location. A successful strategy will appear seamless to the client and provide a complete and efficient array of services to residents in the community at one location at the time of their visit.

The services intended to be installed will intentionally attract a wide variety of clients, each of whom will be seeking distinct services. Irrespective of the services sought, individual programs in separate departments or partner organizations will have multiple opportunities to evaluate the client and comprehensively assess in real-time other services from which they may potentially benefit and then direct the client to the service at that location.

The largest impact on improving health outcomes, reducing health disparities, and reducing costs of indigent care arise from assuring each patient the right treatment in the right setting at the right time. Emergency room visits for uncontrolled chronic conditions such as asthma, high blood pressure, diabetes, or even depression can all be reduced by establishing clients with their own health care practitioner in a primary care medical home. More than half the visits to Grady's emergency department are for non-emergencies, or for urgent but primary care treatable or preventable conditions. Installing a primary care clinic at the North Fulton Community Center will directly intercede in the cycle of repeated use of emergency room services for preventable health issues.

A partnership with a well established clinical institution such as Grady Health System will have added benefits beyond the addition of clinical primary care. The County will have access to resources to assist with addressing community oriented issues and enhanced monitoring and tracking of health outcomes in the hospital system and emergency room. Furthermore, the County will have an additional partner in future initiatives that address the social determinants of health.

Service data for the primary human services to be co-located are described below.

Fulton County Department of Health and Wellness

The Sandy Springs Health Center was constructed in 1948 and is located at 30 Johnson Ferry Road, Atlanta, GA 30328. According to the 2007 Health and Wellness Facility Master Plan, access to the center for clients was determined to be inadequate for the site was not eligible for expansion. In 2007, the facility was worth \$369,000 and had \$142,186 in deferred maintenance, roughly 38.5% of the value.



In the Facility Master Plan, staff created a measure for the optimal ratio of square footage to clients for service delivery. The Willie J. Freeman Health Center in College Park was chosen as the standard as it is the newest, most modern and efficient use of space. At the time, College Park had a ratio of 1.06 client visits per square foot (34,229 sq.ft.) and by comparison Sandy Springs had a ratio of 3.83 (3,195 sq.ft.), nearly 3.6 times greater. The proposed renovation of the North Fulton Annex will include approximately 10,000 square feet for primary care and public health services which will improve the ratio to 1.22 per square foot.

Client Visit Data for the Sandy Springs Health Center, 2007 and 2008

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Total
2007	722	544	612	641	609	616	748	861	538	847	642	509	7,889
2008	677	600	714	769	678	674	838	898	710	1,066	720	761	9,105
Total	1,399	1,144	1,326	1,410	1,287	1,290	1,586	1,759	1,248	1,913	1,362	1,270	16,994

Grady North Fulton Health Center

The Grady North Fulton Health Center is located at 1143 Alpharetta St., Roswell, GA 30075 and is staffed with a medical team that includes doctors from Emory and Morehouse schools of medicine, as well as highly trained certified nurses and support staff. The staff provides care for most non-emergency situations, with a focus on primary care. Services include routine check-ups to family planning, diabetes screenings, cholesterol checks, stress management, nutrition counseling, vaccinations, cholesterol checks, glaucoma screenings, back-to-school physicals and blood pressure screening for both children and adults. Services are provided in the following medical specialties: Adult Medicine, Family Planning, Midwifery and OB/GYN and Pediatrics. On site facilities currently include: Laboratory, Pharmacy, X-Ray, and Ultrasound.

Client Visit Data for the North Fulton Grady Community Health Center, 2008

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Total
ADULTS	704	677	694	708	735	675	777	859	899	1,203	519	680	9,130
PEDS	100	81	75	88	84	82	153	129	103	126	134	110	1,265
OB	78	66	65	73	71	73	81	53	81	67	39	41	788
LABS	135	130	130	135	140	130	145	145	145	160	140	137	1,672
Total	1,017	954	964	1,004	1,030	960	1,156	1,186	1,228	1,556	832	968	11,183

Workforce Development



The Fulton County Office of Workforce Development manages federally funded Career Resource Centers designed to provide employment and training support services to dislocated workers and low income adults. Data indicates that among the four Career Resource Centers managed by the Fulton County Office of Workforce Development, the North Fulton Career Center has consistently been responsible for one third of all new intakes and current caseloads in the Fulton County Workforce Preparation and Employment System in comparison to the other Fulton County Career Resource Centers.

Current data in the table below represents total unduplicated numbers in the Fulton County Office of Workforce Development program, and North Fulton Career Center customers as a percent of all customers served in the four Fulton County Career Resource Centers. Well over 50% of all customers in Job Readiness classes are enrolled at the North Fulton Career Center, and 50% of all customers enrolled in skills training activities are receiving training through the North Fulton Career Center.

Fulton County Office of Workforce Development Data, 2008

	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
New Intakes and Caseload	1082 (34%)	1595 (46%)	1026 (38%)	703 (36%)
Enrollees in Job Readiness Classes	331 (72%)	227 (53%)	118 (77%)	202 (76%)
In Skills Training Activity	104 (53%)	99 (46%)	116 (67%)	37 (29%)

Fulton County Mental Health, Developmental Disabilities and Addictive Diseases

Fulton County Mental Health provided services to over 3,000 clients at the Northside Hospital in 2007. Of the clients served, approximately 50% were categorized as African American, 40% as White, and 10% as Hispanic. The majority of Hispanic clients were typically referred to a private provider located in North Atlanta; however the provider has since closed its north Fulton location and currently only offers behavioral health services in Gwinnett County.

Behavioral health services based upon a sliding fee scale are proposed for the North Fulton Community Center under the new model of service delivery. Programs and services will be greatly expanded in Fulton County to include a System of Care model that utilizes a uniform evaluation and assessment tool that will enable partners to identify both behavioral and other social and community needs of the family and provide integrated physical health and behavioral health services.



4.0 Comparable Facilities

4.1 Comparable Facilities

A web search was conducted of other governmental entities that manage one-stop centers where citizens can visit one location and receive a variety of health and human services.

The following entities were identified:

1. Humboldt County, California
2. State of Delaware
3. Montgomery County, Maryland

Montgomery County, Maryland is comparable to Fulton County in way of population, services, and partners. The state of Delaware was selected because their population is similar to that of Fulton County and similar services are provided by both entities. Although Humboldt’s population is dramatically smaller than Fulton County, it offers vast services that are rendered in their Family Resource Centers. Expanded hours are offered one day a week at one location, furthering accessibility to services.

State/County	Population	Hours of Operation	Name of Center	Services Provided	Partners
California/ Humboldt County	128,864 (2007)	Unknown	Family Resource Center	*Adult Education Class *Dental Clinic *Emergency Needs *Family Support & Outreach *Health Outreach/ Programs/ Projects *Medical Clinic *Mental Health Counseling *Student Peer Groups *Technology Access *Total of a possible 33 programs offered	N/A
Delaware (state)	873,092 (2008)	M-F 8:00 a.m.- 4:30 p.m.	Carroll’s Plaza (established 1995)	*Child Support Enforcement *Division of Social Services *Department of Labor	N/A



State/County	Population	Hours of Operation	Name of Center	Services Provided	Partners
Delaware (state)	873,092 (2008)	M-F 8:00 a.m.- 4:30 p.m., Wednesday evenings until 7:00 p.m.	James W. Williams State Service Center (established 1974)	*State Service Centers *Social Services *Public Health *Substance Abuse/Mental Health *Dept. of Education *Parenting Classes *First State Community Action Agency *Human Relations	N/A
Maryland/Montgomery County	930,813 (2007)	M-F 9:00 a.m.- 5:00 p.m.	Progress Place (established 1990)	*Community Action Agency *Food and Clothes *Education, Training, and Outreach *ESL *Job training/Employment Assistance *Legal Services *Referral and Social Services *Supportive Services for Homeless	*C4 Clothes Closet *CASA Maryland *Caribbean Help Center *Catholic Community Center *Community Ministry of Montgomery County *Montgomery County Bar Association
Maryland/Montgomery County	930,813 (2007)	M-F 7:45 a.m.- 5:00 p.m.	UpCounty Regional Services Center	*Child Welfare Services *Community Health Services *Housing Stabilization Services *Income Support Services *Service Eligibility	*GuideYouth Services *Mercy Clinic *VESTA *CASA Maryland
Maryland/Montgomery County	930,813 (2007)	M-F 8:30 a.m.- 5:00 p.m.	Juvenile Assessment Center (established 2000)	*Child/ Adolescent Mental Health Services *Child Care Subsidy Programs *Early Childhood Services	*Child Assessment Center *MD Dept. Juvenile Justice *Dept. of Police, and Family Crimes

5.0 Building Description

5.1 Building Description

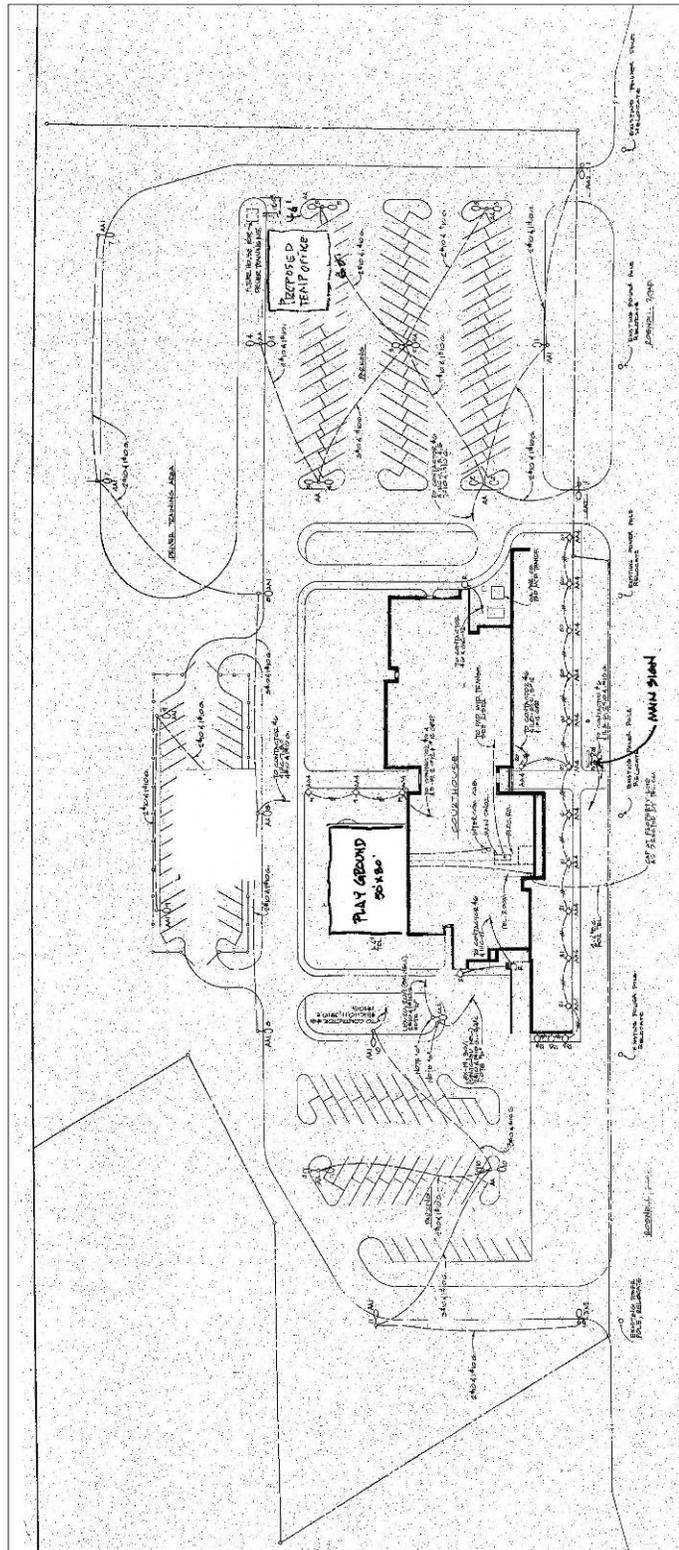
The North Annex was opened in 1976 and was created under the direction of the Board of Commissioners of Fulton County. The Minutes of the March 15, 1975 Board of Commissioners Meeting includes discussion of the 1974 and 1975 bond issuance for the Annex (as well as the South Annex). The Board further discussed the need for the Annex to allow the provision of services in an area more geographically convenient for Fulton Residents. Then Tax Commissioner Billy Roberts urged the Board action in an effort to have a location for the issuance of car tags in a County-owned space to lessen the need for rental space. The concept was for a one-stop shop which would house a variety of government agencies.

The approximately 40,000 square foot two story building consists of a north and south wing on each floor divided by a stairwell and elevator bank. The Annex previously housed such services as Police, Intake and Holding Facilities, a State of Georgia Driver's License Office, Zoning, and Permits which were discontinued after the incorporation of Sandy Springs. Today, the facility hosts office space for: the District 4 Commissioner, Magistrate Court, Juvenile Court, Solicitor's Office, Marshal's Office, Tax Commissioner, Tax Assessor, Voter Registration, and Cooperative Extension. In addition, there are meeting rooms available for use by the community.

The property has asphalt covered parking areas to the North, West and South. The building is handicapped accessible. Sidewalks facilitate access to the building from the North, South, East and West.

CURRENT SATELLITE IMAGERY

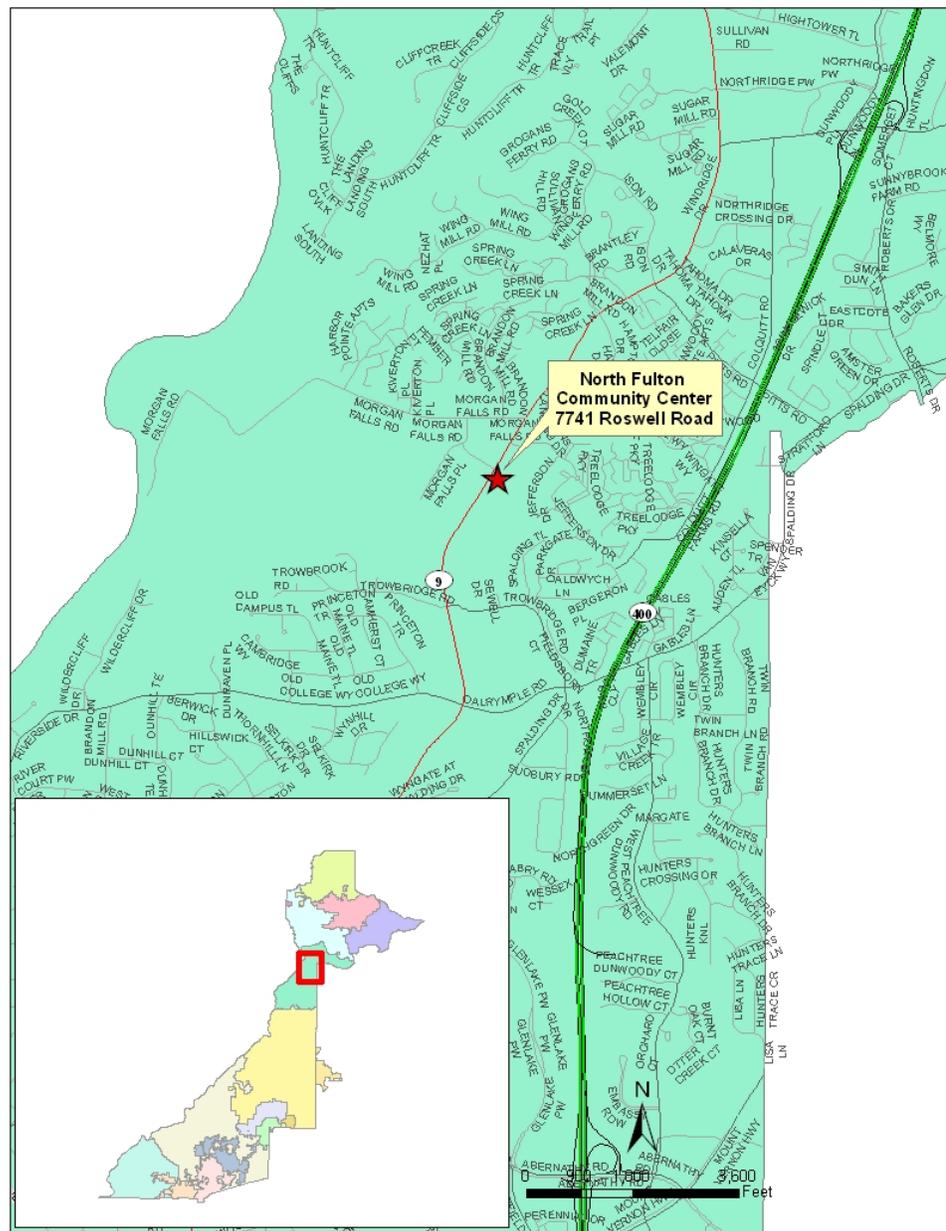




EXISTING SITE PLAN



MAP OF LOCATION





5.2 Current Occupants of North Annex

First Floor

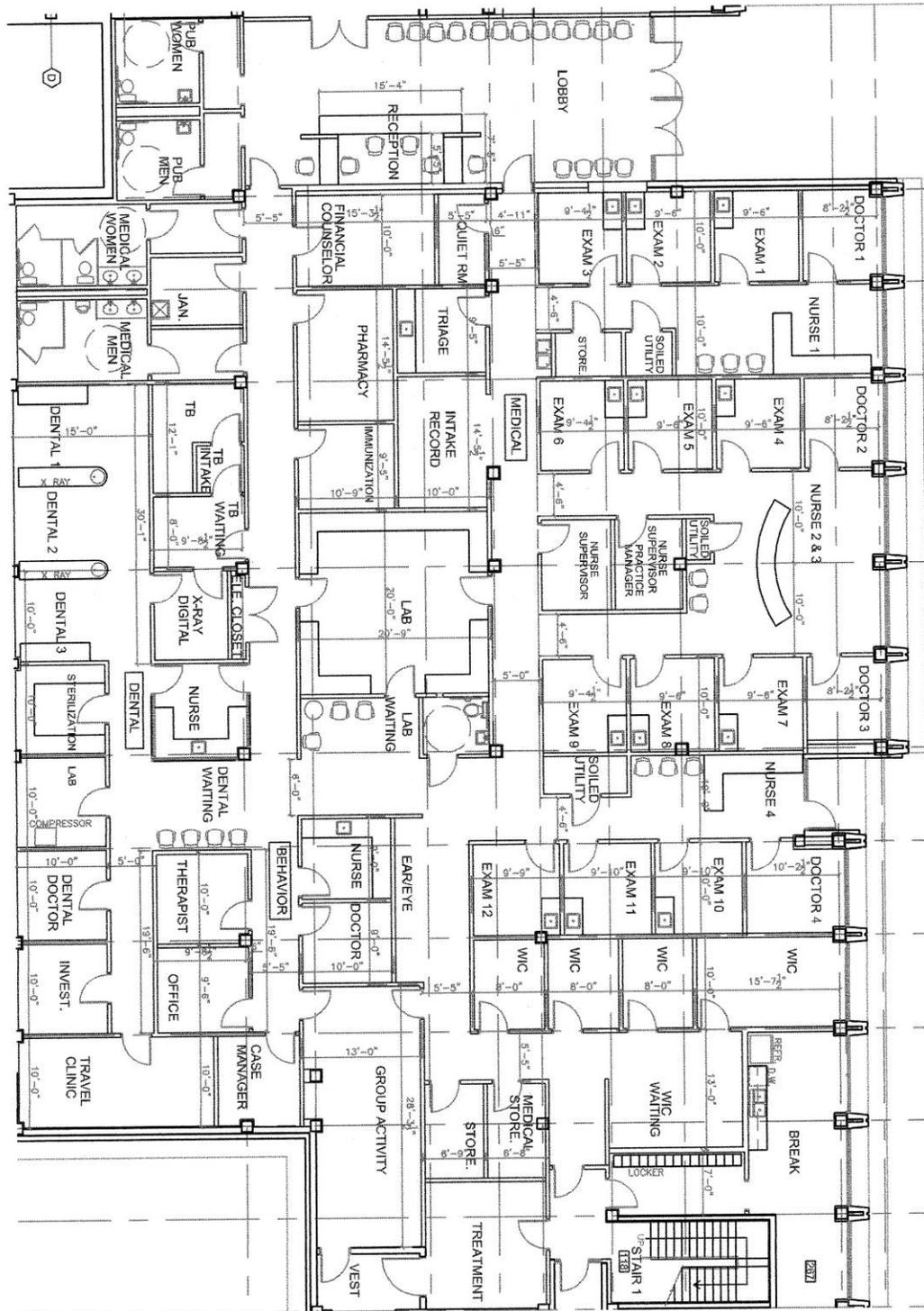
Room 111	Vehicle Tag Division
Room 109	Property Tax Office
Room 104	Juvenile Court Services

Second Floor

Room 234B	Tax Assessor
Room 234A	Clerk of Superior Courts
Room 226	Fulton County Marshal's Office
Room 233	Court Clerk's Office
Room 232	Judge Victoria Moran
Room 231	Court Clerk's Office
Room 225	Probate Court
Room 224	Deputy Office
Room 219	Magistrate Court
Room 218	Auditorium
Room 217	Commissioner Tom Lowe's Office
Room 215	Solicitor General's Office
Room 210B	Building Services Office
Room 210A	Zonal Manager's Office
Room 209	Voter Registration and Election
Room 204	Soil Conservation Services
Room 208	Conference Room
Room 202 and 203	Cooperative Extension Offices

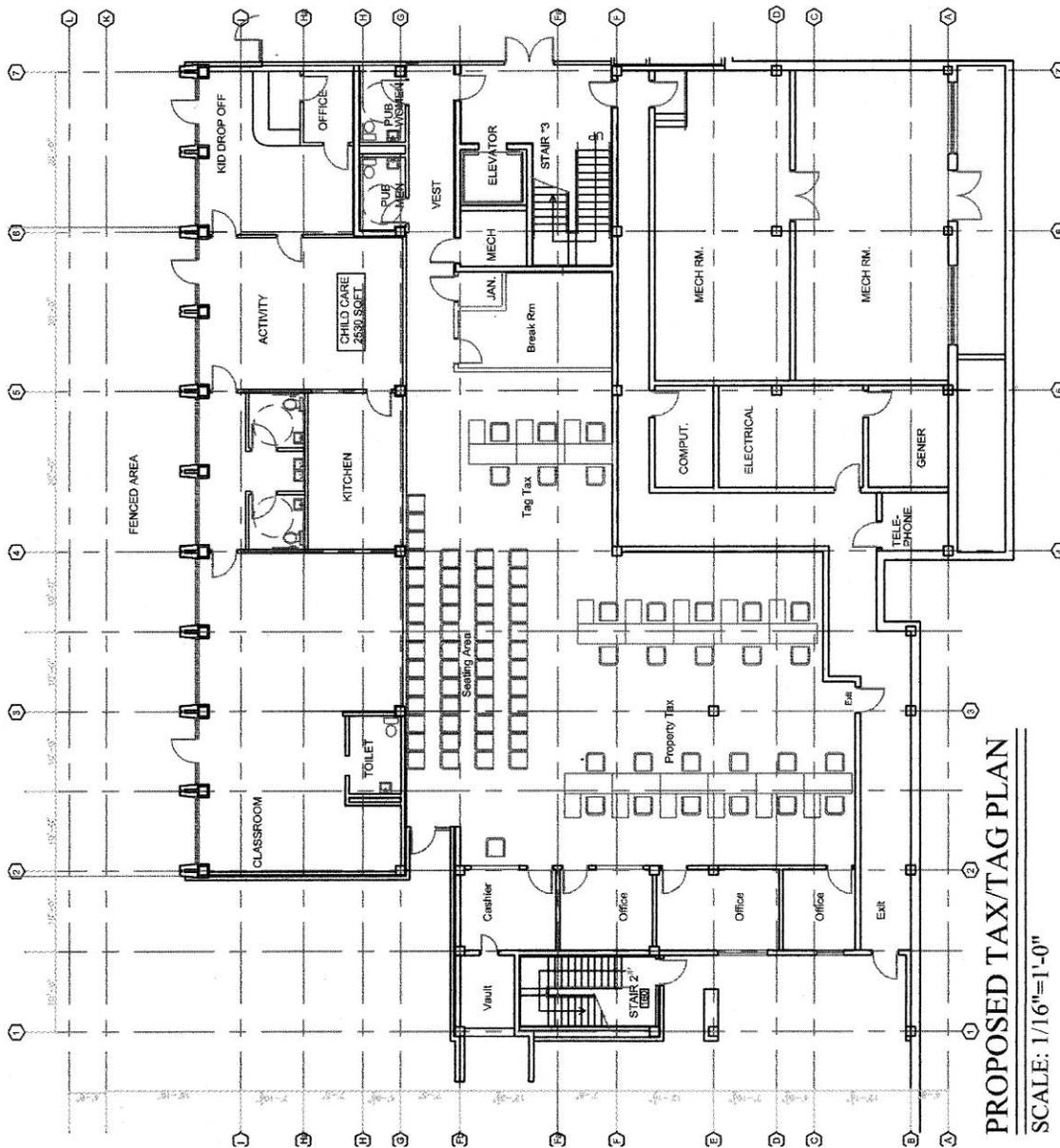


PROPOSED FIRST FLOOR CONFIGURATION





PROPOSED FIRST FLOOR CONFIGURATION





FIRST FLOOR – Proposed Services

Primary Care Clinic

First and foremost in this renovated facility is the Primary Care Clinic which will occupy the entire left side of the first floor. The focus will be to ensure quality care to indigent clients, in an effort to improve health outcomes, reduce visits to emergency rooms and ultimately eliminate unnecessary hospitalizations. Services will be charged via a sliding fee scale based upon a client's ability to pay, however, this state-of-the-art clinic will also serve insured clients.

To operate the clinic, Fulton County staff will be partnered with primary care staff from the Grady Health System's North Fulton Clinic. This joint-venture will, among other things, allow clients to access Grady specialty services. Some physicians and nurses will be Fulton County staff and some will be Grady staff, however all staff will be co-located with no visible distinction as to the particular employer. To the greatest extent possible, the clinic will be staffed by individuals who are bilingual in English and Spanish.

Services will be offered 5 days per week initially, but hours may be revised depending on client need. There will be one centralized intake, where all clients will be screened to determine if other County services might be of benefit (for example, a client presenting for primary care will be evaluated to determine if he or she is interested in utilizing job training services located on the 2nd floor of the center).

Services in the healthcare facility will be available to all clients and will include services which have been provided at Northside Hospital, the Sandy Springs Health Center and the Grady Health System's North Fulton Clinic:

- Primary Care
- Pharmacy
- Travel Immunization Services
- Communicable Disease Intervention
- WIC/Nutrition Education
- Oral Health
- Behavioral Health Counseling
- Behavioral Health Group Sessions

Day Care Facility

The right (northeast) side of the first floor will house two daycare facilities. The first daycare program will be to serve children of parents receiving services in the building. Activities and nutritious snacks (fruit, vegetables, fruit juices, etc.) will be available for the children. This service should increase the number of caregivers who avail themselves of primary health care as the need/cost for day care service for dependents has been eliminated. The second facility is to provide on-going daycare services to the children of employees in the building. Activities will include reading sessions provided by staff from the information center on the 2nd floor; Children will be able to access a new playground that will be installed on the property.

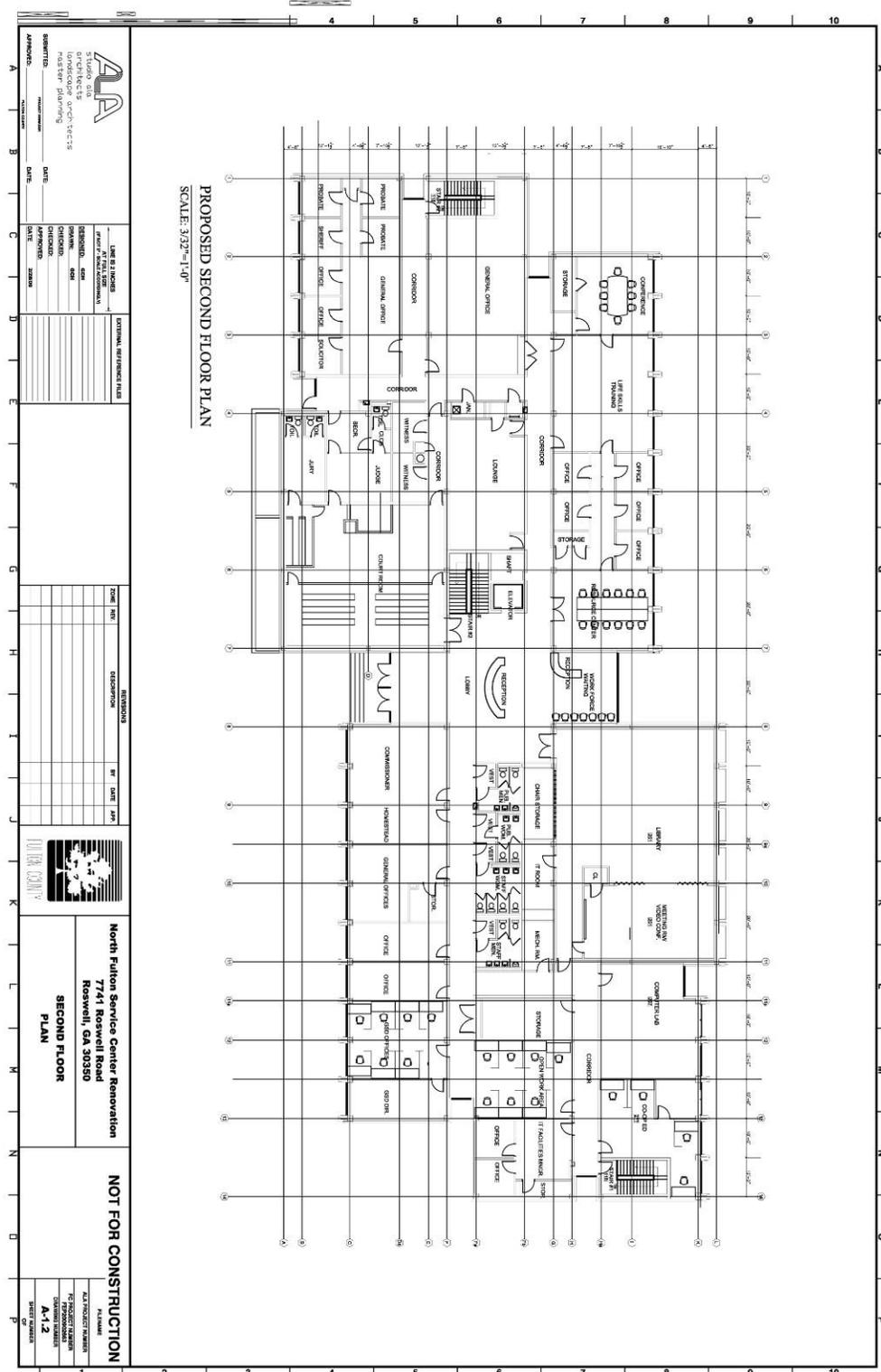


Tax Commissioner

The northwest quadrant of the first floor will host the Property Tax Office and the Motor Vehicle Offices. These offices will be accessible from the parking lot entrance on the north side of the building negating the need to transverse the clinic or day care.

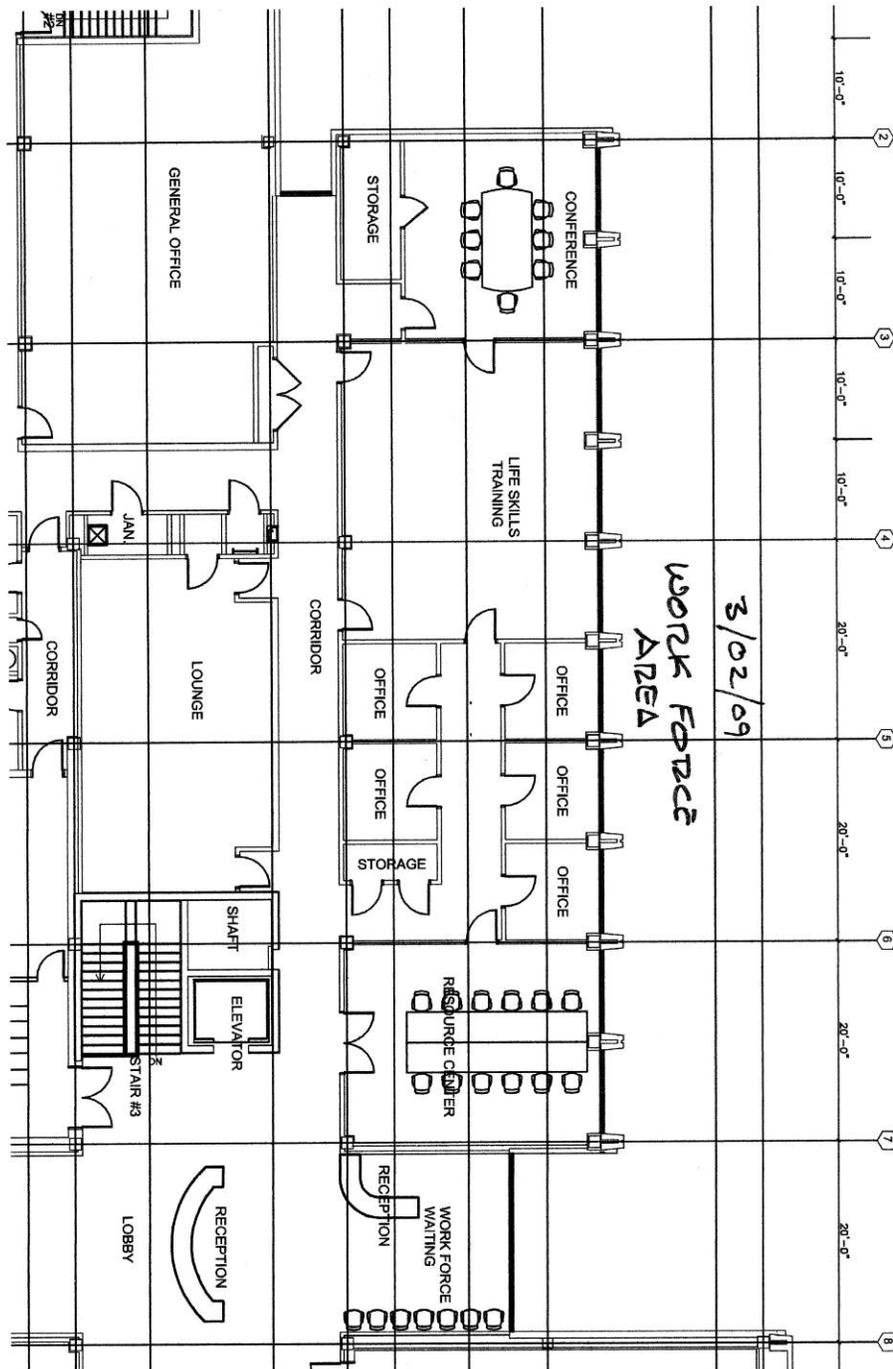


PROPOSED SECOND FLOOR CONFIGURATION





PROPOSED SECOND FLOOR CONFIGURATION





SECOND FLOOR – Proposed Services

The second floor is dedicated to more traditional government services and is directly accessible from the Roswell Road entrance or via the stairs and elevator from the first floor. All spaces not undergoing renovation on the second floor will be repainted, and have new flooring, lighting, and window treatments installed.

Commissioner's Office

The office for the District 4 Commissioner will remain in its current location, and will receive the cosmetic improvements described above.

Court Services

The Court Room and offices used by the Magistrate Judge will be renovated and will remain in their current location. The Court Room will be shared by the Juvenile Court Judge whose offices will be relocated to the northwest quadrant of the second floor. Court Protection Services will also be located in this area.

Reading Room/Information Center

The Service Center will also include a Reading Room/Information Center such as the one currently in place in the Cliftondale Community. The Information Center will not be a branch library (the Sandy Springs Library is nearby at Roswell Road and Mount Vernon), but will have specialized services for use by individuals while at the Service Center. It is anticipated that the space will provide: children's reading groups, informational brochures, computers (which could also be used for video games by teens at the Center), periodicals in several languages, and some books provided by the Friends of the Library. Staff for the facility will rotate from seven branches as well as Central Library. Voter Registration will be available and volunteers will provide English as a Second Language (ESL) classes as well as classes in medical conversation.

Tax Assessor

The Tax Assessor's Office has space to allow residents to file homestead exemptions, property tax payments, and address changes. The three staff will be located in refurbished space.



6.0 Facilities and Programs

6.1 Facility Size

Approximately 40,000 GSF of existing space

6.2 Space and Programs

The following spaces are proposed within the renovated North Fulton Community Center:

Primary Care Clinic

- Examination rooms
- Laboratory
- Treatment Room
- Pharmacy
- WIC/Nutrition
- Nurses stations
- Oral health rooms
- Triage area
- TB room
- Physician/Consult Offices
- Immunization room
- Travel clinic
- X-ray room
- Behavioral Health group/activity/classroom
- Behavioral Health treatment offices
- Behavioral Health quiet room
- Shared main waiting area
- Shared reception

Day Care Facility:

- Activity rooms
- Access to playground

Tax Commissioner

- Offices
- Reception area

Tax Assessor

- Offices
- Reception area

District 4 Commissioner's Office

- Offices
- Reception area



Court Services

- Offices
- Courtroom
- Jury room

Reading Room/Information Center

- General area
- Meeting/Video conferencing room
- Computer lab
- Cooperative Extension services

Workforce Development

- Reception area
- Resource center
- Offices
- Training room
- Conference room

Housing Assistance

- Offices

Community Space

- General office
- Lounge



7.0 Outreach and Marketing

In order to ensure that clients and community members are aware of the availability of services at the North Fulton Service Center, a comprehensive marketing and communications strategy is needed and will be implemented with the cooperation of the Office of Communications, the District 4 Commissioner's office and the Grady Health System's Marketing Department.

Audiences:

- Existing clients
- Potential clients
- Service providers and other community contacts
- Media

Marketing Collateral

Customized print collateral will be developed for key audiences. In each case, the collateral will provide an overview of the center, the scope of available services, and logistics for accessing the services (contact information, hours, parking, etc.) Print collateral will be developed by the Communications team within Health & Wellness with input from other partner departments/agencies.

- Existing Clients
A direct mail postcard will be distributed to current clients of Health & Wellness and Workforce Development.
- HOAs, community organizations
A comprehensive brochure will be distributed to community-based organizations through mail and in-person visits.
- Other Service Providers
A self-mailing brochure will be distributed to social service agencies, universities, and other service providers.

Media Outreach

The Office of Communications will work with participating agencies to develop a comprehensive media campaign to include an initial press release, a media tour, story pitches, and invitations to the Grand Opening.

Grand Opening

A Grand Opening ceremony will be planned to introduce the facility and its offerings to the community and key stakeholders. The Office of Communications within the County Manager's office will play a key role, in collaboration with participating agencies, the Board of Commissioners, the media, and others.



8.0 Management and Operations

8.1 Management of the Facility and Hours of Operation

The facility will continue to be maintained and operated by Fulton County General Services. Typical hours will be Monday through Friday from 8:30 am to 5:00 pm. It is anticipated that the Auditorium and Meeting Rooms will frequently be utilized after hours for community groups, neighborhood associations, etc. Hours for the clinic and daycare may be altered according to client demand. It is envisioned that limited evening or weekend hours may be implemented.



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10.0 APPENDIX

Appendix A

Cost plan from Architect