



February 2, 2011

Requesting Agency

Housing and Human Services Department

Commission Districts Affected

All

Requested Action (Identify appropriate Action or Motion, purpose, cost, timeframe, etc.)

Approval by the Board of Commissioners of the Feasibility Study for the South Fulton Service Center which will offer an array of comprehensive services that seek to strengthen families, specifically in an effort to enhance their physical and behavioral health, education levels, employment opportunities and sustainability.

Requirement for Board Action (Cite specific Board policy, statute or code requirement)

Fulton County Board of Commissions Resolution 04-163 dated October 20, 2004, requires that feasibility and fiscal impact data be provided prior to the approval of capital improvement projects.

Is this Item Goal Related? (If yes, describe how this action meets the specific Board Focus Area or Goal)

This action supports the Board of Commissioner's goals for Health and Human Services, specifically to coordinate health and social services in collaboration with the justice system and community partners and to provide prevention programs to needy and at-risk populations that enhance the quality of life.
[X] Yes [] No

Summary & Background

(First sentence includes Agency recommendation. Provide an executive summary of the action that gives an overview of the relevant details for the item.)

The renovation of the existing South Fulton Annex as described in the attached feasibility study aligns with Board goals and is one of six project proposals provided in the Common Ground; Creating Equity through Public Policy and Community Engagement initiative which was approved by the Board. The proposed renovation as described in the feasibility study will transform the existing structure into a state-of-the-art facility designed to house a spectrum of programs and departments, both county and through partnership for primary care services. Clients will be served seamlessly by an interdisciplinary team to ensure a complete continuum of care. Beyond those mandated by statute, programs and services will be selected based on epidemiological evidence for disease burdens and through community input for self-reported needs in the area. This process will apply to all future One-Stop County facilities. In creating this study, the Board's resolution was utilized as the content list for included items and previously approved feasibility studies were reviewed for contents and form.

Fiscal Impact / Funding Source

(Include projected cost, approved budget amount and account number, source of funds, and any future funding requirements.)

\$2.9 Million in funding for the renovation provided by the BOC in the 2011 budget.

Exhibits Attached

(Provide copies of originals, number exhibits consecutively, and label all exhibits in the upper right corner.)

South Fulton Service Center Renovation Feasibility Study

Agency Director Approval

County Manager's Approval

Typed Name and Title

Troy D. White, Director, Housing and Human Services

Phone

404.613.7944

Signature

Date

1-21-2011

Exhibits Attached (Provide copies of originals, number exhibits consecutively, and label all exhibits in the upper right corner.)

South Fulton Service Center Renovation Feasibility Study

Source of Additional Information (Type Name, Title, Agency and Phone)

Troy D. White, Director, Housing and Human Services, 404.613.7944



INTER-OFFICE M E M O R A N D U M

TO: Fulton County Board of Commissioners

FROM: Zachary L. Williams, County Manager
Office of the County Manager

DATE: January 21, 2011

RE: Executive Summary – South Fulton Service Center
Feasibility Study

This memorandum is being sent to provide an Executive Summary of the South Fulton Service Center feasibility study in advance of the Board of Commissioners meeting on February 2, 2011. The feasibility study is being presented for your information and discussion.

Executive Summary

Data indicate that there are numerous social determinants of health affecting greater South Fulton as a whole, and certain areas within some communities that are impacted more than others. In addition to providing a variety of offerings to clients currently receiving health and human services, there is opportunity to expand and enhance the current service delivery system in an effort to meet the needs of greater South Fulton. To address these social determinants of health, a feasibility study has been undertaken to describe plans for the renovation and repurposing of the South Annex into the South Fulton Service Center.

This project allows Fulton County 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 South Fulton Service Center will offer an array of comprehensive services that seek to strengthen families, specifically in an effort to enhance their physical and behavioral health, education levels, employment opportunities and sustainability. The South Fulton Service Center will bring together at one site, community-based services, well-patient care, sick patient care, OB/GYN services, communicable disease intervention, WIC/nutrition education, oral health services, behavioral health counseling, behavioral health group sessions, drop-in child care services, property tax and motor vehicle services, court services, a multi-use auditorium, workforce development services for youth, and an outdoor health enhancement area that will include expanded community gardens, walking trails and a meditation garden.

Population and Demographics

The majority of greater South Fulton area residents are African-American/ Black. Approximately 77% of the South Fulton area population is African-American/ Black, and 18% is Caucasian/ White. Approximately one percent is Asian, and four percent is of “other” or multi races. Approximately 5.2% (n= 8,098) of South Fulton area residents are Hispanic or Latino. In

some South Fulton census tract populations, the percentage Hispanic/Latino is as high as 22 to 26 percent. According to U.S. Census 2000 estimates for the census tracts corresponding with the greater South Fulton area, a total of 155,506 reside in the area. The distribution of females slightly outweighs that of males in the South Fulton area population. Fifty-three percent (n= 82,485) of the South Fulton population is female and 47% (n= 73,021) is male. The median household income across South Fulton area census tracts is \$38,850, and averaged across census tracts, approximately 15% (n=23,279) of South Fulton area residents live on incomes below the poverty level.

Health Indicators

Five years of data (2003-2007) from the Georgia Division of Public Health, Office of Health Information and Policy indicate health disparities during the earliest years of life are evident in the infant mortality rate for the area. There were 10.3 deaths within the first year of life in District 7 (per 1,000 live births) versus 7.4 for all of Fulton County. District 7 produces 21.3% of Fulton's births, but contributes 29.7% of the infant mortality for the County.

From 2003 through 2007, 23.6% of hospital discharges in Fulton County due to asthma were among residents of District 7, yet the representative census tracts only contain 19.1% of the total population for Fulton County. During the same time period, hospital discharges from diabetes were 2.5 times higher in District 7 (408.3 per 100,000) compared to Fulton County (161.9 per 100,000). Twenty-two percent (22%) of all deaths in Fulton County from 2003-2007 due to cancer were among residents of District 7, accounting for 2,762 deaths, and 9,355 District 7 hospital discharges resulted from heart disease, representing 22.7% of all heart disease hospital discharges in Fulton County.

Between 2003 and 2007, 161 District 7 area residents died due to homicide, accounting for 26.6% of all deaths due to homicide in Fulton County. During the same period, the death rate due to all types of cancer was 2.1 times higher in District 7 (272.7 deaths per 100,000 population) compared to Fulton County (131.4 deaths per 100,000 population). From 2003-2007, 1,525 District 7 deaths resulted from heart disease, representing 23.6% of all heart disease deaths in Fulton County, and 22.8% of all HIV deaths in Fulton County were among residents of the District 7 area, accounting for 299 deaths in the District 7 area.

Social Indicators

According to the Georgia Department of Labor, a total of 16,013 residents of South Fulton filed initial claims for unemployment insurance between January and August 2010, representing approximately 40% of all initial unemployment claims filed during the same time period for the entire county. Following an increase every year from 2004 to 2007, the total number of businesses (all types of industries) in the South Fulton area in 2008 had fallen below what it was previously in 2004.

According to Trulia, a real estate search engine that is renowned for providing current real estate information at the local level, as of October 29, 2010, 8,045 homes were under foreclosure in Fulton County, with 60.2% of foreclosures listed in zip codes within greater South Fulton.

Research has shown a link between school discipline and juvenile delinquency, especially particular forms of discipline. Discipline among public school students in District 7 increases as the students get older. In elementary schools only approximately 13% of students received any type of disciplinary action during the 2008-2009 school year. This percentage increased to 37% of individual students receiving disciplinary action among middle school students and 50% of high school students received disciplinary action during the 2008-2009 school year.

The Fulton County Police Department has responsibility for reporting Part One crimes to the federal and state government. Part One crimes include Larceny (theft), Motor Vehicle Theft, Burglary, Aggravated Assault, Rape, Homicide and Arson. According to Fulton County Police Department data, there has been an overall decline in Part One crimes in unincorporated Fulton County since 2008. While there are a number of factors that have likely contributed to this drop in crime, it is important to recognize that the rate has steadily declined for the last three years.

Population growth in a particular area can cause increased demands on the market and the services that are currently being offered in the area. Fulton County Department of Environment and Community Development data indicate that the population in unincorporated South Fulton is expected to grow by approximately 61% during the period between 2010 and 2025. The overall population in unincorporated South Fulton is forecasted to increase from 66,639 in 2010 to 107,489 in 2025.

Potential Users

Based on the pattern seen in the client base at Neighborhood Union, it is reasonable to expect that the same may occur at the South Fulton Service Center after renovation and expansion of services. Neighborhood Union Health Center was opened as a renovated one stop shop health center offering a multitude of services in February 2009. Compared to client levels prior to renovation and expansion, the number of unique clients at NUHC after renovation increased by 21%.

Potential users of the South Fulton Service Center will be those clients in District 7 and the surrounding areas who utilize both the College Park Regional Health Center and the Palmetto Health Center before it was closed for renovation. A meeting is planned with representatives from Palmetto Health Center to determine its target population and proposed list of services.

Financial Analysis

It is anticipated that a total of \$2.9 million dollars will be needed for the renovation of the facility, including \$2 million for interior renovation costs. This estimate does not include furniture, fixtures and equipment, which will be determined once programming and services have been finalized.

If you need additional information, please contact me.

cc: Troy D. White, Director, Housing and Human Services Department



South Fulton Service Center Renovation Feasibility Study

Housing and Human Services Planning and Evaluation Division

December 2010



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Executive Summary

As this feasibility study will show, data indicate that there are numerous social determinants of health affecting greater South Fulton as a whole, and certain areas within some communities that are impacted more than others. In addition to providing a variety of offerings to clients currently receiving health and human services, there is opportunity to expand and enhance the current service delivery system in an effort to meet the needs of greater South Fulton. To address these social determinants of health, this feasibility study has been undertaken to describe plans for the renovation and repurposing of the South Annex into the South Fulton Service Center.

The South 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 South Fulton Service Center will offer an array of comprehensive services that seek to strengthen families, specifically in an effort to enhance their physical and behavioral health, education levels, employment opportunities and sustainability. The South Fulton Service Center will bring together at one site, community-based services, well-patient care, sick patient care, OB/GYN services, communicable disease intervention, WIC/nutrition education, oral health services, behavioral health counseling, behavioral health group sessions, drop-in child care services, property tax and motor vehicle services, court services, a multi-use auditorium, workforce development services for youth, and an outdoor health enhancement area that will include expanded community gardens, walking trails and a meditation garden.

In order to gain an appreciation of our rationalization for this project, we have utilized current demographic data, state health data, health statistics from nearby College Park Regional Health Center, workforce development data from the county's Office of Workforce Development, school graduation rates and discipline data from the Georgia Department of Education, foreclosure rates, South Fulton crime data, and census data to further support the need for expanding services in a neighborhood-based one-stop facility.

A range of health, social care and employment agencies need to work closely together in an effort to ensure quality services are provided in the most effective and efficient manner possible. Fulton County residents will be able to walk in to the South Fulton Services Center and access a variety of resources in one location that will be easily accessible, safe and welcoming.



Presented herein is a feasibility study which underscores the efficiency and effectiveness of the delivery of social and health services for the South Fulton Service Center. Considered in its entirety, the project will ensure that Fulton County continues in its quest to significantly improve 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 county owned structure in the southern portion of Fulton County where services will be offered in a comprehensive service delivery model. This proposed project is one of several described in the report, *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, a Planning Calendar for Proposed Regional Health and Youth Centers was included in the FY2010 Fulton County Board of Commissioners' Focus Areas and Goals document adopted by the Board in 2009. The South Fulton Regional Health Center was listed in the planning calendar as a project for development in 2012. In a continued effort to further the



County's Common Ground initiative, the proposed repurposing of the South Fulton Service Center will incorporate the one-stop service center concept where health and human services will be provided in a coordinated manner. Offices that provide County services such as voter registration, tags and Probate Court services will continue to be located at the facility. Additionally, the center will house Office of Workforce Development staff currently housed at the leased Youth Employment Services Center located on Old National Highway, furthering the Board desire to reduce the number of leased facilities.

Project Overview

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 redeveloping the South Fulton Services Center to allow for the provision of a spectrum of services residents can access in one location. By engaging other nontraditional partners in 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 repurposing of the South Fulton Service Center as a contemporary, one-stop full service center would project an image of excellence in service to the community, and impart a clear message that government cares about their concerns.

1.2 Demographics

The majority of South Fulton County corresponds with Fulton County Commission District 7, and the greater portion of acreage is unincorporated land. Municipalities located in South Fulton include Palmetto, Fairburn, Union City, College Park, Hapeville, East Point, and a small portion of southwest Atlanta. The South Fulton Annex is located at 5600 Stonewall Tell Road in College Park, Georgia. It is located approximately nine miles southwest of Hartsfield-Jackson International Airport, and is positioned near major roads such as Roosevelt Highway and South Fulton Parkway.

U.S. Census 2000 estimates for the census tracts corresponding with the greater South Fulton area indicate a total population of 155,506. The distribution of females slightly outweighs that of males in the South Fulton area population. Fifty-three percent (n= 82,485) of the South Fulton population is female and 47% (n= 73,021) is male.

The majority of greater South Fulton area residents are African-American/ Black. Approximately 77% of the South Fulton area population is African-American/ Black, and 18 % is Caucasian/ White. Approximately one percent is Asian, and four percent is of "other" or multi races. Approximately 5.2% (n= 8,098) of South Fulton area residents are Hispanic or Latino. Some areas of South Fulton appear to have relatively higher concentrations of Hispanic/Latino populations compared to other areas of South Fulton. In some South Fulton census tract populations, the percentage Hispanic/Latino is as high as 22 to 26 percent. There are



approximately 968 Spanish-speaking households in the greater South Fulton area identified as linguistically isolated.

1.3 Primary Market Area

For the purposes of this feasibility study, the geographic bounds were defined as all zip codes and United States Census Bureau census tracts within District 7. The services currently available at the South Fulton Annex are available to all County citizens and it is acknowledged that clients who reside outside the border of District 7 will be serviced at the repurposed South Fulton Service Center.

In an effort to describe population estimates and characteristics of South Fulton County, U.S. Census 2000 data were collected at the census tract level. The South Fulton geographical area corresponds with the following U.S. Census tracts in Fulton County, Georgia:

77.01	105.10	109.00
77.02	105.11	110.00
78.02	105.12	111.00
103.01	105.13	112.01
103.03	105.14	112.02
103.04	106.01	113.01
104.00	106.03	
105.07	106.04	
105.08	107.00	
105.09	108.00	

The median household income across South Fulton area census tracts is \$38,850. Median household incomes per South Fulton area census tract population range from \$20,824 to \$65,254. Averaged across census tracts, approximately 15% (n=23,279) of South Fulton area residents live on incomes below the poverty level. Over half (n=12,584) of those living on incomes below the poverty level in South Fulton are those of working ages 18 to 64 years. Another 16% (n=3,628) of persons living below the poverty level are young children ages 5 years and younger. Approximately 13% (n=3,069) are children ages 6 to 11 years, and 10% (n=2,421) are youth ages 12 to 17 years.



Age Range	Number	Percent
Under 5 years	3,016	13.0%
5 years	612	2.6%
6 to 11 years	3,069	13.2%
12 to 17 years	2,421	10.4%
18 to 64 years	12,584	54.1%
65 to 74 years	817	3.5%
75 years and over	760	3.3%
Total	23,279	100.0%

Approximately 7% (n= 1,577) of South Fulton area residents living on incomes below the poverty level are seniors ages 65 years or older. Approximately 8,680 households in the South Fulton area receive retirement income.

Educational Attainment Status

U.S. Census data describing educational attainment status of South Fulton area residents ages 25 years and older indicate approximately one-fifth (n=19,428) of residents to have less than a high school diploma as their highest level of education completed. Of those non-high school graduates, 25% (n=4,926) made it all the way to the 12th grade but did not graduate. In this particular subgroup of non-high school graduates, there is a slightly greater number of males (n=2,513) compared to females (n=2,413). Across all non-high school graduates regardless of grade completed, females outnumber males at 51% (n=9,902) female and 49% (n=9,526) male.

Approximately 29% (n=27,266) of South Fulton area residents ages 25 years and older have a high school diploma as their highest level of education achieved. Females outnumber males among South Fulton area high school graduates, with 54% (n= 14,849) of this group female and 46% (n= 12,417) male.

Nearly one quarter (n= 23,652) of South Fulton area residents ages 25 years and older have some college but no degree. Among this group, the number of females outweighs that of males at 56% (n=13,354) female and 44% (n=10,298) male. Approximately 26% (n=24,787) of South Fulton area residents ages 25 years and older have college, professional school, or graduate degrees. The number of females outnumbers that of males among this group at 59% (n=14,642) female and 41% (n=10,145) male.



Educational Attainment Levels among South Fulton Area Residents Ages 25 Years and Older	Male	Female	Total
Total	42,386	52,747	95,133
No schooling completed	747	578	1,325
Nursery to 4th grade	269	267	536
5th and 6th grade	953	808	1,761
7th and 8th grade	1,017	1,094	2,111
9th grade	975	1,107	2,082
10th grade	1,464	1,655	3,119
11th grade	1,588	1,980	3,568
12th grade, no diploma	2,513	2,413	4,926
High school graduate (includes equivalency)	12,417	14,849	27,266
Some college, less than 1 year	2,778	4,055	6,833
Some college, 1 or more years, no degree	7,520	9,299	16,819
Associate degree	2,005	2,724	4,729
Bachelor's degree	5,204	7,748	12,952
Master's degree	1,940	3,136	5,076
Professional school degree	631	628	1,259
Doctorate degree	365	406	771

1.4 Selected Health Issues

The following section describes select health outcomes for District 7. The data were collected from vital statistics datasets provided by the Georgia Division of Public Health, Office of Health Information and Policy. Unless otherwise described, all data are from 2003-2007, a total of 5 years.

Births

From 2003 through 2007 there were 14,028 live births in District 7; 21.3% of all births in Fulton County for that time. Of those births, parents in the selected area exhibited a much greater proportion of the risk factors for poor birth outcomes.

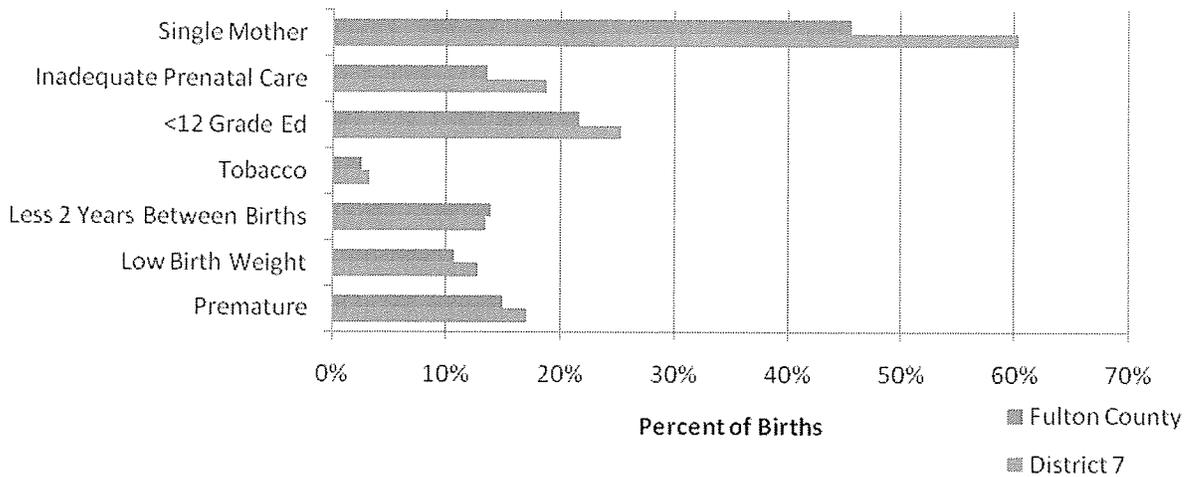
Characteristics of mothers in District 7:

- 17% of live births were premature vs. 15% in Fulton County
- 19% had inadequate prenatal care vs. 14% in Fulton County
- 25% had less than an 12th grade education vs. 22% in Fulton County
- 13% of live births were low birth weight vs. 11% in Fulton County
- 60% of mothers were single vs. 46% in Fulton County



In the following graph, the percent for these and additional risk factors in Fulton (red) and District 7 (blue) are provided. For example, 18.7% of babies born in District 7 were to mothers with inadequate prenatal care, compared to 13.6% in the rest of Fulton.

Comparison between Fulton and District 7 of Prevalence of Prenatal Risk Factors, 2003-2007



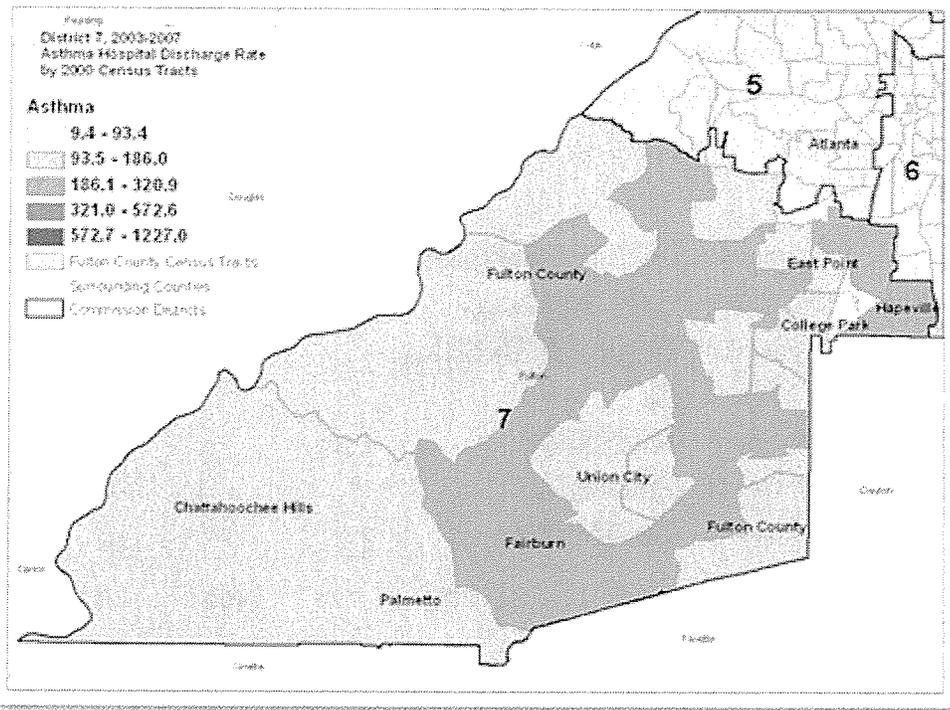
Health disparities during the earliest years of life are evident in the infant mortality rate for the area. There were 10.3 deaths within the first year of life in District 7 (per 1,000 live births) versus 7.4 for all of Fulton County. District 7 produces 21.3% of Fulton’s births, but contributes 29.7% of the infant mortality for the County.

Morbidity

Morbidity, illness or disease, can be measured by the hospital discharge rate for a community. The hospital discharge rate gives the number of individuals who sought care from a hospital for an illness per 100,000 in the population, whether in the emergency department, as an inpatient or outpatient. While this measure does not provide a total measure of all illness in a community it does give a glimpse of those whose illness was severe enough to require medical attention in a hospital setting. Unless otherwise noted, the rate includes individuals within all lifestages (ages), as categorized by the Georgia Division of Public Health, Office of Health Information and Policy.

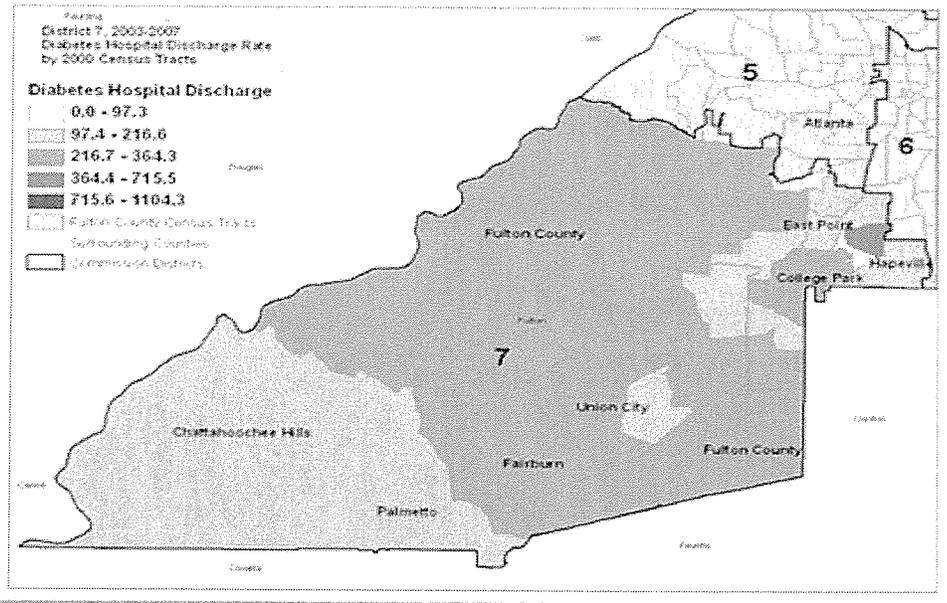
Asthma

- From 2003 through 2007, 23.6% of hospital discharges in Fulton County due to asthma were among residents of District 7, yet the representative census tracts only contain 19.1% of the total population for Fulton County.
- The overall hospital discharge rate for District 7 (294.5 per 100,000 population) was 2.3 times higher than the rate for Fulton County (129.6 per 100,000 population).



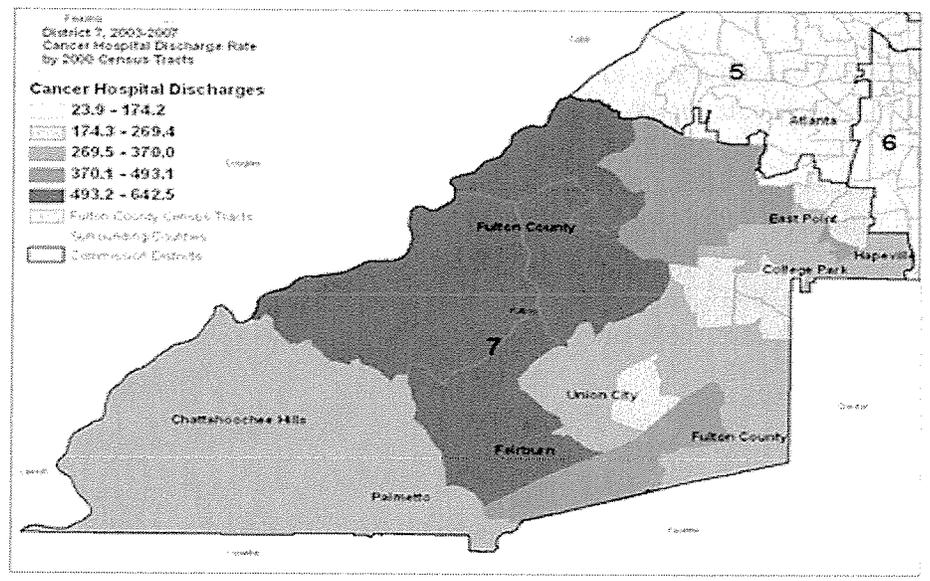
Diabetes

- Hospital discharges from diabetes were 2.5 times higher in District 7 (408.3 per 100,000) compared to Fulton County (161.9 per 100,000).
- 26.1% of all diabetes hospital discharges in Fulton County from 2003-2007 were among residents of District 7, a total of 1,905.



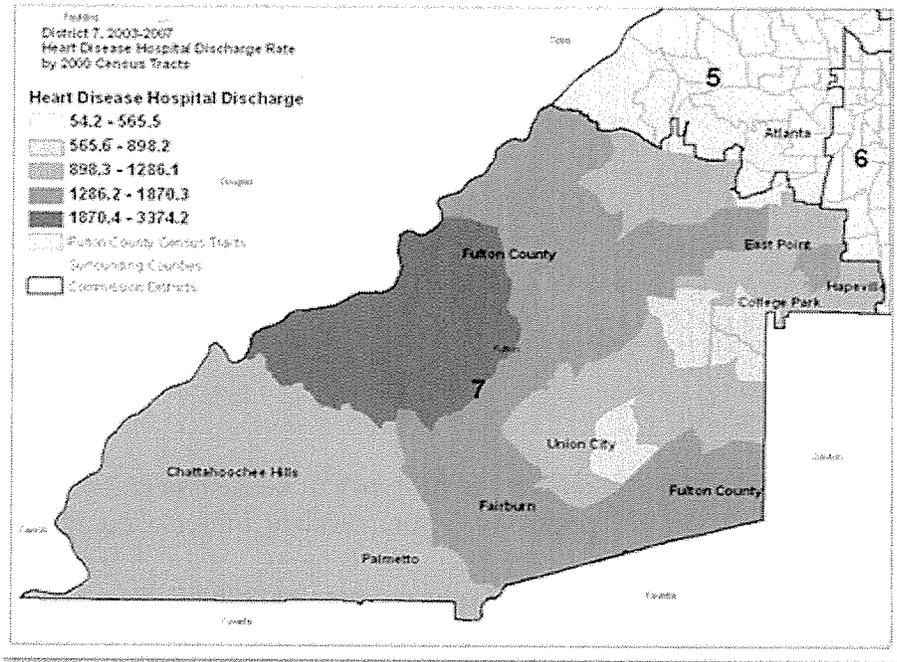
Cancer

- The hospital discharge rate due to all types of cancer was 2.1 times higher in District 7 (592.0 per 100,000 population) compared to Fulton County (285.2 per 100,000 population).
- 22% of all deaths in Fulton County from 2003-2007 due to cancer were among residents of District 7, accounting for 2,762 deaths.



Heart Disease

- From 2003 to 2007 the hospital discharge rate due to heart disease was 2005.3 per 100,000 persons. This rate was 2.2 times higher than the rate for Fulton County (914.8 per 100,000 population).
- From 2003-2007, 9,355 District 7 hospital discharges resulted from heart disease, representing 22.7% of all heart disease hospital discharges in Fulton County.

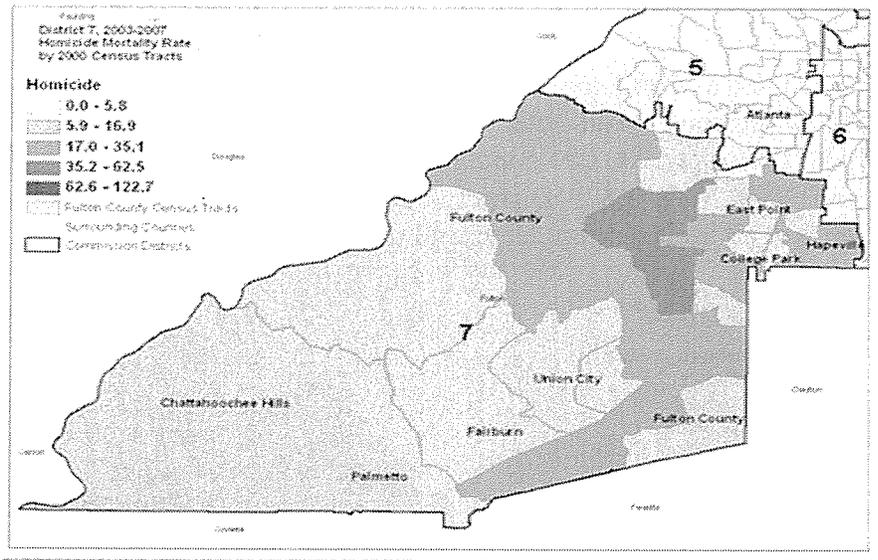


Deaths (Mortality)

The representative census tracts for District 7 contain 19.1% of the total population for Fulton County in many cause categories, yet provide a disproportional amount of the deaths.

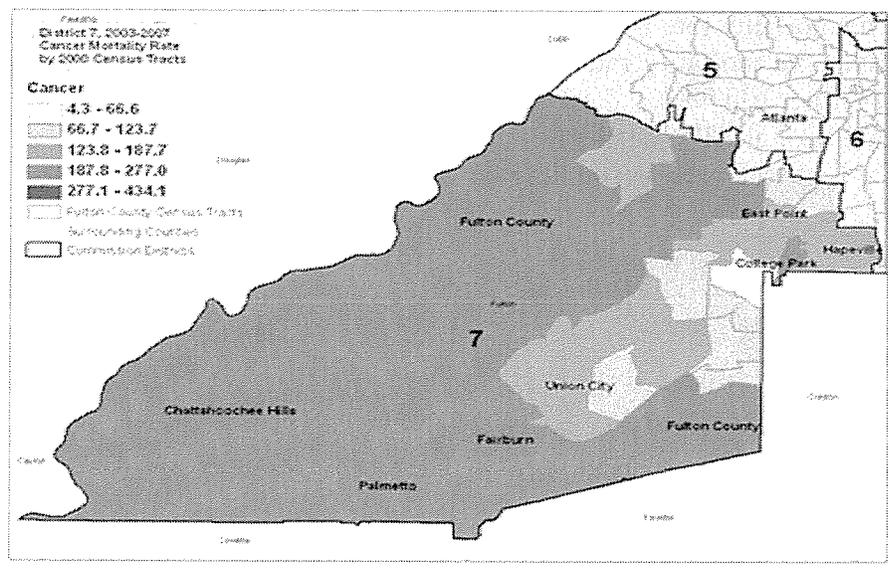
Homicide

- Homicide was 2.6 times higher in District 7 (34.8 deaths per 100,000 population) than Fulton County (13.4 deaths per 100,000 population).
- Between 2003 and 2007, 161 District 7 area residents died due to homicide, accounting for 26.6% of all deaths due to homicide in Fulton County.



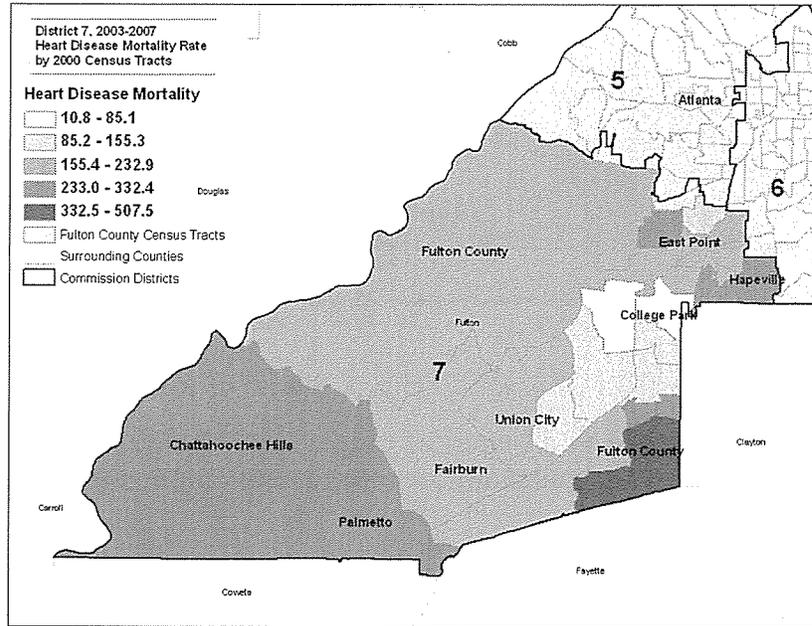
Cancer

- The death rate due to all types of cancer was 2.1 times higher in District 7 (272.7 deaths per 100,000 population) compared to Fulton County (131.4 deaths per 100,000 population).
- 22% of all deaths in Fulton County from 2003-2007 due to cancer were among residents of District 7, accounting for 2,762 deaths.



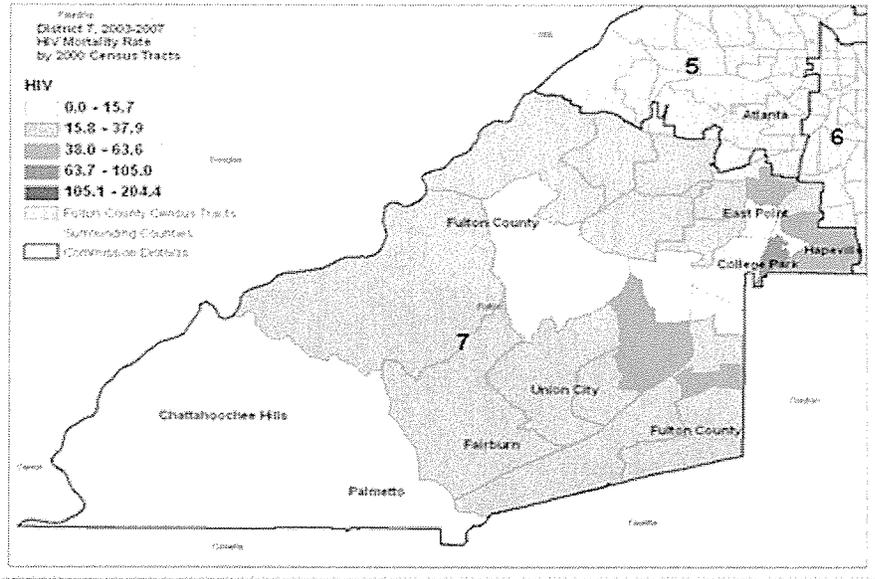
Heart Disease

- From 2003 to 2007 the mortality rate due to heart disease was 326.9 deaths per 100,000 persons. This rate was 2.3 times higher than the rate for Fulton County (143.6 deaths per 100,000 population).
- From 2003-2007, 1,525 District 7 deaths resulted from heart disease, representing 23.6% of all heart disease deaths in Fulton County.



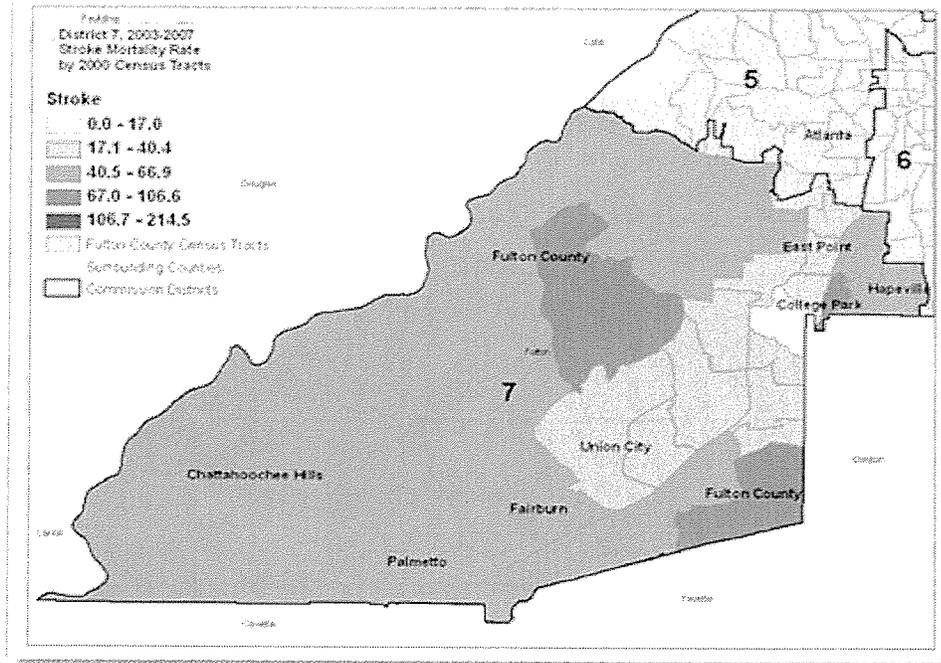
HIV

- The mortality rate from HIV in District 7 from 2003-2007 was 44.2 per 100,000, 2.2 times the mortality rate from HIV in Fulton County during the same time period, (20.1 per 100,000).
- 22.8% of all HIV deaths in Fulton County from 2003-2007 were among residents of the District 7 area, accounting for 299 deaths in the District 7 area.



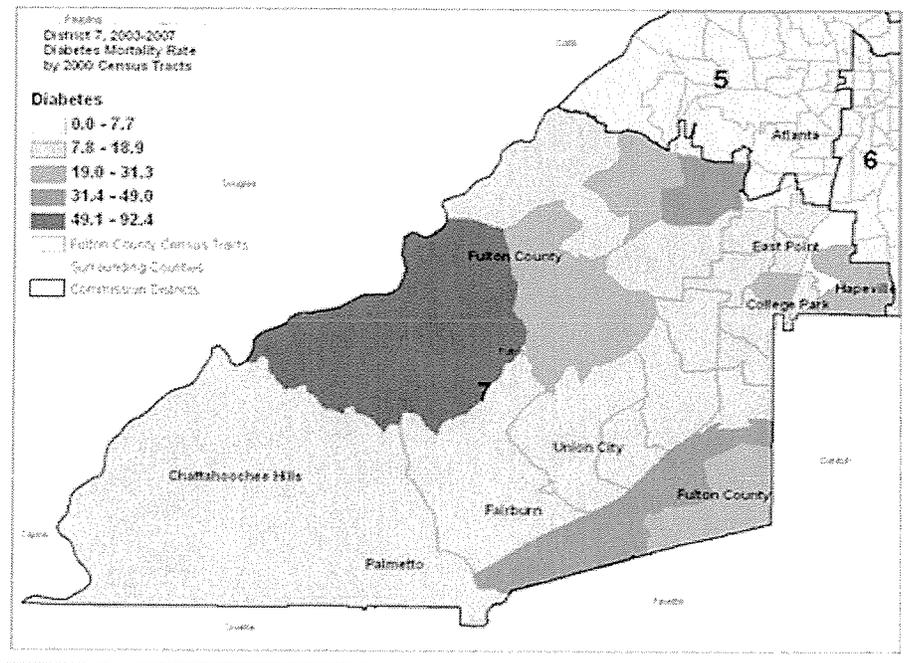
Stroke

- The mortality rate from stroke in District 7 (71.4 deaths per 100,000 population) from 2003-2007 was 2 times greater than the rate for Fulton County (35.4 per 100,000 population).
- Overall, 20.9% of the deaths from stroke in Fulton County were among District 7 residents, accounting for 333 deaths in District 7.



Diabetes

- Deaths from diabetes were 2.4 times higher in District 7 (34.7 per 100,000) compared to Fulton County (14.4 per 100,000).
- 25% of all diabetes deaths in Fulton County from 2003-2007 were among residents of District 7, a total of 162 deaths.





2.0 Market Analysis

2.1 Study Methodology

The feasibility study defines the need for this redevelopment project and provides a brief outline of how the project meets those needs.

The first step in the process for the study included defining the market and conducting a detailed demographic analysis of the health, workforce and housing data currently existing for greater South Fulton. The next step involved an analysis of projected growth for the area surrounding the proposed redevelopment site, as well as a review of Fulton County Police Department crime data. The management structure, programs, budgets and other technical information were compiled by the Housing and Human Services Planning and Evaluation Division, in consultation with General Services, Health and Wellness, and the Library.

2.2 Market Definition

The Fulton County South Annex is located at 5600 Stonewall Tell Road, College Park, Georgia, which is located in Fulton County Commission District 7. The Annex is located in an area comprised of mostly multi-family residential sites, and is surrounded by the Fulton County Department of Family and Children Services building, as well as several county-owned General Services and Public Works facilities.

2.3 Needs Analysis

The following section describes select issues for South Fulton, including foreclosure rates, the state of unemployment, crime rates, as well as school performance and discipline data. The data were collected from data sources including Trulia, Georgia Department of Labor, the United States Census Bureau, Fulton County Office of Workforce Development, Fulton County Police Department, and the Georgia State Office of School Discipline.

Foreclosures

Trulia is a real estate search engine that is renowned for providing current real estate information at the local level, and has been the source of real estate data for international news sources such as *Reuters* and *Forbes*. In an effort to provide the most up to date depiction of foreclosures in South Fulton, Trulia was consulted and zip code information utilized. Foreclosures listed by Trulia include those where a Notice of Default has been filed by the lender and those listings that are currently bank owned because the lender has taken ownership of the property. As of October 29, 2010, Trulia.com reported 8,045 homes under foreclosure in Fulton County, with 60.2% of foreclosures listed in zip codes within greater South Fulton.



Zip Code	Number of Foreclosures as of October 29, 2010
30213	548
30268	121
30291	371
30296	457
30311	305
30320	0
30331	783
30336	28
30337	104
30344	582
30349	1,375
30354	169
TOTAL	4,843

The State of Employment

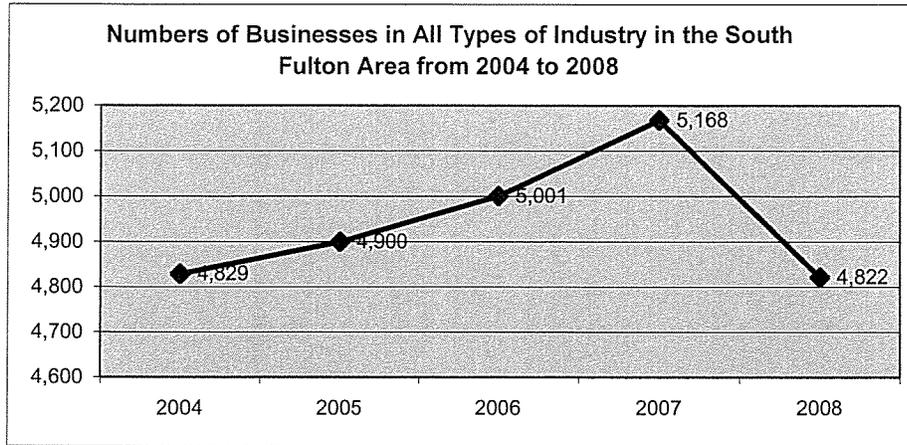
According to the Georgia Department of Labor, a total of 16,013 residents of South Fulton filed initial claims for unemployment insurance between January and August 2010. This represented approximately 40% of all initial unemployment claims filed during the same time period for the entire county. During the same time period, a total of 164,066 residents of South Fulton filed for a continuation of unemployment benefits, which represented approximately 38.5% of all continuations filed for the entire county.

Additionally, residents of South Fulton represented approximately 43% of all unemployment insurance claims that were exhausted between January and August 2010. While these numbers are one indication of the state of unemployment in South Fulton, it is also important to note the number of people from this area that have sought workforce development services from the County's Office of Workforce Development this year. Between January and October 2010, a total of 134 youth sought services from the Fulton County Office of Workforce Development, as did 740 adults and dislocated workers.

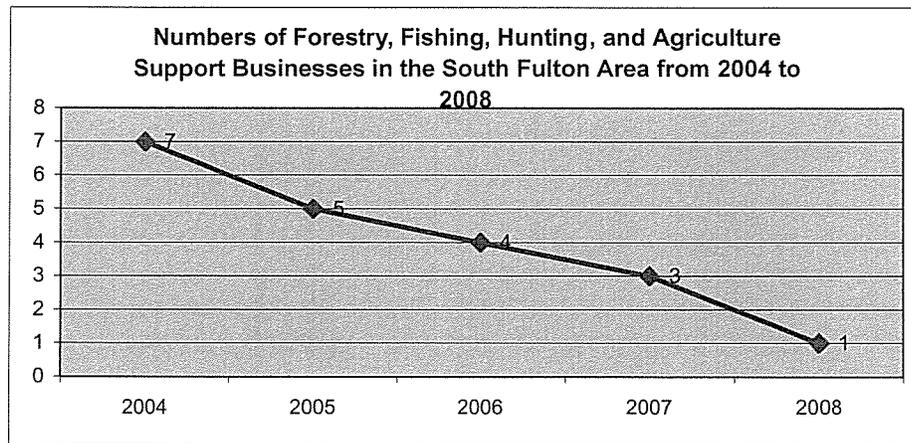
In considering the state of unemployment, it is also important to note business patterns of industries located in South Fulton.

Business Patterns

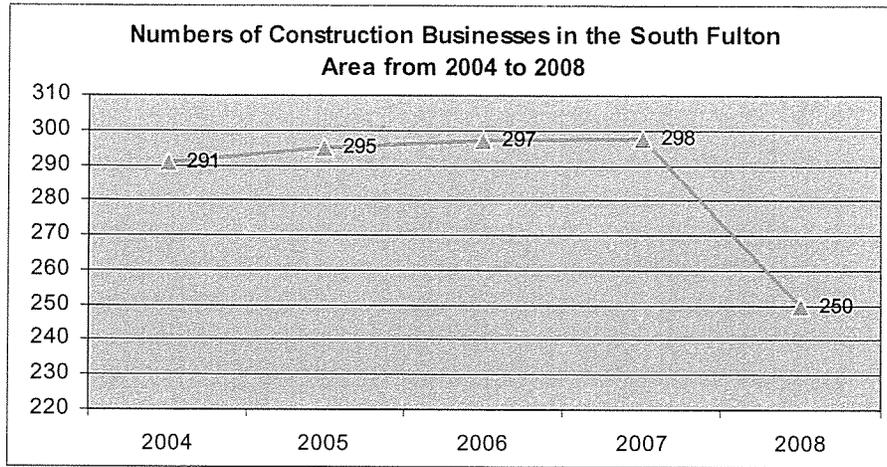
Following an increase every year from 2004 to 2007, the total number of businesses (all types of industries) in the South Fulton area in 2008 had fallen below what it was previously in 2004.



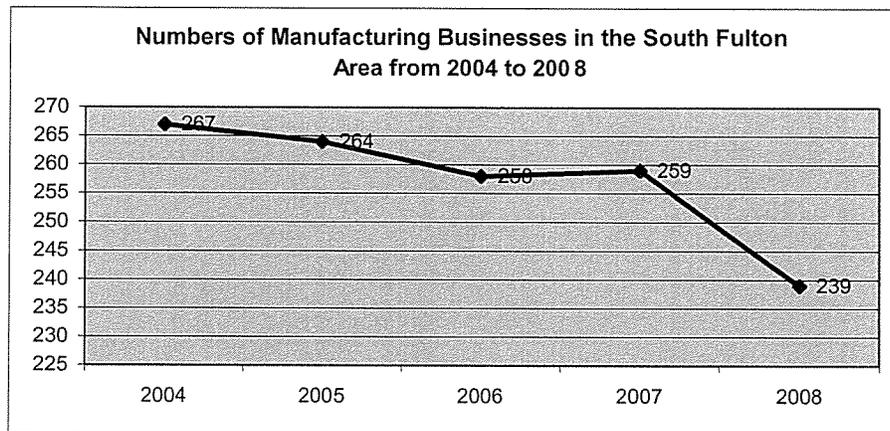
The number of businesses in forestry, fishing, hunting, and agriculture support industries in the South Fulton area has continued to decline every year since 2004.



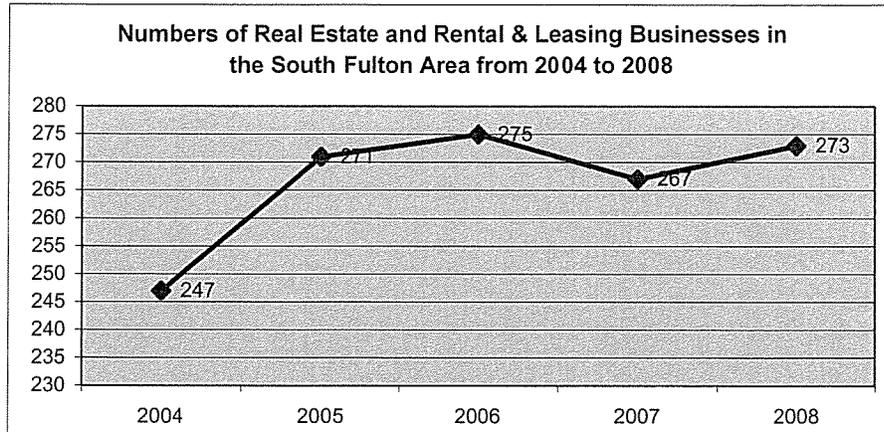
After slow and relatively steady increases across four consecutive years, the number of businesses in the construction industry in the South Fulton area fell from 298 in 2007 to 250 in 2008.



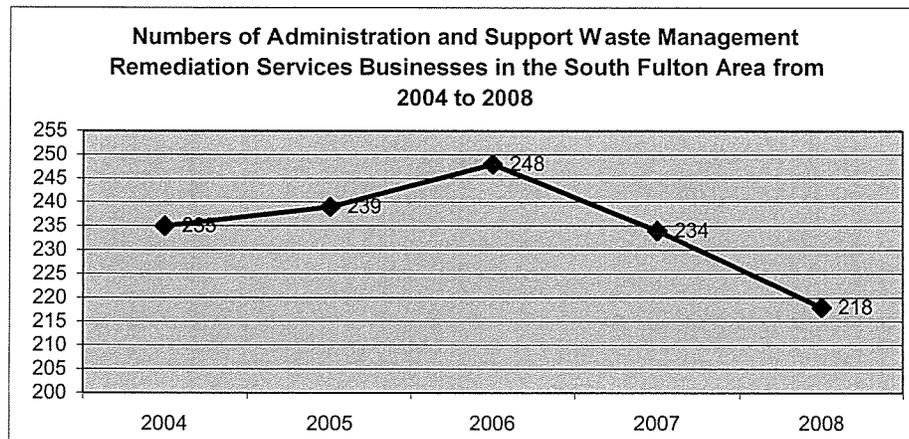
The number of manufacturing industry businesses in the South Fulton decreased between 2004 and 2006, and then witnessed a larger decrease between 2007 and 2008.



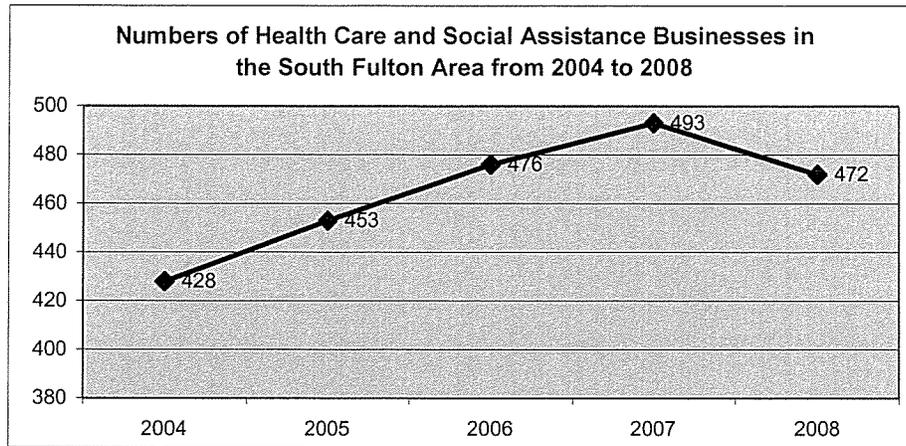
Real Estate, Rental and Leasing appear to be one of the few types of industry in the South Fulton area to experience increase in the number of businesses between 2007 and 2008.



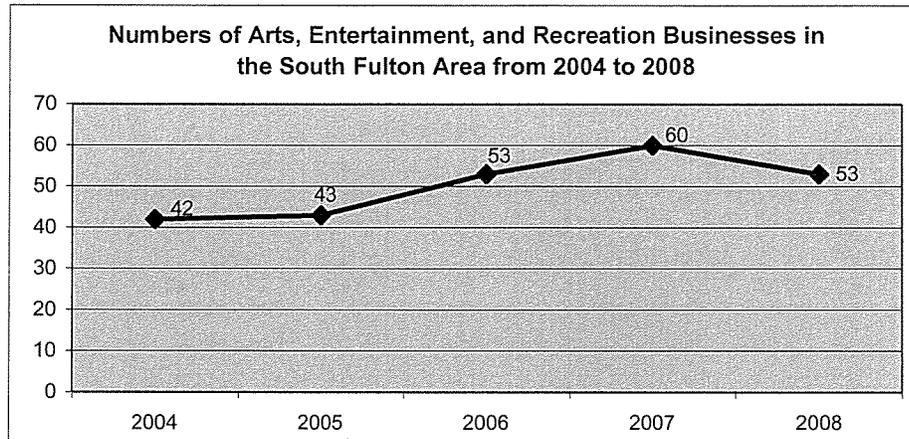
The number of businesses in administration and support waste management remediation services industry in the South Fulton area decreased between 2006 and 2008.



The number of businesses within health care and social assistance industries in the South Fulton area experienced steady increase from 2004 and 2007, and then decreased to approximate 2006 levels in 2008.



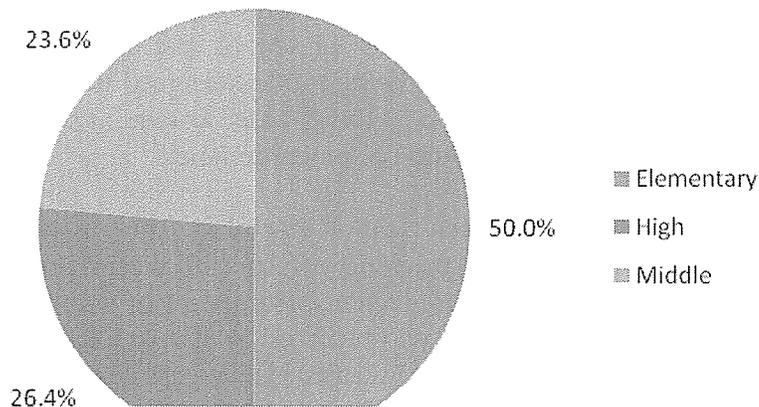
The number of businesses in arts, entertainment, and recreation industries increased each year between 2004 and 2007, then decreased in 2008.



School Discipline

According to the Georgia Department of Education active schools list, there are 30 elementary schools, 12 middle schools and 9 high schools in the Fulton County School System and Atlanta Public School System in District 7. As of March 8, 2010 the enrollment was approximately 36,800 students. Fifty percent of students are in elementary schools and the remaining students are split almost evenly among middle schools and high schools.

Distribution of Students in District 7, 2010



Truancy among students is a major problem with far reaching implications. It has been ranked as one of the major problems facing schools today. Truancy may be the beginning of a string of problems among students leading to falling behind in coursework to ultimately dropping out of school all together. Students that are not in school during the day, but on the streets are at higher risk of criminal behavior involving drugs, alcohol or violence. Truancy may be the beginning of a lifetime of unemployment, crime and incarceration (1).

Both the Fulton County School System (2) and the Atlanta Public School Student Handbook (3) define truancy as five days or more of unexcused absences during the calendar school year for any student subject to the Compulsory Attendance Law. Unexcused absences are those in which the student fails to attend school, with or without the knowledge of a parent or legal guardian, for reasons other than those specifically outlined as excused absences. Unexcused absences do not include those missed due to out of school suspension.

The table below presents the percent of students who missed more than 15 days in District 7 public schools for the 2008-2009 school year. The data includes all absences, both excused and unexcused. Though it is not possible to determine which students represented in the data are truant, it is possible to see patterns in the high percentages of students who have missed more than 15 days per year. For example, it is notable that 78% of the high schools in District 7 have greater than 20% of students missing 15 days of school. This is more than would be expected due to illness or other reasonable excused absences and may indicate issues related to truancy among these high school students.



Students Who Missed More than 15 Days in District 7 Public Schools (2008-2009 School Year)

	Less than 5% of students	5 to 9% of students	10-19% of students	>20% of students
Elementary Schools	12 (44%)	14 (52%)	1 (4%)	
Middle Schools	6 (55%)	4 (36%)	1 (9%)	
High Schools	1 (11%)	0 (0%)	1 (11%)	7 (78%)

In response to the issue of truancy in the South Fulton area, the South Fulton Truancy Reduction and Intervention Project (T.R.I.P.), a truancy pilot program sponsored by Commissioner William “Bill” Edwards was initiated for the 2010-2011 school year throughout several targeted areas of South Fulton. TRIP is a community policing model designed to prevent, identify and intervene in truancy situations. It is comprised of a broad-based community and interagency task force to reduce truancy and its costs to the South Fulton community.

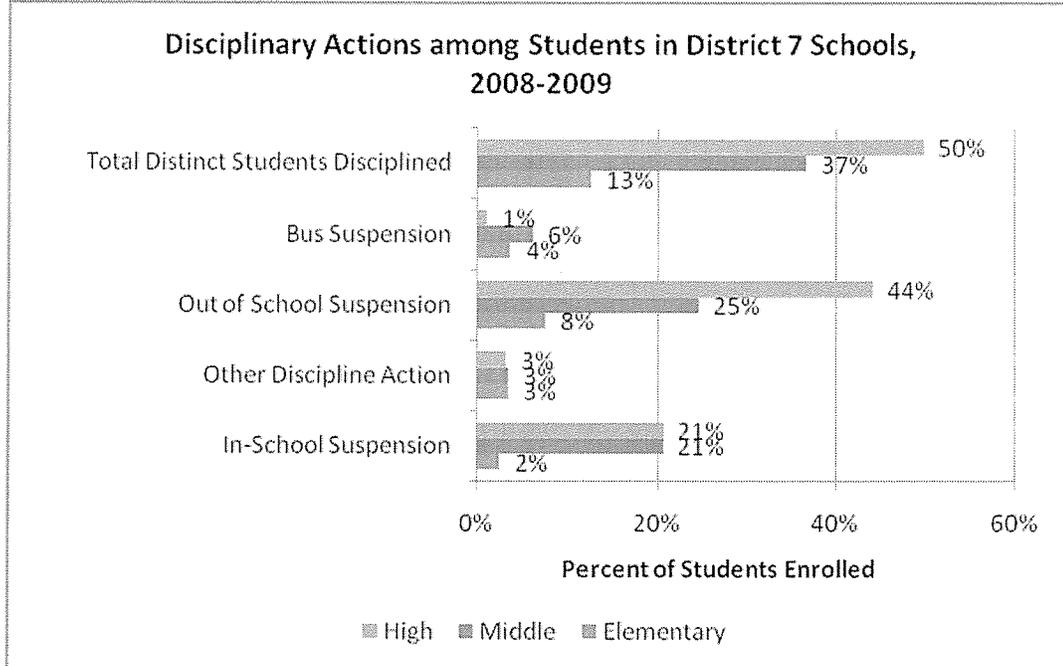
Research has shown a link between school discipline and juvenile delinquency, especially particular forms of discipline. Exclusionary forms of discipline such as suspension are a significant factor in whether a student decides to drop out of school entirely. Youth who drop out of school are 3.5 times more likely to be arrested than graduates (4). Additionally, 82% of the adult prison population and 85% of juvenile justice cases are drop outs (4). Children under than 13 showing persistent disruptive behavior are likely to become child delinquents. Offenders at this young age are at a much greater risk of becoming serious, violent and chronic juvenile offenders (5).

Discipline among public school students in District 7 increases as the students get older. In elementary schools only approximately 13% of students received any type of disciplinary action during the 2008-2009 school year. This percentage increased to 37% of individual students receiving disciplinary action among middle school students and 50% of high school students received disciplinary action during the 2008-2009 school year.

The types of disciplinary actions given vary across school age as well. Out of school suspension is highest among high school students. Bus suspension is most prevalent among middle and elementary school students. Both middle and high school students make up equal percentages of in school suspensions with very few elementary school students receiving this type of disciplinary action.

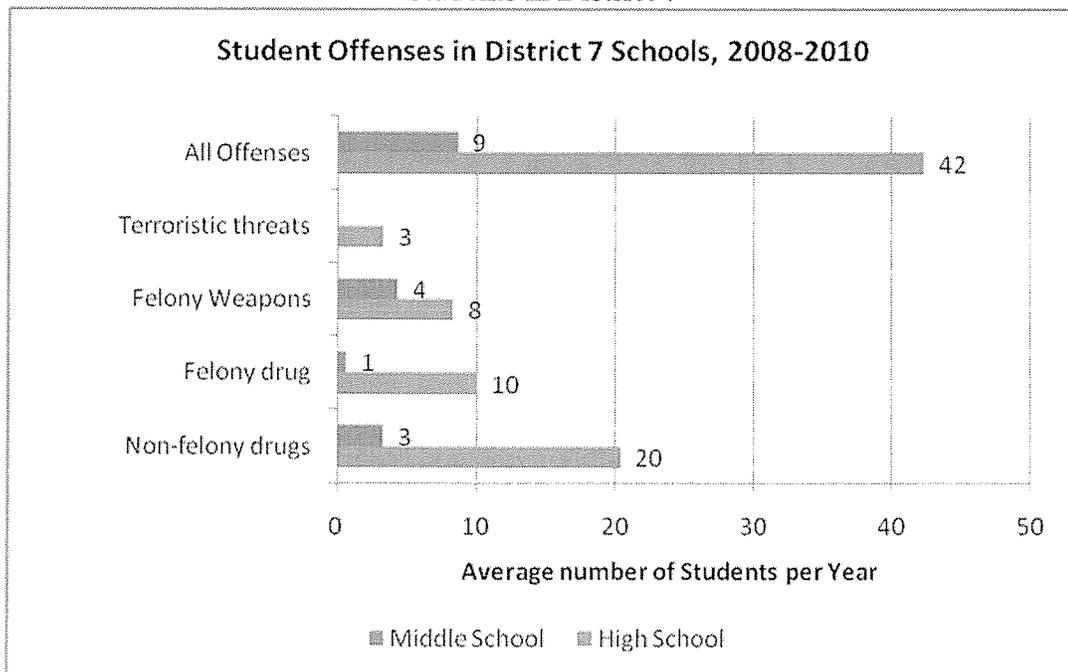


Discipline among Fulton County and Atlanta Public School Students in District 7



The most serious offenses among public middle and high school students are presented in the table below. Presented is the average number of offenses over the three year period 2008-2010 for each offense by type of school.

Serious Student Offenses by School Type among Fulton County and Atlanta Public School Students in District 7





The potential offenses included in this list were aggravated battery, aggravated child molestation, aggravated sexual battery, aggravated sodomy, armed robbery, first degree arson, kidnapping, murder, rape, voluntary manslaughter, non-felony drug possession, felony drug possession, felony weapons, and terroristic threats.

Drop Out and Graduation Rates

Drop out rates and graduation rates within a particular area speak to the future of the students who reside there, as well as the community. The rates also represent the student’s potential educational and economic future. Drop out and graduation rates of high schools located in South Fulton are highlighted below.

High School Drop-Out and Graduation Rates in South Fulton County 2008-2009

School	School District	Drop-out rate (Grades 9-12)	Graduation Rate
Banneker	Fulton	11.1 %	79.6 %
Creekside	Fulton	5.1 %	80.4 %
McClarín	Fulton	34.9%	41.6%
*Langston Hughes High School (opened 7/1/2009)	Fulton	N/A	N/A
Tri-Cities	Fulton	4.8 %	77.4 %
Westlake	Fulton	2.9 %	87.3 %
Therrell School of Business and Entrepreneurship (closed 6/30/2010)	Atlanta Public School	1.0%	75.6%
Therrell School of Engineering, Math, and Science	Atlanta Public School	2.9%	N/A
Therrell School of Health and Science	Atlanta Public School	2.9%	N/A
Therrell School of Law, Government, and Policy	Atlanta Public School	2.6%	37.5%

*Note. Langston Hughes data is not yet available.
Source: Governor’s Office of Student Achievement

The numbers in the above chart depict an interesting picture of schools in South Fulton. A drop out rate low of 2.6% is found at Therrell School of Law, Government, and Policy, while McClarin (an alternative school), is much higher at 34.9%. The graduation rate low is found at Therrell School of Law, Government, and Policy and is 37.5%, while the highest graduation rate can be found at Westlake High School. Westlake boasts an 87.3% graduation rate.



School Lunch Program

The National School lunch program provides free or reduced price school lunches for children of families who are economically disadvantaged. Eligibility is based on the federal poverty guidelines which are established by the U.S. Department of Health and Human Services. In 2009, for a family of four, that level is \$22,050. For a child to receive reduced price meals, at 185% of the poverty level, the annual family of four’s income, must not exceed \$40,793. To receive a free meal, that same family size income could not exceed \$28,665, which is 130% of the poverty level.

Below is a chart that identifies the numbers of children who were eligible for free and reduced lunches in South Fulton County as of October 6, 2009.

Free and Reduced Lunches for South Fulton Schools - Fiscal Year 2010

School	Enrollment	Free Meals	Reduced Priced	% of students receiving meals	Total (Free and Reduced Meals)
Atlanta Public Schools (in S. Fulton)	2,498	1,912	184	87.13	2,096
Fulton County Public Schools (in S. Fulton)	32,466	22,434	2,668	77.6%	25,102
TOTAL	34,964	24,346	2,852		27,198

Note: Feldwood Elementary, Main Street Charter Academy Elementary and Middle school data are not yet available.

Source: Georgia Department of Education

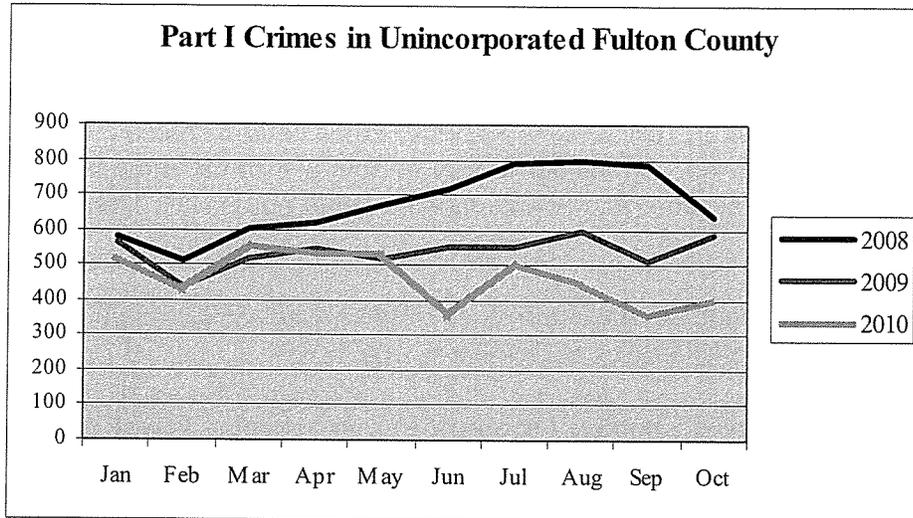
There are currently 27,198 students receiving free or reduced lunches in South Fulton; 1,912 attend Atlanta Public Schools, while 22,434 attend Fulton County Schools. The disparity is so large because there are many more schools in the Fulton County School System than Atlanta Public Schools that are located in south Fulton.

Part One Crimes in Unincorporated Fulton County

The Fulton County Police Department has responsibility for reporting Part One crimes to the federal and state government. Part One crimes include Larceny (theft), Motor Vehicle Theft, Burglary, Aggravated Assault, Rape, Homicide and Arson. According to Fulton County Police Department data, there has been an overall decline in Part One crimes in unincorporated Fulton

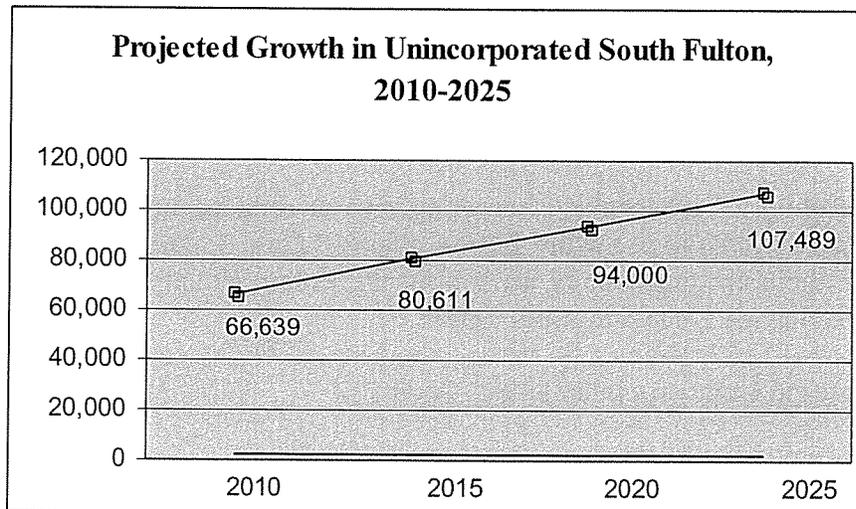


County since 2008. While there are a number of factors that have likely contributed to this drop in crime, it is important to recognize that the rate has steadily declined for the last three years.



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. Fulton County Department of Environment and Community Development data indicate that the population in unincorporated South Fulton is expected to grow by approximately 61% during the period between 2010 and 2025. The overall population in unincorporated South Fulton is forecasted to increase from 66,639 in 2010 to 107,489 in 2025.



Population growth estimates predict certain areas of incorporated South Fulton will experience more growth than their incorporated counterparts. Between 2010 and 2025, Palmetto's



population is expected to increase by 64%, compared to College Park and East Point, which are only expected to increase by 13% and 18% respectively.

Projected Population Growth in Incorporated Areas of South Fulton County

	2010	2015	2020	2025	% Projected Growth 2010-2025
College Park	20,797	21,937	22,871	23,622	13%
East Point	44,704	47,579	50,021	52,763	18%
Fairburn	9,075	11,038	12,926	14,831	63%
Hapeville	6,849	7,441	7,970	8,490	24%
Palmetto	4,492	5,661	6,529	7,396	64%
Union City	15,264	17,008	18,620	20,003	31%
Total	101,181	110,664	118,937	127,105	25%

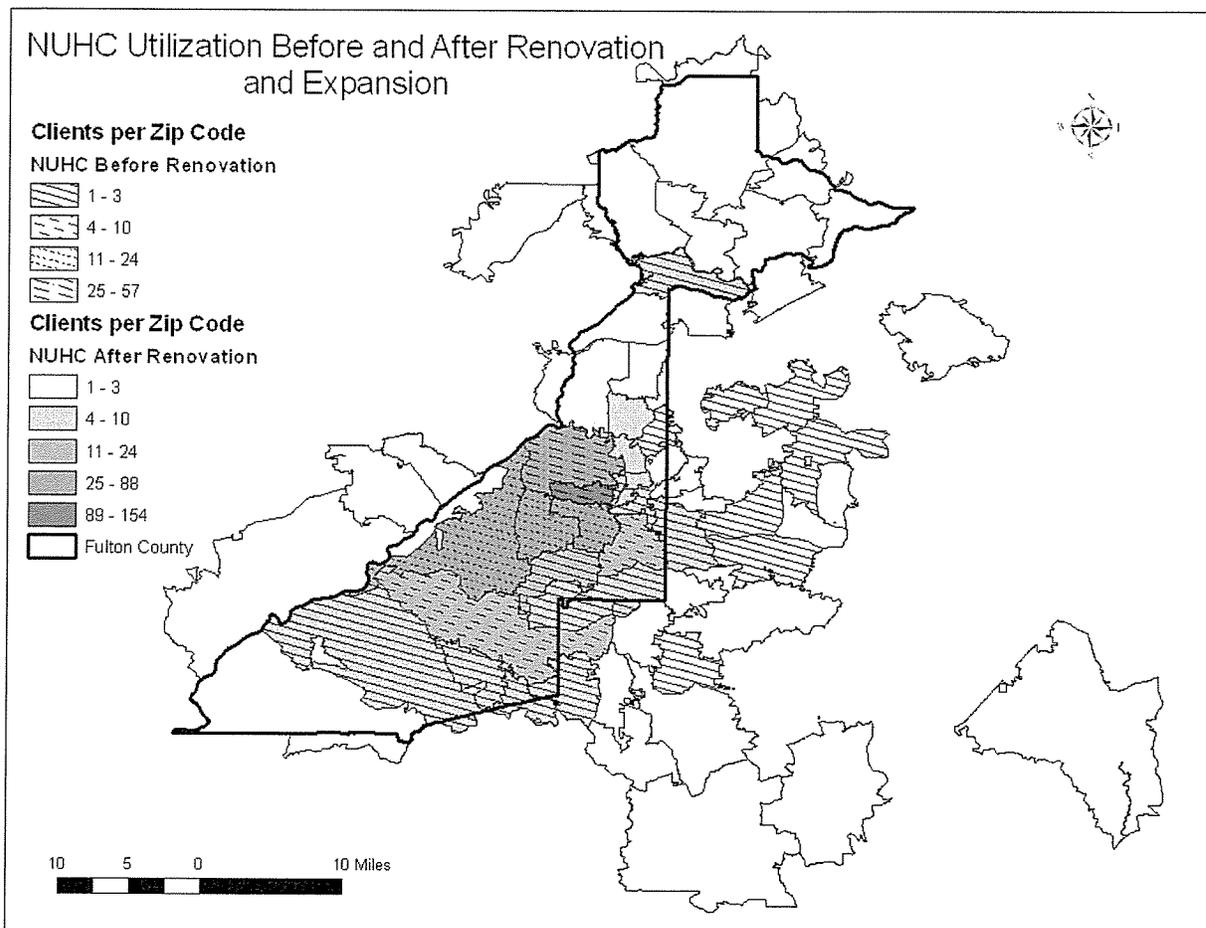
Source: Fulton County Department of Environment and Community Development
Focus Fulton: 2025 Comprehensive Plan

Potential Users and Needs

3.1 Potential Users

Neighborhood Union Health Center

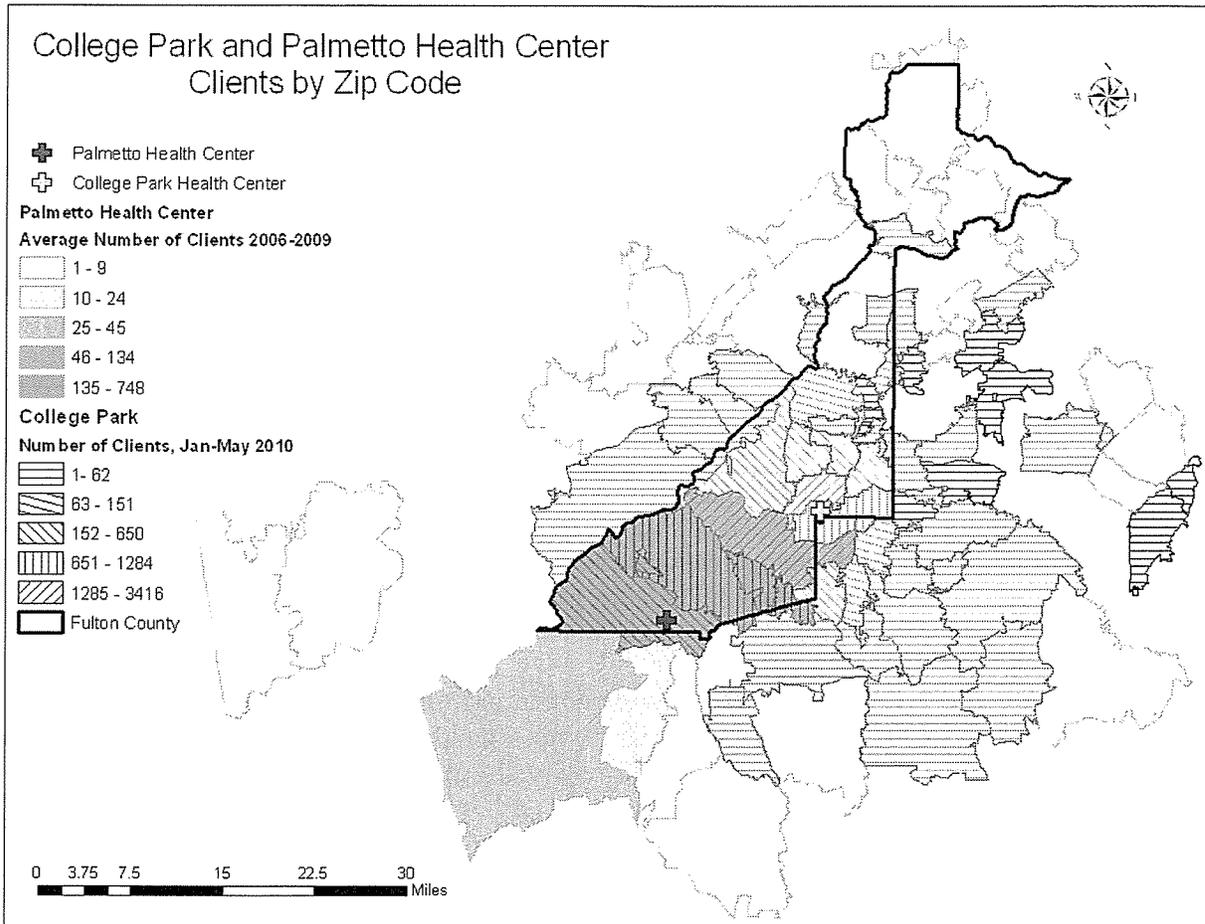
Neighborhood Union Health Center was opened as a renovated one stop shop health center offering a multitude of services in February 2009. Services offered at NUHC are planned for the South Fulton Health Center. Compared to client levels prior to renovation and expansion, the number of unique clients at NUHC after renovation increased by 21%. Additionally, clients visiting the clinic represented a much greater geographic area after the renovation.



Based on the pattern seen in the client base at Neighborhood Union, it is reasonable to expect that the same may occur at the South Fulton Service Center after renovation and expansion of services.



Potential users of the South Fulton Service Center will be those clients in District 7 and the surrounding areas who utilize both the College Park Regional Health Center and the Palmetto Health Center before it was closed. The following map shows the areas where clients utilizing both centers reside, demonstrating that the highest concentration of clients for both of these centers is in District 7.



The services that these clients accessed are presented in the tables below. The data presented is the number of unique clients per program. These public health services, in addition to primary care and other human services will be offered at the South Fulton Service Center.



Programs Accessed at College Park Regional Health Center, January –September 2010

Program	Clients	Percent of Total Clients	Client Residents of District 7	Percent of Clients per Program who are Residents of District 7
WIC	6944	35.3%	5989	86.2%
Immunizations	5917	30.0%	4881	82.5%
Child Health	2501	12.7%	2142	85.6%
Family Planning	1003	5.1%	815	81.3%
STD Clinic	910	4.6%	723	79.5%
Children First	696	3.5%	598	85.9%
Dental Services	676	3.4%	600	88.8%
PPD Program	557	2.8%	427	76.7%
Ryan White HIV	210	1.1%	89	42.4%
Other Programs*	277	1.4%	232	83.8%
Total	19691	100%	16496	83.8%

*Other programs include Breast Test and More, Perinatal Case Management, High Risk Infant Follow-Up, Universal Newborn Screening, Travel Vaccines, Adult Health, TB, Pregnancy Test, Teen Services, Employee Health, Cancer Screening, Mental Health, School Health Services, Children’s Medical Services and Pregnancy Related Services. Each of the other programs served less than 1% of the clients at College Park.

In addition, primary care services are provided on a part time basis at the College Park Regional Health Center, through an agreement with Tenet Healthcare Corporation. The chart below showcases the numbers of clients who have received primary health care from January 2010 to August 2010.

January	159
February	189
March	183
April	173
May	180
June	222
July	190
August	230
Total Seen in 2010	1526

This numbers include both patients who appeared for their primary care appointments, as well as walk-ins seeking primary care services.



Obstetrics and gynecological services and also offered at the College Park Regional Health Center through the agreement with Tenet. Between January and August 2010, a total of 2,729 clients accessed obstetrics/gynecological services.

January	314
February	368
March	386
April	305
May	292
June	332
July	352
August	380
Total Seen in 2010	2729

Programs Accessed at Palmetto Health Center, January –November 2009

Program	Clients	Percent of Total Clients	Client Residents of District 7	Percent of Clients per Program who are Residents of District 7
WIC	971	52.3%	914	94.1%
Immunizations	829	44.6%	703	84.8%
Children First	47	2.5%	45	95.7%
Other Programs*	10	0.5%	9	90.0%
Total	1857	100%	1671	90.0%

*Other programs include Children’s Medical Services, PPD Program, Family Planning, STD Clinic, Child Health and TB. Each of the other programs served less than 1% of the clients at Palmetto.

Grady Health System – East Point Health Center

Grady’s Neighborhood Health Centers offer primary care and more for men and women of all ages. Grady’s primary care doctors offer complete care for all parts of the body and for most diseases. Some of the services currently offered at the neighborhood health centers include laboratory and pharmacy services, x-rays, social services and financial counseling, women's health (OB/GYN), pediatrics, family medicine and primary care.

According to representatives from Grady Health System, the East Point location has approximately 15,000 visits annual, of which approximately 50% are uninsured. Information about patients’ zip codes was not immediately available for this study.

Palmetto Health Center

Palmetto Health Council, Inc. (PHC) is a non-profit network of seven Community Health Centers serving the communities of Meriwether, Pike, Lamar, Troup, Carroll, and South Fulton



counties. The community health centers are located in areas facing limited access to affordable, quality healthcare and have a large number of citizens who are uninsured or underinsured. PHC is in the process of designing and building a three-story health clinic that is funded by a \$6.3 million ARRA (America Recovery and Reinvestment Act) grant that was announced in December 2009.

This facility will serve as the headquarters for PHC, Inc. and they will relocate the small clinic they currently operate in downtown Palmetto. According to representatives from the city of Palmetto, the site for the new health center is on U.S. 29 just south of the U.S.29 and S.R.154 intersection, very close to the new branch library site on S.R.154. The city is providing final comments on the project this month and the permits for demolition of existing structures on the site are expected to be issued shortly thereafter.



4.0 Successes and Lessons from the North Fulton Community Center

As the County embarks upon the repurposing of the South Fulton Annex, it is essential to note the successes realized and lessons learned from the redevelopment of the North Fulton Community Center that opened in July 2010. Key Health and Human Services Agency employees, as well as staff from General Services/Public Works, were asked to provide insight regarding their experiences with the planning and execution phases of the North Fulton project. This section highlights their feedback.

During the program/service planning phases of the project, it is essential to ensure that key personnel are involved at the most appropriate junctures. Involving Department Heads in the planning phases is an absolute necessity however it is also critical to engage employees who will have ultimate responsibility for performing tasks at the facility. This ensures that the individuals who actually provide the service have an opportunity to offer ideas regarding client flow, referrals to internal and external partners, as well as other relevant service provision details that may impact the design of the facility. Furthermore, it has been noted that the frequency of the weekly meetings held with external partners and user departments during the planning phase was particularly helpful. The planning phases must also include assurances that all project elements are included in the budget.

As a full-scale one stop service center, there will be a number of county departments and external partners providing services at the repurposed facility. Merging employees from these various entities presents an opportunity to ensure respective protocols are understood, and in some instances, revised to reflect a seamless and united service delivery mechanism. This can be accomplished by finalizing collaborative agreements early in the planning process and confirming service delivery protocols prior to the center opening.

In considering how facility staff will be governed by center protocols, it is also important to develop and adhere to a training schedule that incorporates sessions on team building, cultural competencies, and customer service. These tenets are central to the success of a work environment where individuals are well equipped to provide a variety of health and human services, and where employees and other center staff consistently exhibit competence, confidence and a compassion for clients. Inherent in this goal is the significance of selecting the most appropriate individuals to staff the facility, as the center will serve as a vital cornerstone for the County.

Furthermore, empowering the supervisor of the facility with the authority to manage all individuals working in the center is critical. Without this influence, the facility manager will face hierarchical challenges that could diminish their capacity to operate a one-stop center successfully and in a manner that is equitable and effective. Where there is opportunity to ensure an overall level of administration, this element should be given significant consideration.



Prior to the center opening, it is important to ensure the facility is completely staffed and critical components such as client restrooms are fully constructed and operable. Setting forth a reasonable and realistic timeline for all internal and external partners will allow adequate preparation for services to be provided on opening day. From the moment the center opens, clients are then able to access the extensive array of services that have been advertised. Also, a reasonable and realistic timeline allows for adequate time to transition staff out of the existing structure and establish a presence in onsite trailers. Continuing services onsite during the construction phases proved to be particularly convenient for residents seeking services.

As the redevelopment project progresses through various phases, it is critical to remain mindful of items that will require approval by the Board of Commissioners. Contracts for services being provided by external partners, such as the drop-in service for clients' children, must be placed on the Board agenda in a timely manner. This also helps to ensure that all partners are positioned to begin providing services on opening day.

The center's grand opening event is likely to experience great success if community stakeholders are engaged and provided an opportunity to participate. Gaining buy-in from community groups, faith-based organizations, neighboring jurisdictions and other external stakeholders also furthers marketing efforts to ensure the community is aware of the center and the services it offers.

5.0 Building Description

5.1 Building Description

The South Annex was built in 1976 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 North and the South Annex. The approximately 40,000 square foot facility was developed to provide office space for government services for the residents of South Fulton. The two story building consists of a north and south wing on each floor divided by a stairwell and elevator bank. In addition, there are meeting rooms available for use by the community. The property has asphalt covered parking areas, the building is handicapped accessible and sidewalks facilitate access to the building.

The building was previously home to 18 different offices however seven of those offices were recently moved to the County's Fulton Industrial Boulevard location: the District Commissioner's office; Environment and Community Development-Inspections, Permits, and Zoning; Economic Development; Human Services; Housing; Public Works Customer Service and Business Licenses.





5.2 Current Occupants of South Annex

The offices that have remained and are currently at the South Fulton Annex include:

Tax Assessor's Office – Room 224
Magistrate Court – Room 213
Police Special Services – Room 221
Solicitor's Office – Room 219
Clerk of Superior Court – Room 219B
Probate Court – Room 218
Commissioner Edwards' Meeting Room – Room 216
Facility Manager – Room 217
General Services Custodial / Inspections – Room 207
Fulton County Marshal – Room 200
Voter Registration Office – Room 105
Tax Commissioner Tags and Property Tax – Rooms 114 and 116
Fulton County Police South Precinct – Room 117



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 South Fulton Community Center:

Primary Care Clinic Lite

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

Drop-In Facility:

- Activity rooms
- Access to playground

Tax Commissioner

- Offices
- Reception area

Court Services

- Offices
- Courtroom
- Jury room



Subdivided Multi-Use Auditorium

- General Area
- Meeting/Video conferencing room

Workforce Development Center for Youth

- Reception area
- Resource center
- Offices
- Training room
- Conference room
- High school graduation coaching services

FGTV

- Television studios
- Offices

Community Space

- General office
- Lounge

Outdoor Health Enhancement Areas

- Walking trails along 35 acres of greenspace located across the street from the Center
- Community garden for meditation/relaxation
- Signs directing visitors to meditation garden and walking trails



6.3 Services/Programs Offered

FIRST FLOOR

Primary Care Clinic

First and foremost in this renovated facility is the Primary Care Clinic which will occupy the a portion 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 an entity that will be identified through the competitive bid process. This joint-venture will, among other things, allow clients to access the partner's specialty services. Some physicians and nurses will be Fulton County staff and some will be the partner's 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 workforce development services which are currently offered at the South Fulton Department of Family and Children Services office across the street.)

Services available in the healthcare facility will be available to all clients and will include services currently being provided at the College Park Regional Health Center and additional services to include:

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

Drop-In Facility

Another area on the first floor will house the drop in facility. This 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. Children will be able to access a playground that will be installed on the property.

Tax Commissioner

The recently renovated area of the Tax Commissioner's Office will remain intact and services available through the Property Tax Office and the Motor Vehicle Offices will continue to be offered.

SECOND FLOOR

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

Court Services

The Court Room and offices used by the Magistrate Judge will be renovated and will remain in their current location. Court Protection Services will also be located in this area.

Subdivided Multi-Use Auditorium

The auditorium will be subdivided for multiple uses, to include a general area for community meetings, as well as a small reading room equipped with one computer, periodicals and books.

Workforce Development Center for Youth

The Youth Employment Services Center currently housed on Old National Highway will now be located in the South Fulton Services Center. The relocation of these services supports the effort to enhance the availability of comprehensive health, behavioral health, and educational services for youth. The area dedicated to youth workforce development services will include a reception area, resource center, offices and small training room where a variety of offerings, including high school graduation coaching services, will be made available.

FGTV

The Fulton Government Television (FGTV) studios will move to the area within the South Fulton Service Center where Juvenile Court is currently housed. Offices will also be located in this area as well.

Community Space

A community space within the South Fulton Service Center will be renovated to include a general office and an internet-equipped lounge.



Outdoor Health Enhancement Areas

The outdoor areas around the South Fulton Service Center will continue to be enhanced in an effort to further the County's goal to address health disparities. Currently, there is a community garden and a dog park adjacent to the Center. The community garden will be expanded to include more beds, and a walking trail will be developed within the 35 acres of greenspace that is located across the street from the facility. Signage with mile markers will highlight paths around the facility, community garden, dog park and walking trail to provide direction to individuals visiting the area. Furthermore, there is opportunity to develop an area next to the community garden where there is a small body of water. This area could be cultivated into a meditation or relaxation area inclusive of a granite wall, benches, lighting, and fencing.



7.0 Outreach and Marketing

7.1 Outreach and Marketing Plan

In order to ensure that clients and community members are aware of the availability of services at the South Fulton Service Center, a comprehensive marketing and communications strategy is needed and will be implemented with the cooperation of the Office of Communication, the District 7 Commissioner's Office and the selected health partner'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 county Communications team 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.

8.2 Financial Analysis

8.2.1 Building Costs

Interior Renovation Costs	\$2,000,000	
Temporary Housing	\$70,000	
Parking Lot/Signage (using third-party contractors in lieu of Public Works)	\$70,000	
Building Envelope Waterproofing	\$175,000	
Refurbish HVAC equipment and systems	\$250,000	
Refurbish Elevators	\$100,000	
Subtotal		\$2,665,000
Architectural & Engineering Fees (7% of project cost)	\$186,550	
Tree Fund (1% of project cost)	\$ 26,650	
Arts Council (1% of project cost)	\$ 26,650	
TOTAL ESTIMATED BUDGET	\$2,904,850*	

*This estimate does not include furniture, fixtures and equipment, which will be determined once programming and services have been finalized.



9.0 Sources

Source:

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

Georgia Department of Education, Finance and Business Operations-School Nutrition. *2008-2009 Eligibility Standards for Free and Reduced Price Meals*
http://public.doe.k12.ga.us/fbo_nutrition.aspx?PageReq=FBOPricePolicy

Georgia Department of Education, Fulton County School District
<http://www.doe.k12.ga.us/ReportingFW.aspx?PageReq=111&PID=62&PTID=69&CountyId=660&T=0&FY=2008>

Georgia Department of Education, Technology Services- Information Technology, Data Collections, *Free and Reduced Price Meal Eligibility Data Application*.
http://app.doe.k12.ga.us/ows-bin/owa/fte_pack_fr1001_public.entry_form
http://www.doe.k12.ga.us/pea_infosys_data.aspx

U.S. Department of Agriculture (USDA), Child Nutrition Programs- National School Lunch Program
<http://www.ers.usda.gov/Briefing/ChildNutrition/lunch.htm>

USDA Food and Nutrition Service, National School Lunch Program
<http://www.fns.usda.gov/cnd/lunch/>