Appendix 12 Huntington Beach Senior Center Feasibility Study [New]

Huntington Beach Senior Center

FEASIBILITY STUDY

March, 9 2006

LPA

TSMG

Huntington Beach Senior Center Complex

FEASIBILITY STUDY

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Introduction

Introduction

The City of Huntington Beach is a vibrant community offering residents an outstanding quality of life with its beautiful coastal setting, temperate climate, and high quality of community services. The City prides itself on the services it provides the 33,000 senior adults living in Huntington Beach. Since the1970's Huntington Beach has been a leader in senior services in Orange County. However, the level of service the current senior center provides will not be able to keep up with the anticipated population growth due to a deficiency in facilities to serve the needs of this population.

The City of Huntington Beach is experiencing rapid growth in its senior population. According to U.S. Census data, seniors represented 16.7% of the City's population in 2005 and will represent an estimated 17.8% by 2010. The California Department of Finance projected that the number of seniors in Huntington Beach will increase by 64% within a fifteen year period from 2005 to 2020. Between the years 1994 and 2004, the program participation levels for senior services in Huntington Beach has nearly doubled. Since the 1970's, the City has been committed to providing excellent services to its seniors, however the rapid rate of growth of this group along with their non-traditional interests and needs have provided the impetus for the City to evaluate its current programs and facilities.

The City has provided high-quality community-based programs for social support, health promotion, and physical activity for seniors at the Michael E. Rodgers Seniors' Center. It has played a vital role in providing opportunities for socialization, volunteer development, information and referral, advocacy, education, outreach, nutritional assistance, and physical activities. For many years, it has served the City well, but it is now undersized and at the end of its useful life.

With a new and larger facility, the City of Huntington Beach will continue to play a prominent role in the lives of its adult population with both traditional and contemporary programming. Today's seniors and the baby-boomer seniors behind them are healthier, work longer, and desire more social involvement than the generations of seniors before them. The general desire is for an interesting and active lifestyle. A state-of-the art facility will create an opportunity for the City to maintain a leadership role in innovative senior programming and to develop a new standard for facility design, programming, and services. The City of Huntington Beach will serve as a model for other communities to follow as their own senior populations inevitably grow.

Introduction

In June 2005, the City of Huntington Beach commissioned the architectural firm of LPA, Inc, and TSMG, Inc. a national consulting firm, to study the feasibility of constructing and operating a new senior center for its senior population. The scope of the study included:

- Analysis of population demographics
- Analysis of trends and identification of developmental needs
- Comparative analysis of senior facilities in the region
- Identification of the space components
- Financial analysis for the operation of new facilities
- Development of project costs for a new facility
- Site analysis and recommendation
- Concept plan for the proposed facility
- Development of funding strategies

This work effort involved the active participation of the public, representatives from the Orange County Council on Aging (COA), and City staff. The consultant team facilitated four public meetings to present an overview of the planning process and gain public input regarding the desired programs, services and spaces. In addition to public workshops, the consultant team worked with staff and representatives of COA to develop the recommended space program, analyze the potential sites, develop project costs for the construction of a facility, and identify the operating expenses and revenue potential from the new spaces. This report summarizes the findings and recommendations.

Market Analysis

Market Analysis

Overview

The market analysis defines the service area for the Huntington Beach Senior Center, reports the demographics of its adult residents, and analyzes national trends to assess the needs and interests of the senior adult population.

Service Area

The primary service area is defined as the City of Huntington Beach.

Demographics

Senior adults 60 years of age and over represent 16.7% of the total population estimated for 2005, compared to the State of California average of 14.9 percent and the national average of 12.4 percent. According to California Department of Finance U.S. Census projections, the Huntington Beach senior population is projected to increase from 32,670 in 2005 to 53,600 in 2020. This 64 percent increase in seniors is considerably higher than the projected 52 percent increase in seniors nationally and the projected 59 percent increase in seniors in California. This growth in seniors indicates that there will be a significantly higher demand for senior services in the future. In addition to social services, there will be an increase demand for fitness, health and wellness activities. National trends indicate that older adults are increasingly demanding recreational facilities and programs, especially fitness activities and enrichment classes. Baby boomers (persons born from 1946 to 1964) have demonstrated an interest in maintaining their health and a high quality of life. Health and exercise campaigns have successfully targeted this population to promote active lifestyles, healthy diets, and overall preventative care.

Market Analysis

National Aging Trends and Attitudes

The explosive growth in the senior population is due to the aging of the baby boom generation, as well as the increase in the life expectancy of all Americans. The age, education, living situations, health and socio-economic condition of the senior population are changing with the population increase of the baby boomers. With these changes, traditional concepts of age, fitness interests and retirement and work expectations have changed.

Concept of Age

Today's seniors have a youthful self concept:

- 63 percent of baby boomers feel younger than they are
- Workers do not feel older until at least 60
- Seniors are not afraid of aging and expect to live longer
- Feeling younger is about general attitude, good health and staying in shape

Sources:
"Baby Boomers Envision Retirement II - Key Findings: Survey of Baby Boomers' Expectations for Retirement," AARP, 2004
"Work Trends: Americans' Attitudes About Work, Employers, and Government," The State University of New Jersey & The University of Connecticut, 2004

Fitness Interests

Today's seniors plan to exercise regularly:

- Adults 55 and older are the fastest growing health club group
- Insurers prefer paying for health not disease
- 54 percent of baby boomers expect to exercise regularly to retirement
- 25 percent of fitness room users are over 55
- Adults 45 and older represent 51 percent of personal training clientele

Sources:
"Baby Boomers Envision Retirement II - Key Findings: Survey of Baby Boomers' Expectations for Retirement," AARP, 2004
"The Baby 'Boom' Market: Older Adults," Colin Milner, Club Business International, June 2005

Market Analysis

Retirement and Work Expectations

A majority of seniors plan to continue to work or volunteer, while still committing to fitness and special interests:

- Seniors agree that they will have more time for recreation and exercise and will pursue special interests and hobbies during retirement
- Baby boomers expect to have better health than past generations in their retirement
- 70 percent of American workers plan to continue working full or part-time and another 14 percent plan to work as volunteers
- Rates of self-employment rise with age
- Those 50 and older are 25 percent of the workforce and 40 percent of all self-employed workers
- 16.4 percent of those aged 50+ are self-employed
- One in Three of these people began self-employment after age 50
- Phase retirement is increasing

Sources:
"Baby Boomers Envision Retirement II - Key Findings: Survey of Baby Boomers' Expectations for Retirement," AARP, 2004
"Work Trends: Americans' Attitudes About Work, Employers, and Government," The State University of New Jersey & The University of Connecticut, 2004
"Self-Employment and the 50+ Population," Lynn Karoly & Julie Zissimopoulos, Rand, March 2004
"Attitudes of Individuals 50 and Older Toward Phased Retirement," AARP, 2005

Social Connection Needs

Seniors value both their independence and opportunities for socialization:

- Create easy accessibility to meet others
- Provide activities to share common interests
- Help seniors fight depression and reduce fear of being alone
- Eliminate difficulty in finding a companion

Sources:
"Lifestyles, Dating and Romance: A Study of Midlife Singles," AARP, 2003
"The Divorce Experience: A Study of Divorce at Midlife and Beyond," AARP, 2004

Market Analysis

Health and Wellness Needs

Health planning will play an increasingly important role in the lives of today's seniors. Making Health and Wellness programs accessible should be a major component of senior centers:

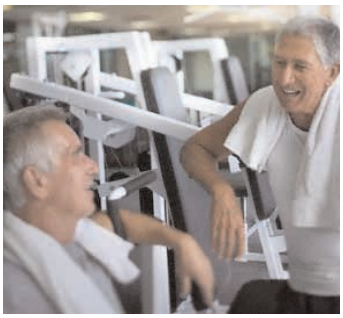
- Provide prescription and supplement education and dispensing
- Have offices for visiting healthcare professionals and services
- Offer diagnostic testing, screening, wellness monitoring, and an online virtual doctor's office

Sources:
"Viewpoints: Looking at the Future for Older Adults," Patricia Ryan, The Journal on Active Aging, March/April 2004
"Baby Boomers Envision Retirement II - Key Findings: Survey of Baby Boomers' Expectations for Retirement," AARP, 2004

To better serve the adult population the "new generation" senior center must itself be a multi-generational center providing services along a 40-year continuum—from 60 years to 100 years. With each stage of life, there are unique developmental needs and diverse interests not always related to age. The City is beginning to experience the "age wave" of baby boomers turning 60 this year and faces the challenge of meeting the needs of this population, as well as the current large population of senior adults. The "new model" for the design and programming of a senior center is evolving and being defined. The best model does not yet exist. A state-of-the-art senior center must respond to the changing needs of the population, provide non-traditional services delivered in new ways, and provide spaces that are both appropriate for their intended use and adaptable to inevitable change.

Market Analysis

Listed below are examples of the types of spaces and programs that are responsive to the trends and needs of older adults living in the City of Huntington Beach:



- Spaces and activities that promote socialization
- Activities designed to provide opportunities to meet new people
  - Mates
  - Travel partners
  - People to share special interests
  - Companions
- Activities and support for working older adults
  - Technology
  - Business center
  - Meeting space
- Classrooms and classes to support a wide range of interests
  - Languages
  - Cooking
  - Travel
  - Arts
- Spaces and programs to promote health and wellness
  - Fitness
  - Nutrition
  - Exercise
- Access and integration of technology
  - Distance learning
  - Movies
  - E-books
  - Music
- Program offerings throughout the day and evening
  - Schedules for older working adults
- Access to social services, medical services, and community resources

Comparative Analysis

Comparative Analysis

The consultant team assisted the City with the identification of the changing characteristics of their senior population and how those changes will impact senior services and the facilities needed to respond to the changing senior adult population. This also included a study of senior facilities in the area for the purpose of comparing participation levels, service levels, and program offerings to identify best practices.

One means of analyzing the level of service is to compare service levels of nearby communities. This comparison examined the provision of dedicated building space for senior programs, services, activities, and drop-in use. Related to the availability of space, and the type of space provided, is the number of participations. The consultant team surveyed five cities and compared facilities and participation to the City of Huntington Beach. The five communities include the cities: (1) Cerritos, (2) Costa Mesa, (3) Fountain Valley, (4) Irvine, and (5) Westminster.

Service Levels

The 14,505 square foot Michael E. Rodgers Senior Center began operating in 1975. The 1970 US Census reported the City's population of adults 60 years and older to be 6,887. Using the 1970 census figure, the level of service was 10,531 square feet per 5,000 senior population when the Center opened. In 2005 there has been 79 percent decline in the service level to 2,200 square feet per 5,000. Without increases in square footage, the level of service is expected to decline to 1,354 square feet by the year 2020.

Table I. Level of Service by Year

	1970	2005	2020
Total City Population 60+*	6,887	32,670	53,579
Total Square Footage	14,505 SF	14,505 SF	14,505 SF
Level of Service per 5,000	10,531 SF	2,220 SF	1,354 SF

* Population Numbers courtesy US Census and *Applied Geographic Solutions*

This level of service is significantly below the levels offered in neighboring communities. Despite the higher service levels in other communities, most report that existing facilities are undersized to meet the current demand for senior programming. As demonstrated by Table II on the next page, although Huntington Beach has the one of the highest percentages of seniors aged 60 and over, it lacks the higher levels of service that the other facilities maintain. Huntington Beach offers only a quarter of the level of service that Irvine offers and only 13 percent of the level of service that Cerritos provides. Huntington Beach offers between 30 and 37 percent of the level of service that Fountain Valley, Costa Mesa, and Westminster provide. Compared to other facilities in the region, Huntington Beach provides the lowest level of service to its senior residents.

HUNTINGTON BEACH SENIOR CENTER

Table II. Comparative Standards

	City of Huntington Beach	City of Cerritos	City of Irvine	City of Fountain Valley	City of Costa Mesa	City of Westminster
Total City Population, 2005*	196,087	53,946	155,823	58,148	111,355	94,139
Adults 60+, 2005*	32,670	8,349	18,116	10,682	14,425	15,638
% of Total Population Age 60+	16.7%	15.5%	11.6%	18.4%	13.0%	16.6%
Number of Centers	1	1	2	1	1	2
Total Square Footage	Michael E. Rodgers Senior Center:14,505 sf	Cerritos Senior Center at Pat Nixon Park: 27,550 sf	Lakeview: 22,000 sf Rancho: 11,000 sf	Fountain Valley Senior Center: 16,000 sf	Costa Mesa Senior Center: 20,000 sf	Westminster Senior Center: 12,700 sf Abrazar: 6,000 sf
Existing Level of Service per 5,000 Residents Age 60+	**2,220 sf**	**16,499 sf**	**9,108 sf**	**7,489 sf**	**6,932 sf**	**5,979 sf**
Percentage of City's Level of Service that Huntington Beach Offers	—	13%	25%	30%	32%	37%
Number of Visits Weekly	3,000	2,219	3,775	1,800	2,400***	2,000 at Westminster only
Adults 60+ Projected Population, 2010*	36,000	9,503	21,872	12,377	16,731	18,473
Adults 60+ Projected Population, 2020****	53,579	Not Available	Not Available	Not Available	Not Available	Not Available
Notes	—	—	—	This is a New Facility At Capacity	15-20% Huntington Beach Residents, 5-10% Newport Beach Residents Close to Capacity	At Capacity

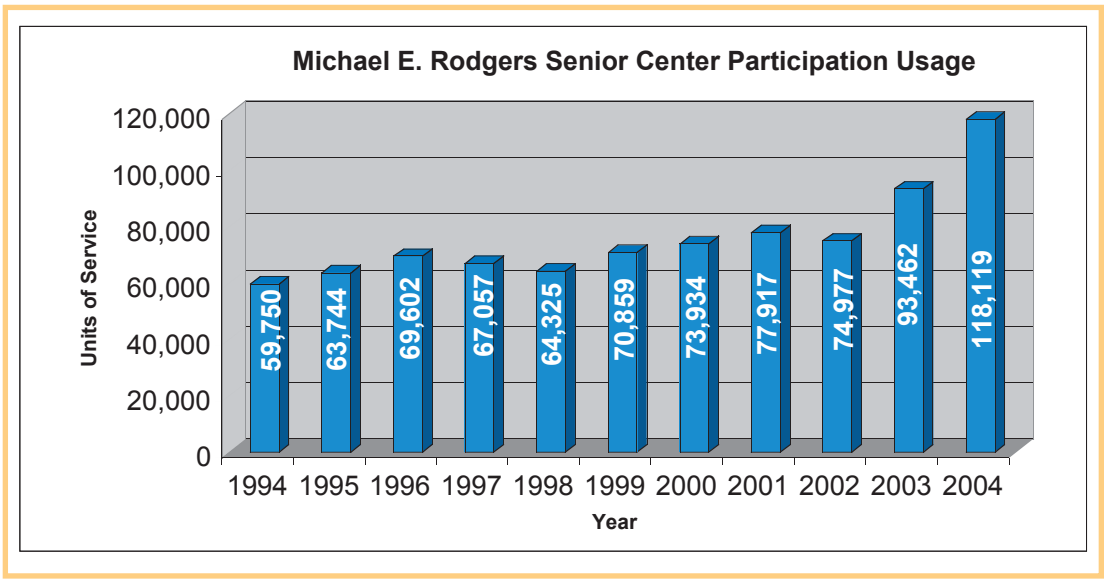
* Projections courtesy of *Applied Geographic Solutions*
** The City uses 3 offsite classrooms
*** This number includes participation from adults aged 50 and over
**** Courtesy of Orange County COA

Comparative Analysis

Participation Levels

As the graph below indicates, the attendance level of Huntington Beach's senior center has nearly doubled from 1994 to 2004. The participation figures represent units of service and includes the number of participants at every event and program during the year. The Center operates at capacity for many programs and activities. It is likely that participation would grow with a larger facility offering greater capacity and varied program opportunities.

Table III. Michael E. Rodgers Senior Center Participation



A review of participation numbers of similar senior center facilities in the region (shown on Table II on the previous page) emphasizes this growth. The City of Huntington Beach estimates 600 daily participations for the 5 days per week that the senior center is open. This level of participation is second only to the City of Irvine. However, Huntington Beach has the smallest facility and the largest population of seniors. With a smaller facility, Huntington Beach is able to attract a comparatively large number of visitors. This serves to emphasize the quality and popularity of the services offered at the Center but also shows that the current facility is operating above its capacity. With a large number of unserved seniors and a facility that is already attracting more users than it can comfortably accommodate, it is clear that an increase in space is needed and will foster more growth in the participation levels. Huntington Beach will be able to serve a higher percentage of its senior population and will be comparable to other cities in the region.

Comparative Analysis

Future Participants

The senior adult population is changing. Demographic trends in the U.S. indicate a growth of the largest, healthiest, best-educated group of seniors in the nation's history. Senior adults have more discretionary income as a group, and are living longer and enjoying a more active lifestyle in their later years. Societal changes such as the integration of technology into daily life, changes in health care and how those services are delivered, and education about long-term health, wellness and fitness, are all impacting the demand for senior services. Also of importance is the increase in diversity in Huntington Beach. The Asian/Pacific Islander population is expected to increase 126 percent by the year 2020, and the Hispanic population is expected to increase 151 percent.

As the senior population increases in size and diversity, the senior center will need to restructure its programs to be responsive to changing needs. It is expected that baby boomers will have higher expectations and interest in consumer, health, fitness and self-help activities. A more ethnically-diverse population also means that a senior center must incorporate culturally-sensitive guidelines and culturally-diverse programs within the center.

The new senior center will require an expanded operations model. Of particular importance is funding for staff training about the changing senior population. There must be a commitment to creating, funding, and executing an on-going marketing program to target the changing market. Flexible scheduling of programs and services should also be considered to serve the seniors who continue to work.

The proposed spaces for the senior center creates an opportunity to generate additional revenue to partially offset the cost of the larger facilities and to maintain a high service level for the community. For example, the large community hall that will be used by seniors for social activities, the lunch program, dinner dances, etc. can also be a source of revenue for community rentals when not used by the seniors. The addition of fitness space and expanded fitness programs will require additional professional staff to develop and manage these programs; however, there are revenue opportunities associated with these programs, after senior use to partially offset these increased costs.

Space Program

Space Program

The consultant team facilitated public meetings and Council on Aging workshops that included a "virtual tour" of senior centers and identified trends in senior programming and senior center design. Participants were asked to indicate the types of spaces, programs, activities, and services they believed were needed and should be included in the planning for a new center. Participants were also asked to identify the outdoor features and amenities that were important to them. Based upon community input and the demographic and market analysis a listing of desired space components was developed. This list, however, exceeded the amount of funding the COA and staff representatives believed to be achievable and began a process to refine the list. The criteria used to create the preferred space components included identification of: (1) activities and programs that are under-served in the community, (2) spaces that would serve the needs of the greatest number of seniors, (3) multi-use space programming opportunities to achieve cost recovery objectives to offset operating expenses. The recommended space program includes:

Activity Spaces
- Group Exercise Room
- Fitness Room
- Multi-use Dance Studio

Community Spaces
- Social Lounge
- Cyber Café
- Community Hall
- Kitchen
- Meals to Home/Kitchen
- Classroom
- Game Room

Education Spaces
- Computer/Technology Room
- Arts and Craft Studio
- Classrooms/Meeting Room

Building Support
- Reception Desk
- Administrative Offices
- Maintenance/Storage/Workshop
- Custodial Storage/Office

Outdoor Spaces
- Walking Paths and trails
- Bocce Courts
- Horseshoes
- Outdoor Area for Fitness Classes
- Garden Center

Resource Office Spaces
- COA
- Consultation/Health Services
- Social Work and Case Management
- Visiting Services
- Trips and Travel

A detailed list of each space component and the recommended square footage follows.

Space Program

HUNTINGTON BEACH SENIOR CENTER

Space Program

		NASF
A. Building Support Space		
A.01	Entry / Lobby / Social Lounge	1,000
A.02	Café	300
A.03	General Building Storage	200
A.04	Restrooms (2 @ 150sf)	300
A.05	Maintenance / Storage / Workshop	400
A.06	Custodial Office	100
A.07	Custodial Storage	200
	Subtotal Building Support Spaces	2,500
B. Administration		
B.01	Supervisor's Office	180
B.02	Coordinator Office - Recreation	120
B.03	Coordinator Office - Volunteers	120
B.04	Marketing Office	160
B.05	Administrative Assistant	100
B.06	Workstations (4 @ 80sf)	320
B.07	Maintenance Technician Office	100
B.08	Workroom / Office Supply Storage (Main Workroom)	300
B.09	Breakroom	240
B.10	File Archives	100
B.11	Staff Restroom (2)	170
	Subtotal Administration Spaces	1,910
C. Resource Center		
C.01	Reception / Waiting Area	300
C.02	Case Worker Offices (3 @ 120sf, 1@ 160sf)	520
C.03	Visiting Services / COA Offices (3 @ 120sf)	360
C.04	Consultation/Meeting Rooms for 4-6	200
C.05	Consultation/Meeting Rooms for 10-15	300
C.06	Trips and Travel Resource Area	200
C.07	Travel Office (seating for 4)	150
	Subtotal Resource Center	2,030

Space Program

HUNTINGTON BEACH SENIOR CENTER

Space Program continued

D. Education Center		NASF
D.01	Arts & Crafts Room	1,000
D.02	Arts & Crafts Room Storage	400
D.03	Computer Room	600
D.04	Classroom / Meeting Room #1	1,200
D.05	Classroom / Meeting #1 Storage	200
D.06	Classroom / Meeting Room #2	400
D.07	Classroom / Meeting #2 Storage	100
	Subtotal Education Center	3,900

E. Social Center		
E.01	Social Lounge	1,500
E.02	Game Room	1,000
E.03	Community Hall / Dining Rm w/ platform (Seating for 300)	6,300
E.04	Community Hall / Dining Room Storage	700
E.05	Dressing Room	200
E.06	Kitchen	1,000
E.07	Kitchen Service Corridor into Divided Community Hall	1,000
E.08	Kitchen Restroom	50
E.09	Kitchen Pantry	100
E.10	Site Nutrition Office	100
E.11	Kitchen: Meals to the Home and Teaching Classroom	800
E.12	Storage	150
E.13	Workstations (2 @ 80sf)	160
E.14	Meals to Home Pantry	100
E.15	Kitchen Classroom Storage	60
E.16	Restrooms - Men	400
E.17	Restrooms - Women	420
	Subtotal Social Center	14,040

Space Program

HUNTINGTON BEACH SENIOR CENTER

Space Program continued

F. Fitness & Wellness Center		NASF
F.01	Fitness Room	4,000
F.02	Fitness and Wellness Coordinator Office	120
F.03	Fitness Assessment and Testing	100
F.04	Fitness Storage	100
F.05	Group Exercise Room	2,200
F.06	Group Exercise Room Storage	350
F.07	Dance Room	1,500
F.08	Dance Room Storage	200
	Subtotal Fitness & Wellness Center	8,570

G. Transportation Center		
G.01	Transportation Coordinator's Office	120
G.02	Driver's Workstation Area	120
G.03	Waiting Area (for 5 people)	180
G.04	Dispatcher Area (5 @ 60sf each)	300
G.05	Storage	300
	Subtotal Transportation Center	1,020

Sub Total Net Assignable Area	**33,970**
Circulation, Mechanical, Walls, Etc.	
Building Spaces (75% efficiency)	11,320
Total Gross Building Area	**45,290**

Financial Analysis

Financial Analysis

The consultant team conducted a financial analysis for the operation of the new spaces proposed for the senior center. Individual budgets were developed for each space. The expenses and revenues were assumed to be new and in addition to the existing Senior Center budget. The following is a summary of that analysis.

The financial analysis identifies the probable costs to operate and maintain the facility identified in the recommended space program. The spaces include a community room, group exercise room, fitness room, arts and crafts room, classrooms, kitchen classroom, and dance studio. The analysis also includes the potential revenue that can be derived from the operation of each individual space. All figures are presented in current 2006 dollars.

Probable Operating Costs

Operating assumptions used to determine operating costs were developed with the input of City staff. In addition to the existing senior services staff, three new full-time employees are included in the probable operating costs. The recommended staff positions include: (1) marketing coordinator to promote community room and other facility rentals, (2) fitness-wellness coordinator responsible for the programming of the activity classes, and (3) and a building maintenance/custodian to maintain the facility at a high level.

These costs are presented in detail in the Financial Analysis and are presented in a range from "low" to "high." Typically, costs incurred in the first few years of operation are at the "low" end of the range because the facilities are new and less expensive to maintain and have yet to reach capacity. Operating expenses are paid from one of two sources: 1) the Center's operating budget, or, 2) the City's General Fund. For purposes of this financial analysis, expenses that are paid from the Center's budget are included in the "Operating Budget." Expenses traditionally paid from the City's budget are not included. A summary of each space's expenses is shown in Table IV on the following page.

Potential Revenue

To develop estimates of the revenue potential for the new facility, a market analysis was completed. This included demographic analysis of the characteristics of the population within the service area, analysis of current users of The Rodgers Senior Center, and an analysis of commercial service providers within the service area.

Financial Analysis

The revenue potential identified for each new space is based upon a mix of income from the sale of daily passes, facility rentals, programs, classes, and drop-in activities. For the center to achieve its revenue objectives and serve the needs of the community, the program mix must be adaptable and responsive to user interest and demand. There must be a variety of offerings that target each market segment. Actual revenue earned will depend upon the level of programming, a successful marketing program, and the resulting participation by the community.

The revenue estimates are believed to be conservative. For example, a number of municipalities report that rental reservations for their community hall space are booked for every weekend for a year in advance. A beautiful community hall with round table seating for 300 guests with a patio and garden located in Huntington Beach would be in very high demand. Also, changes in managed health care have resulted in a growing number of programs in which insurance companies will pay for fitness and wellness programs for senior adults. One program, available through Pacific Care in Southern California, is "Silver Sneakers". In addition to providing vital programs for the adult community, the Silver Sneakers program could generate revenues in excess of $100,000 for the senior center.

Table IV. Probable Operating Costs and Potential Revenue

HUNTINGTON BEACH SENIOR CENTER

SUMMARY	Probable Operating Costs		Potential Revenue	
	Low	High	Low	High
Community Hall	$186,000	$221,000	$196,000	$229,000
Group Exercise Room	$93,000	$113,000	$82,000	$98,000
Fitness Room	$90,000	$107,000	$103,000	$113,000
Arts & Crafts Room	$59,000	$73,000	$70,000	$85,000
Classrooms	$58,000	$74,000	$66,000	$83,000
Kitchen Classroom	$54,000	$67,000	$59,000	$70,000
Dance Room	$64,000	$83,000	$79,000	$101,000
Total New	$604,000	$738,000	$655,000	$779,000

Financial Analysis

Cost Recovery Potential

The tables below detail two scenarios of cost recovery potential. "High" cost recovery is determined by subtracting the lowest probable operating expenses from the highest potential revenue. "Low" is determined by subtracting the highest probable expenses from the lowest potential revenue. "Average" cost recovery is determined by subtracting the average probable expenses from the average potential revenue. In the opinion of the consultant team, the "average" cost recovery is what is likely to occur after two to three years of operation.

The first table shows the probable operating expenses and revenues to be expected from the new spaces. Based on this first analysis, the expected average net revenue of the new spaces and that which will be added by building this new facility will be $46,000. The second combines those figures with the existing budget. The average net subsidy with the existing budget included is expected to be $395,558. This is still far better than the current $441,000 net subsidy of the existing facility.

Table V. Cost Recovery Potential

Total New Cost Recovery Potential

	Low	Average	High
Probable Operating Costs	$604,000	**$671,000**	$738,000
Revenue Potential	$655,000	**$717,000**	$779,000
Net Revenue/Subsidy	($83,000)	**$46,000**	$175,000

	Costs	Revenues
Current Center Budget	$857,838	$416,280

OVERVIEW: New + Current Cost Recovery

	Low	Average	High
Annual Net Revenue/Subsidy (after expenses)			
New Center Net Revenue/Subsidy	($83,000)	**$46,000**	$175,000
Current Center Net Subsidy	($441,000)	**($441,000)**	($441,000)
**Total Net Subsidy	($524,558)	**($395,558)**	($266,558)

** Note: Based on similar expanded facilities, it is anticipated that there will be a three-year ramp up to realize full revenue projections

Project Costs

Project Costs

The consultant team developed the project cost estimates for the proposed senior center. Table VI illustrates the breakdown of these costs. The construction costs estimate the cost of the actual built structures. The site costs provide allowances for parking, landscape and outdoor amenities, such as courtyards and gardens. At this time site utilities and off-site improvements have been excluded from the estimate until additional due diligence can be performed on the selected site(s). These costs when added together reflect the preliminary construction cost of the new senior center.

The soft costs are the professional fees and tests necessary for completion of the project, as well as the budget for furniture, fixtures and equipment (FF&E). The City of Huntington Beach has also included project management fees. The project hard costs and soft costs represent the total construction price for the new senior center.

During this feasibility/programming phase, it is critical to include a design and construction contingency. This allowance is provided to accommodate changes made to the project through its completion. As the documents get more refined, the contingency, which is a buffer against the unknown, will be reduced.

In addition to these allowances, a line item has been included to account for escalation. The current bid market has ben influenced by unprecedented cost spikes resulting from recent market volatility, fuel costs, etc. This percentage attempts to define an appropriate amount for the project to hold until the midpoint of construction.

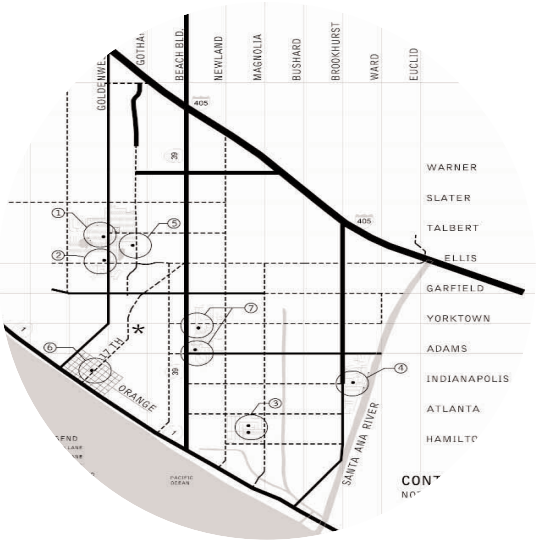
Pricing is a determination of fair market value for the construction of this project. It is not a prediction of low bid. Since LPA, Inc. and TSMG, Inc. have no control over the cost of labor, material, equipment, or over the contractor's method of determining prices, or over the competitive bidding or market conditions at the time of bid, the statement of probable construction cost is based on industry practice, professional experience and qualifications and represents LPA, Inc.'s best judgment. However, LPA, Inc. cannot and does not guarantee that the proposals, bids or the construction cost will not vary from opinions of probable cost. The summary of the opinion of project costs is given in Table VI.

Project Costs

Table VI. Opinion of Total Project Costs

Construction Costs			
Net Building Area	$300/SF	33,970 SF	$10,191,000
Grossing Factor (75% Efficiency)	$300/SF	11,320 SF	$3,396,000
Subtotal Gross Building Area		**45,290 SF**	**$13,587,000**
Site Costs Allowance			$1,070,000
Parking			
Utilities within 5' of Building Perimeter			
Landscape			
Subtotal Preliminary Construction Costs			**$14,657,000**
Soft Costs			
Architect, A/E, Acoustic, Recreation, AV Consultant Fees (9%)			$1,319,000
Printing, Testing, Survey, Permits Expenses (3.5%)			$513,000
FF&E Allowance (5%)			$733,000
CEQA			$100,000
Legal			$50,000
Project Management (5%)			$732,850
Subtotal Soft Costs			**$3,447,850**
Subtotal Construction Costs & Soft Costs			**$18,104,850**
Contingency			
Design & Construction			$2,931,400
Subtotal with 20% Contingencies			**$21,036,250**
Escalation			
5% for 3 Years			$2,273,667
OPINION OF TOTAL PROJECT COSTS			**$23,309,917**

Site Analysis



Site Analysis

A critical element of the feasibility process is determining a potential site for the new senior center. As a part of our review process we examined nine potential locations. The potential sites were provided by City staff and were identified during public workshops as sites that could provide five acres of usable land. This acreage accommodates a one-story building, required parking as well as 'Seniors on the Go' transportation vehicles, landscape, and site amenities such as courtyards and gardens. Sites such as the existing Michael E. Rodger's Senior Center, were not excluded if they were smaller, however, it was recognized they would present additional complexity during development.

Twenty-four criteria were established in five categories to evaluate the nine locations. The categories included site characteristics, access, special conditions, economic conditions, and pertinent data. Each criteria was given a value ranging from 1 to 5. With input from City staff and the Council on Aging committee, we established priorities for each of these criteria on a scale from 1 to 3 to 'weight' each score. The product of these values established the total weighted score for each site, creating a ranked evaluation system. As a result of this process, the preferred location for the new senior center is Site 1, located within Central Park at Talbert. The second highest score was Site 2, located within Central Park at the corner of Goldenwest and Ellis.

Our evaluations have been limited to only the visual assessment of the sites due to inadequate reports and documentation available at this time. Soil conditions, site encumbrances, underground utilities and easements, and potential use agreements are unknown for all nine sites and were not able to be considered in this evaluation. As a result of the weighted score, the next step in evaluating the final building location would be to hire civil and geotechnical engineers to perform due diligence on the preferred site to ensure its viability. At the conclusion of that scope of work, a final site recommendation could be confirmed.

A map showing each potential site is given on the next page. It is followed by summaries of each site including maps, pictures and pros and cons of each site.

Site Analysis

Site 1
Goldenwest and Talbert

Site 2
Goldenwest and Ellis

Site 3A
Kettler School

Site 3B
Kettler, Edison Park

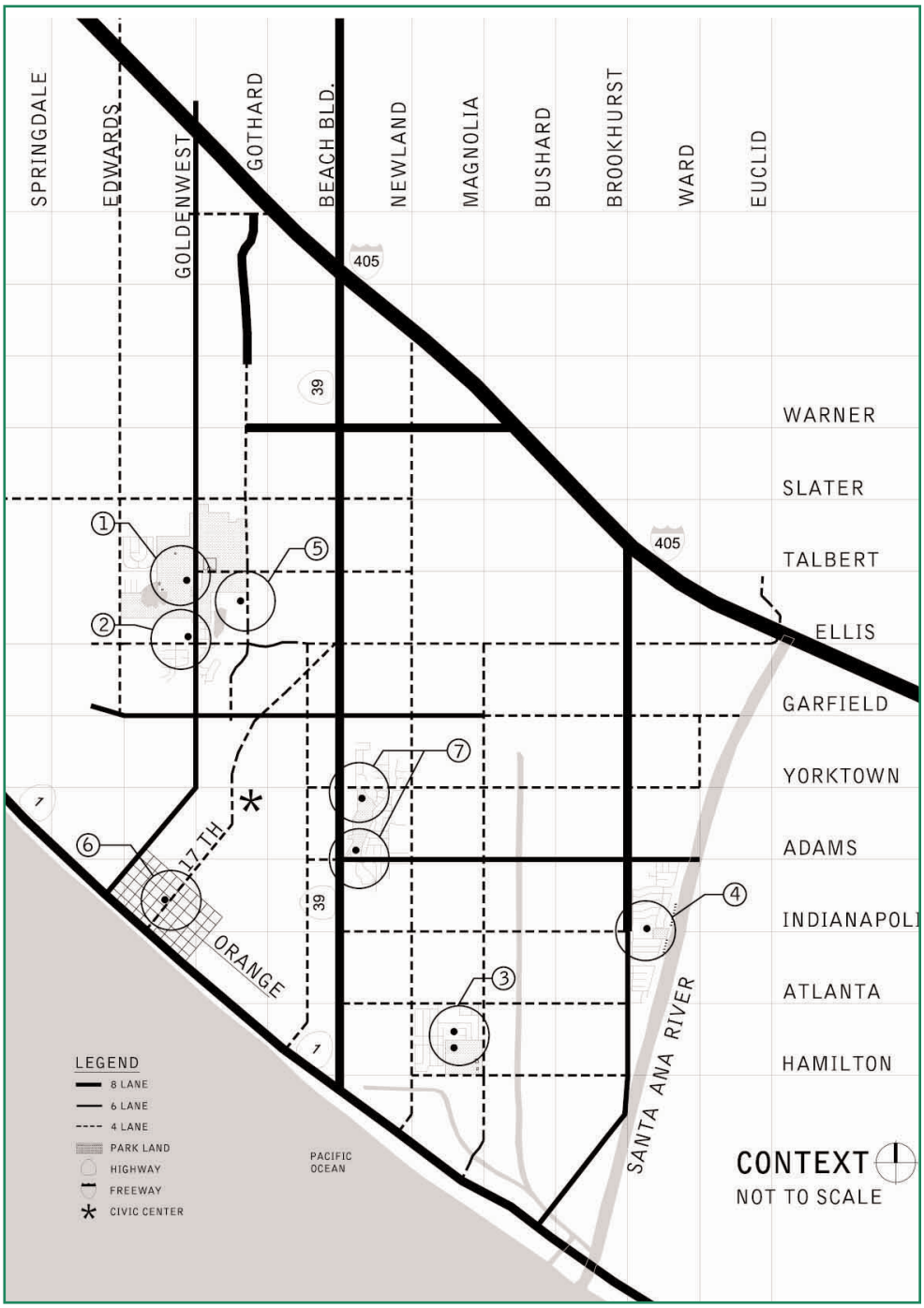
Site 4
LeBard Park & School

Site 5
OC Transfer Station

Site 6
Rodgers Senior Center

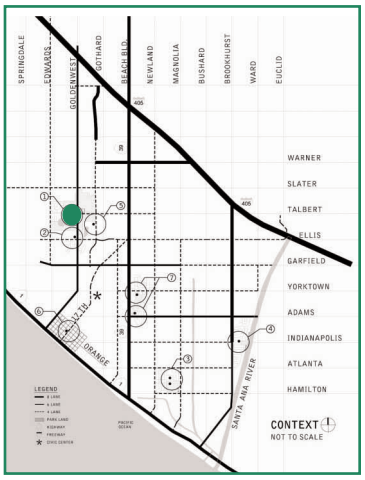
Site 7A
Bartlett Park, Adams

Site 7B
Bartlett Park, Yorktown



Site Analysis

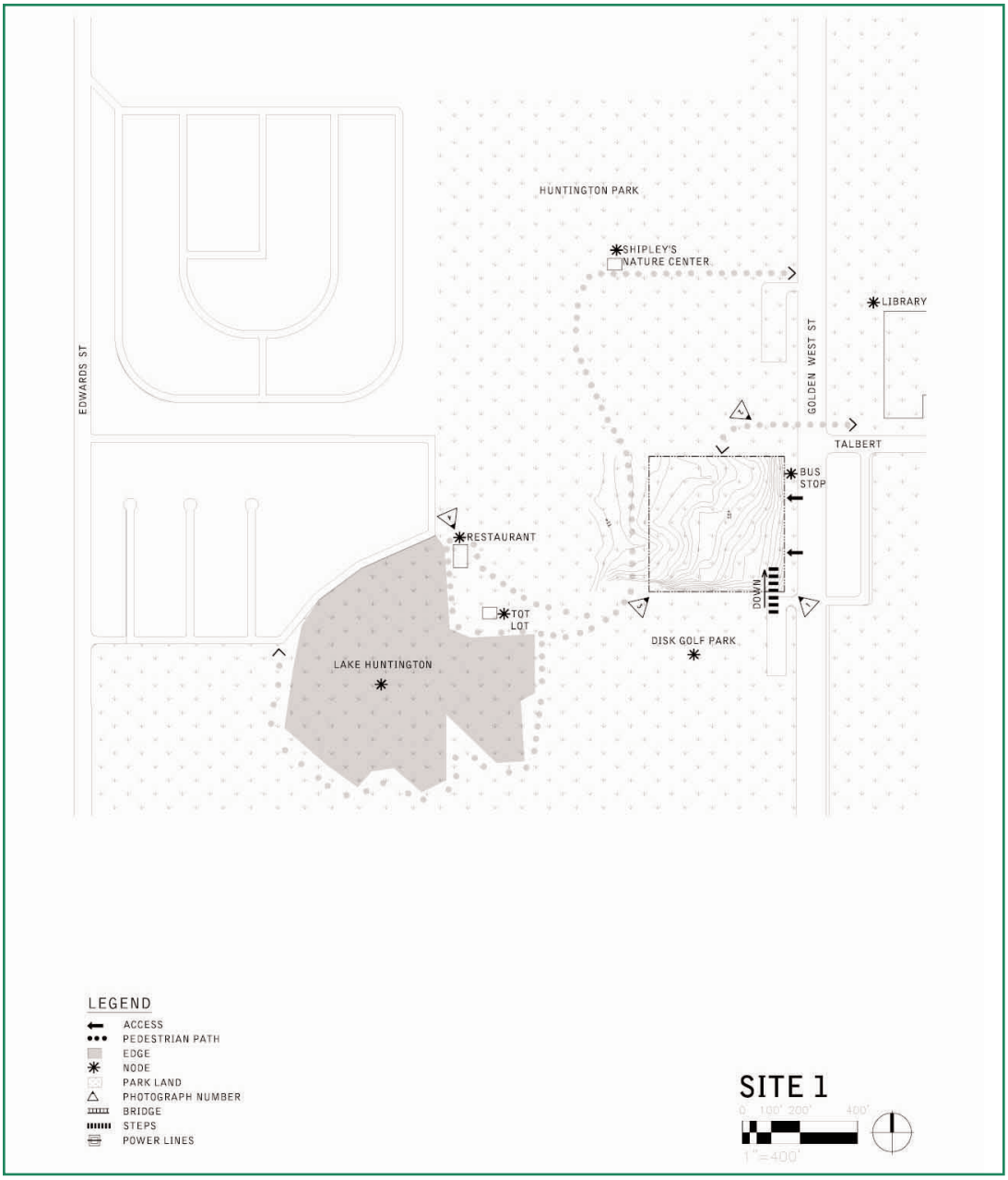
1 Site 1 - Goldenwest & Talbert



Site 1 is located within Central Park at the south west corner of Goldenwest and Talbert. The five acre site would be south of the existing nature center, and north of the Disc Golf recreational area. Vehicular access could be signalized at the intersection that joins with the Sports Park and Library, creating a collection of civic uses in this region of the city. This site is owned by the city.

Site Analysis

1 Site 1 - Goldenwest & Talbert



Site Analysis

Site 1 Conclusions

Pros:

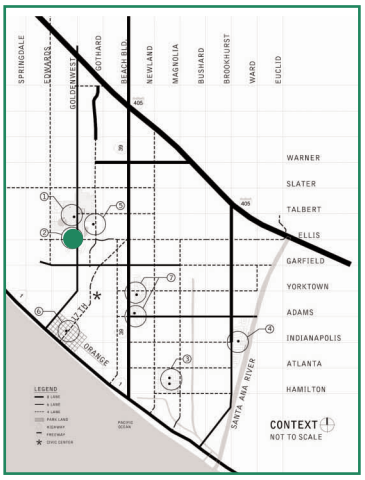
- Accommodates parking, building program, exterior program, and future program expansion
- On-site bus stop
- Views around site are all pleasant
- Primarily quiet
- Allows 2 curb cuts on the east side only (Golden West Street), easy vehicular and pedestrian circulation, and easy fire truck access
- City-owned property
- Although site is not leveled with the street (10' to 15' drop) contours at site are spread out, topography is primarily flat, requires some fill
- Somewhat developed site
- Centrally located within the City, easy to find, safe area
- Would benefit from Central Park amenities, such as proximity to Huntington Lake, city Library, sports park across the street, trees, open turf, pedestrian path near the lake, Disk Park, Restaurant by the Lake, etc.
- Although nature center is to the north, there is no room for conflict, because not much habitat would be near the street
- Site adjacent to compatible uses

Cons:

- Requires Charter Section 612 (Measure C) vote
- Per FEMA's map #06059C0234H, site is located within Zone X "This area protected from the 1% chance flood by levee, dike, or other structure subject to possible failure during larger floods"
- Safety driving concern: Slow drivers turning into fast driving street, Golden West (6 lane street)
- No significant vegetation
- Topography has an underlying order brought about by surface water or human intervention, soil is very soft
- Master plan currently includes passive park at this location

Site Analysis

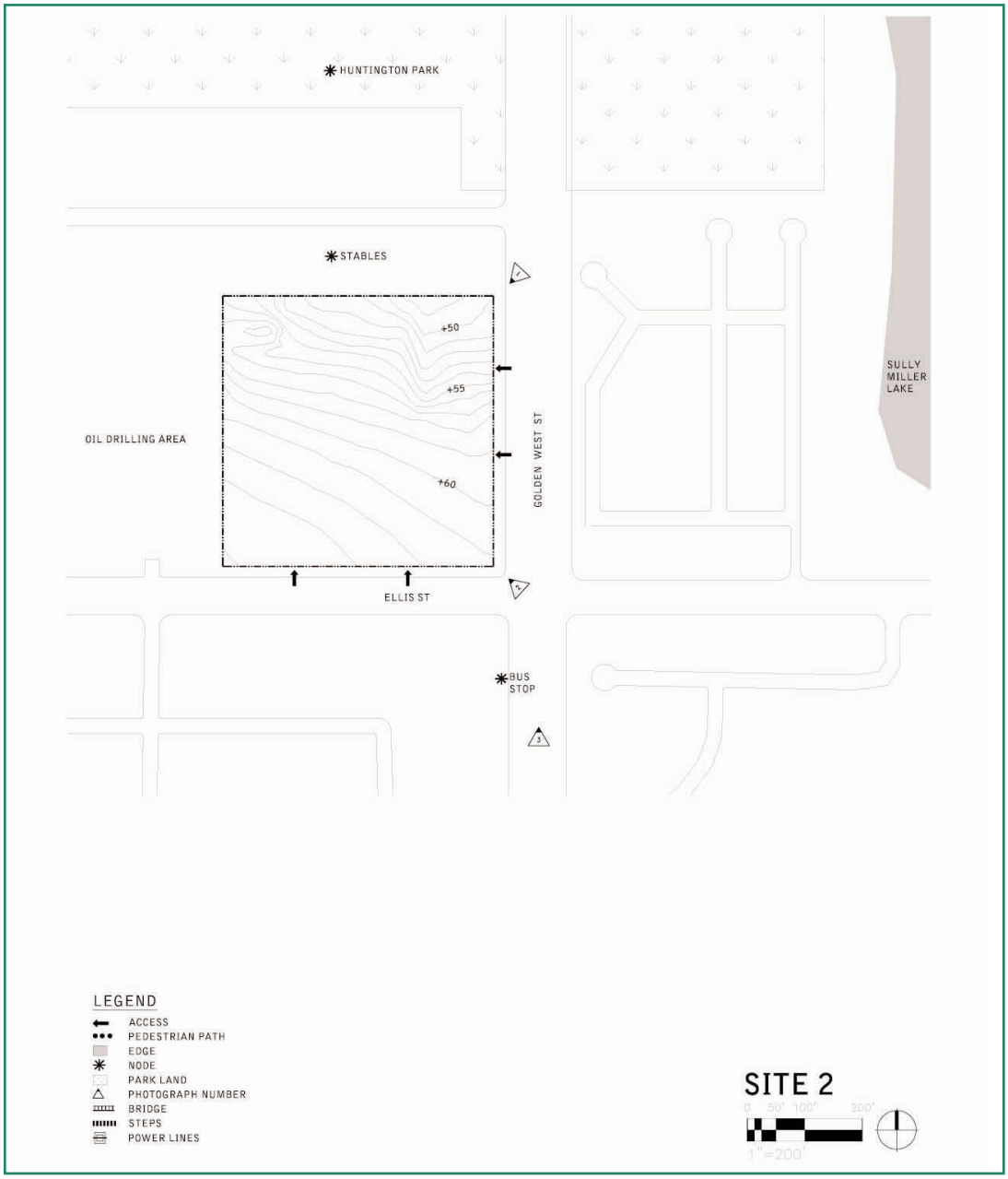
2 Site 2 - Goldenwest & Ellis



Site two is located within Central Park at the north west corner of Ellis and Goldenwest. A five acre site would be located to complement the master plan development in this currently undeveloped area of the park. This site is owned by the city.

Site Analysis

2 Site 2 - Goldenwest & Ellis



Site Analysis

Site 2 Conclusions

Pros:

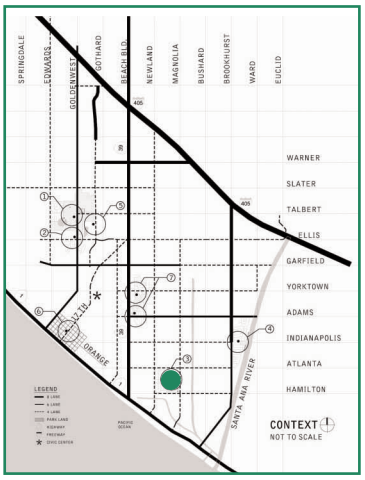
- Accommodates parking, building program, exterior program, and future program expansion
- Allows 2 curb cuts on either east side (Golden West) or south side (Ellis), easy vehicular and pedestrian circulation, and easy fire truck access
- City owned property
- Contours are spread out evenly, site is primarily flat
- Somewhat developed site
- Centrally located within the city, easy to find, safe area
- Per FEMA's map site is out of the flood area
- Bus stop across the street

Cons:

- Requires Charter Section 612 (Measure C) vote
- Master plan currently includes therapeutic riding center, parking, tot lot, restroom, and open turf amenities; master plan would have to be modified
- Safety driving concern: Slow drivers turning into very fast driving streets, i.e. Golden West and Ellis
- No significant vegetation
- Views around site are not all pleasant, some oil drilling machines to the west, and residential homes to the east
- Primarily loud and busy
- Central Park amenities, such as proximity to Huntington Lake, Library, and sports park, are not as proximate from this site.
- Possible mitigation issues

Site Analysis

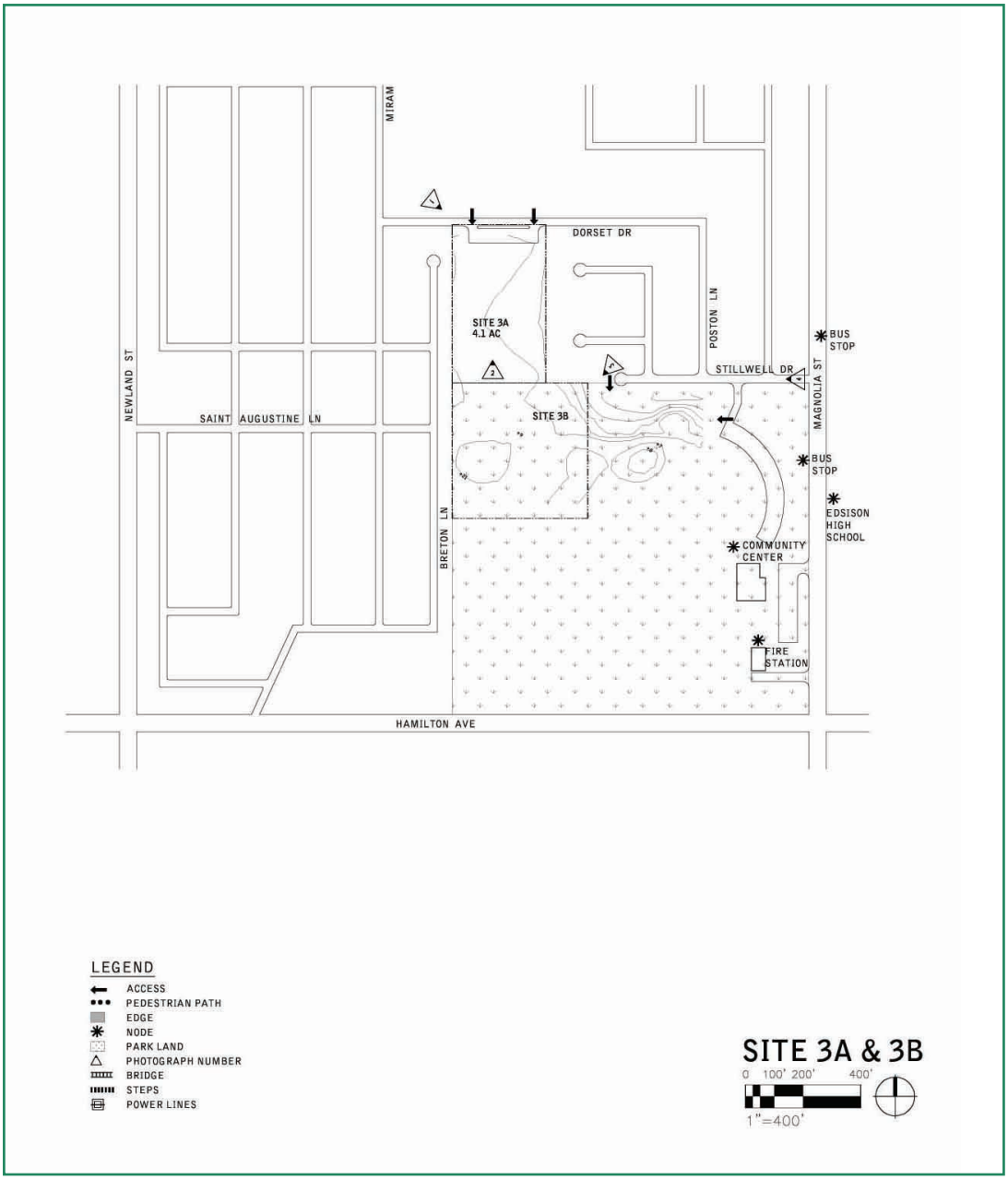
3 Site 3A & 3B - Kettler School and Edison Park



Site three is located at Kettler School. Given the significant amount of acreage, the option exists to develop either the main campus area, identified as site 3A, or the school play fields adjacent to Edison Park, identified as site 3B. This site is not currently owned by the city.

Site Analysis

3 Site 3A & 3B - Kettler School and Edison Park



Site Analysis

Site 3A & 3B Conclusions

Pros:

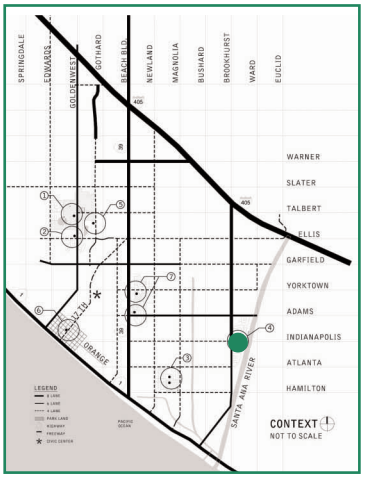
- Accommodates parking, building program, exterior program, and future program expansion
- Views around site are all pleasant
- Primarily quiet
- Site is flat and level with the street
- Somewhat developed site
- Would benefit from proximity to Edison Park and Fire Station on Magnolia and Hamilton
- Site is adjacent to compatible park uses
- Significant vegetation and mature trees
- Bus stop on Magnolia, near Site 3B
- Potential compatibility with Edison Community Center

Cons:

- The 3A site has two existing curb cuts on Dorsett Drive, but access and vehicular circulation is through established residential neighborhoods which is less desirable.
- Access from Stilwell Drive (off Magnolia) is most appropriate, but would require reconfiguration of the existing park to get access to the 3B site.
- Access to site is through residential streets
- Development of the 3A site will require demolition of buildings
- Per FEMA's map site is located within Zone X "This area protected from the 1% chance flood by levee, dike, or other structure subject to possible failure during larger floods"
- Not a City owned property
- Location is not central
- Surplus school property which the City would be able to purchase under Naylor Act.
- City would have to acquire school property
- Methane mitigation is likely

Site Analysis

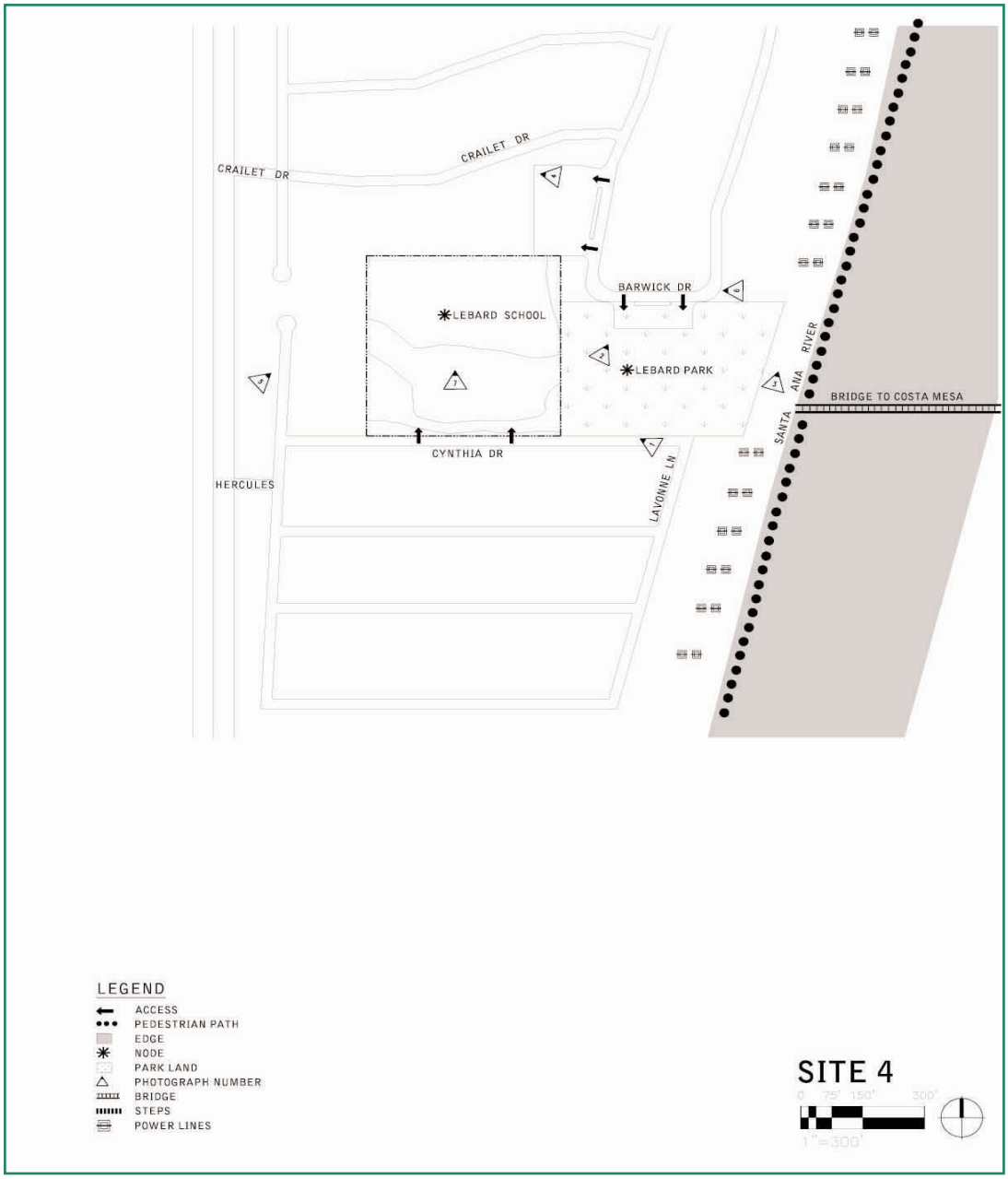
4 Site 4 - LeBard Park & School



Site four is located at LeBard School and Park. The existing acreage is in excess of the desired five acres, allowing the new senior center to be carefully sited based upon existing recreational uses. This site is not currently owned by the city.

Site Analysis

4 Site 4 - LeBard Park & School



Site Analysis

Site 4 Conclusions

Pros:

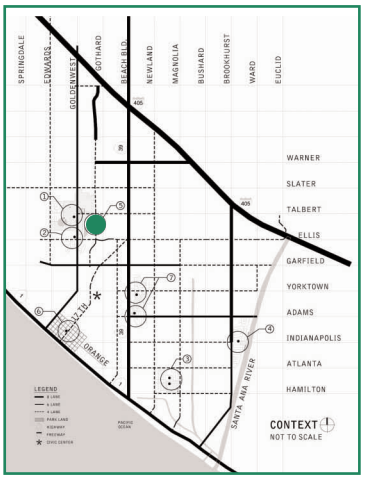
- City owned property
- Accommodates parking, building program, exterior program, and future program expansion
- Views around site are all pleasant
- Primarily quiet
- Allows 2 curb cuts on the south residential side (Cynthia Street), has 2 curb cuts on the east residential side (Craimer Lane), easy vehicular and pedestrian circulation, and easy fire truck access
- Contours are very spread out, site is level with the street
- Has existing small parking lot, most site work already exists
- Would benefit Lebard Park
- Adjacent bike and pedestrian path in the river bed to the east
- Mature vegetation

Cons:

- Access to the site is through an established residential neighborhood
- Northeast corner of site could be developed for senior center on approximately 3.8 acres (limiting some of the potential amenities a 5 acre site permits), allowing the ball fields to remain in place if necessary. The adjacency of the ball fields would be less desirable for the Center.
- Per FEMA's map #06059C0234H, site is located within Zone X "This area protected from the 1% chance flood by levee, dike, or other structure subject to possible failure during larger floods"
- No bus stop near site
- Not centrally located
- Demolition of existing ball fields or buildings could be required
- Near power lines at river bed
- Residential neighborhood

Site Analysis

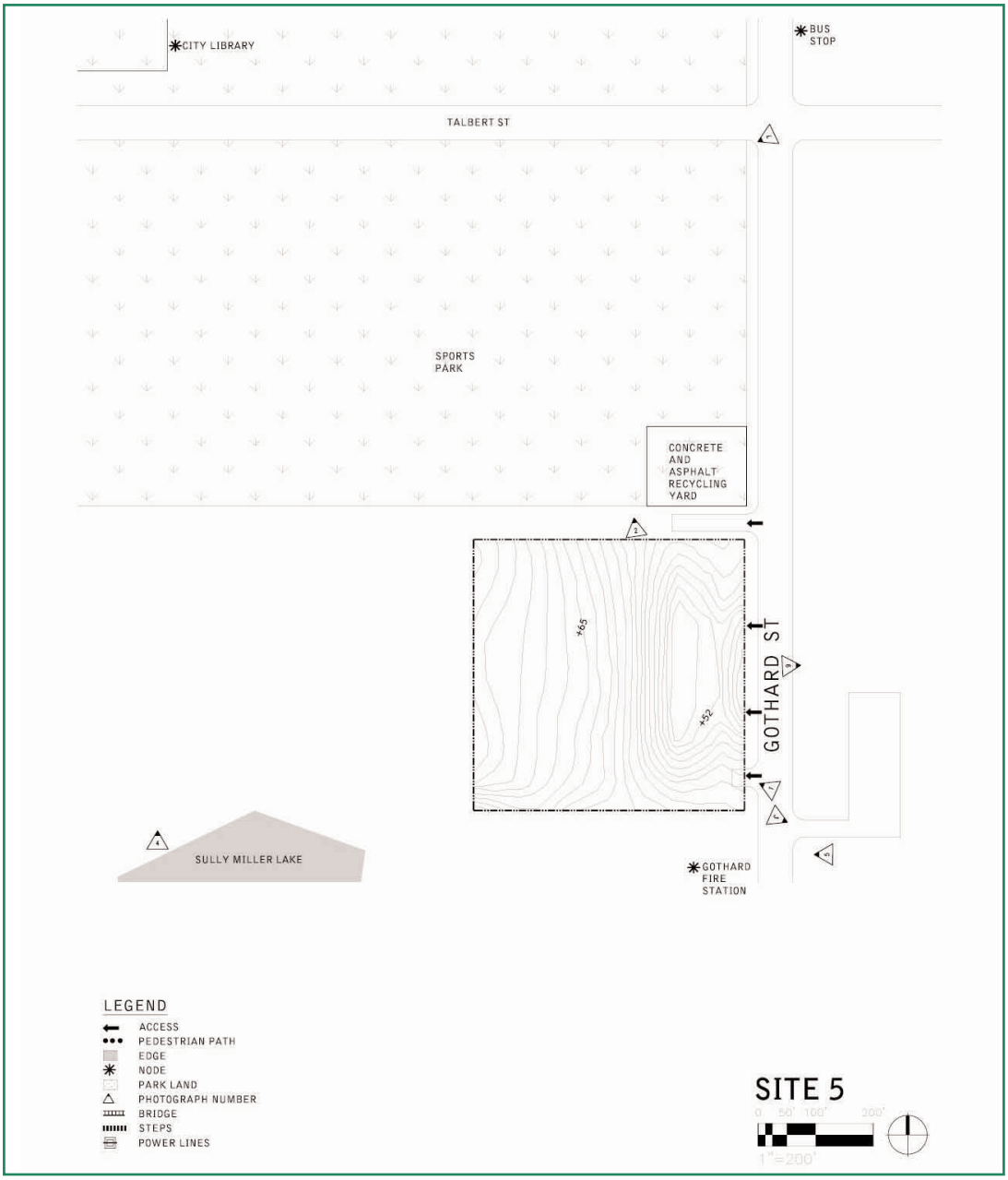
5 Site 5 - OC Transfer Station



Site five is located at the O.C. Transfer Station property, west of Gothard Street, and south of the existing city Sports Park. The opportunity exists to enhance this property and integrate it with Central Park. The site is currently owned by the County of Orange.

Site Analysis

5 Site 5 - OC Transfer Station



Site Analysis

Site 5 Conclusions

Pros:

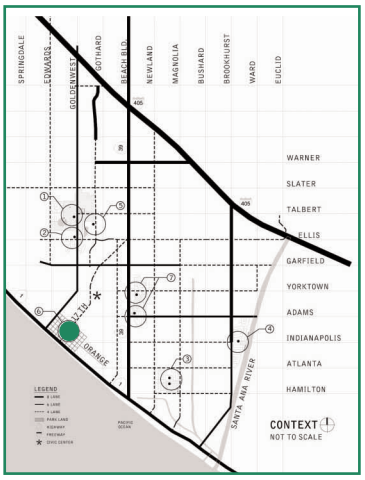
- Accommodates parking, building program, exterior program, and future program expansion
- Allows 2 curb cuts on the east side only (Gothard Street), easy vehicular circulation, and easy fire truck access
- Site is level with the street, there is some topography considerations at west side
- Except for parking lot, most site work already exists
- Would benefit from the Huntington Beach Library, sports park further north, and Gothard's fire station on south
- Centrally located within the city
- Bus stop near site
- County owned property

Cons:

- Per FEMA's map #06059C0234H, site is located within Zone X "This area protected from the 1% chance flood by levee, dike, or other structure subject to possible failure during larger floods"
- Views around site are not all pleasant some recycling yard to the north, commercial to the east and south
- Busy and loud
- Site is not adjacent to compatible uses, isolated from other park uses
- No significant vegetation
- Possible mitigation issues

Site Analysis

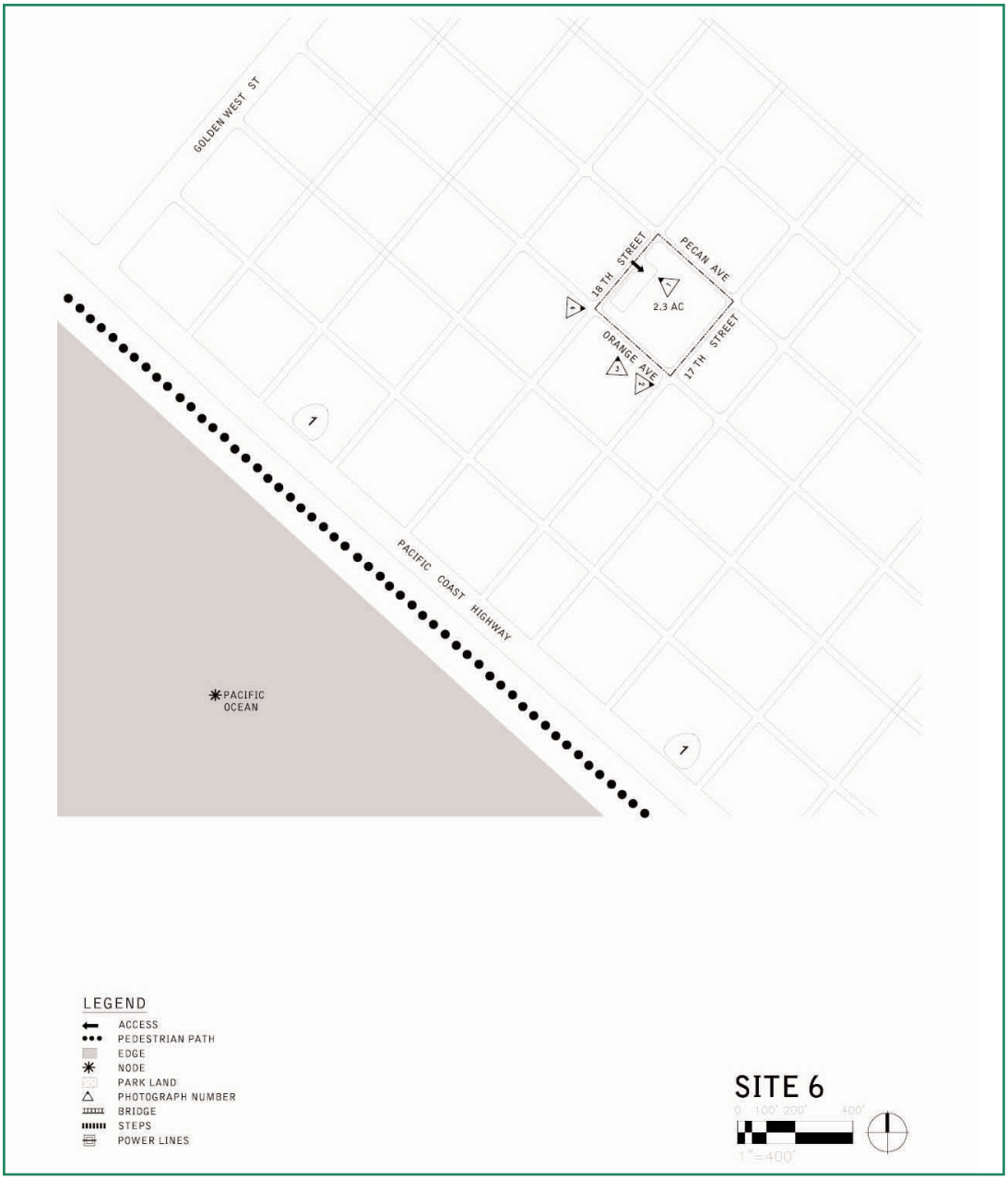
6 Site 6 - Rodgers Senior Center



Site six is the existing Michael E. Rodgers Senior Center. The site is only half the size required to accommodate the new senior center space program. But, given the success of the programs offered in this facility, and that the site is owned by the city, it certainly warranted site analysis study.

Site Analysis

6 Site 6 - Rodgers Senior Center



Site Analysis

Site 6 Conclusions

Pros:

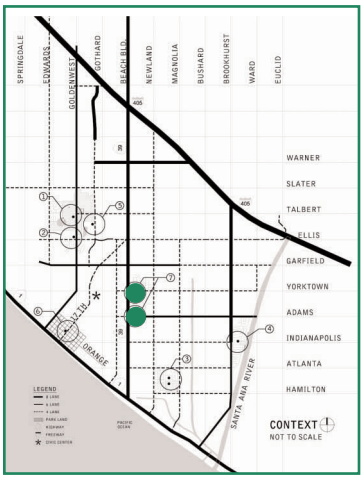
- Seniors are familiar with the site
- Views around site are all pleasant
- Primarily quiet
- Has two curb cuts on Pecan Street, easy vehicular and pedestrian circulation, and easy fire truck access
- City owned property
- Site is level with the street and generally flat
- Existing parking lot, most site work already exists; developed infrastructure
- Would benefit from proximity to the beach
- Site adjacent to compatible uses

Cons:

- Site does not accommodate all needed program and/or parking. Site is small (+2.3 ac.), probable two-story solution required
- Chevron donated the land to the City with the condition that it be used for recreational purposes, therefore, if facility were on a different or other site, this property could not be sold to raise funds for the new senior center without Chevron's approval
- An interim senior center, site would have to be determined to accommodate seniors during construction
- South side of City
- Per FEMA's map #06059C0234H, site is located within Zone X "This area protected from the 1% chance flood by levee, dike, or other structure subject to possible failure during larger floods"
- Not very much plant cover, primarily asphalt
- Residential neighborhood

Site Analysis

7 Site 7A & 7B - Bartlett Park, Adams & Yorktown



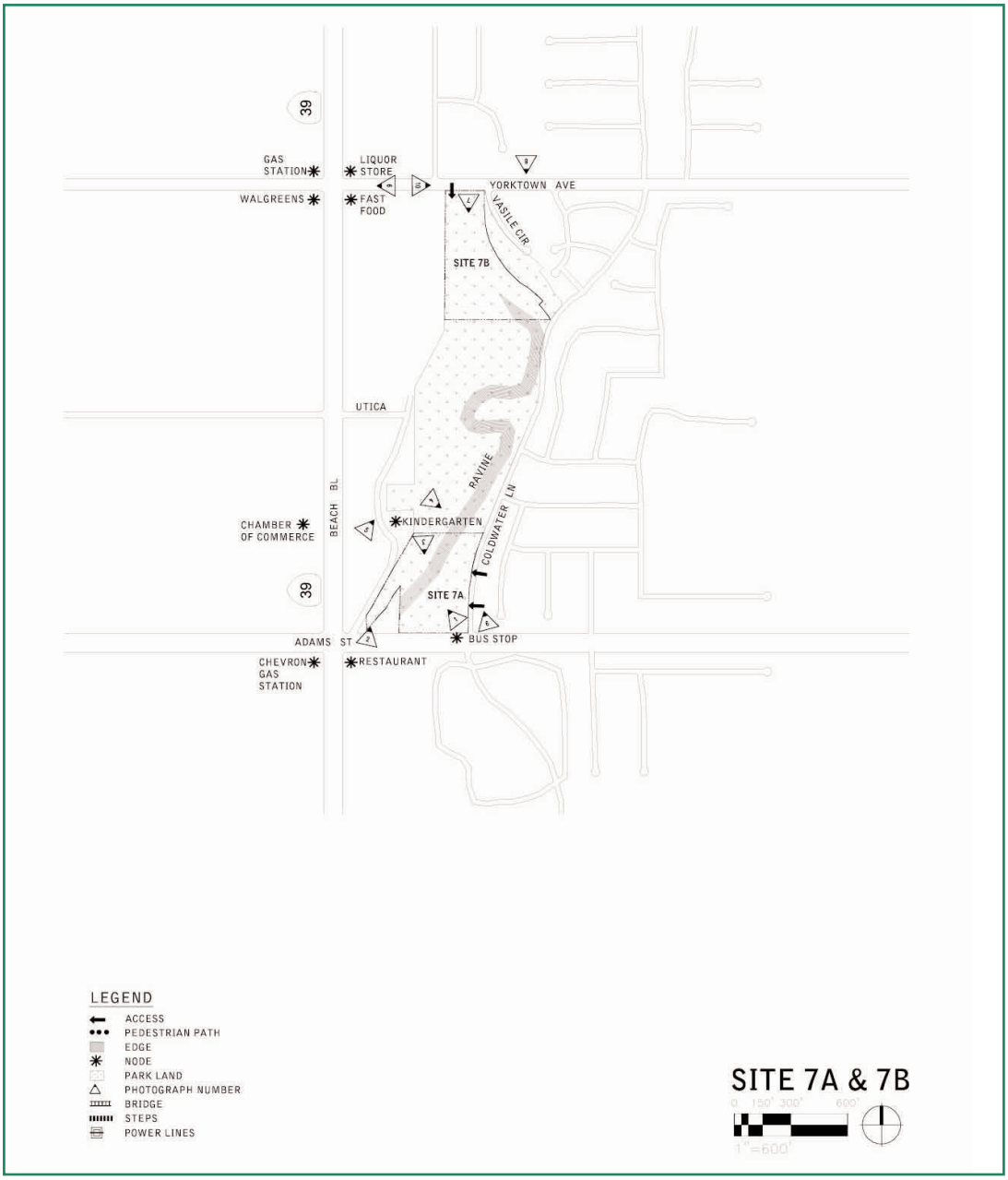
Site seven, Bartlett Park, was brought to our attention in one of the public workshops. Given the requirement for a five acre site, the analysis looked at the south end of the property at Adams, identified as site 7A, and the north end of the property at Yorktown, identified as site 7B. The Opportunities and Constraints Analysis completed in July of 1999 by Sapphos Environmental, Inc., identified the bluff top area of the Park as the most appropriate location for any proposed structures. This area was not identified initially as it does not accommodate the desired 5 acres for the Senior Center. The report indicates that a building could be sensitively located to minimize the impact to the surrounding area, but illustrates a 20,000 SF footprint, which at this time would not fully accommodate the desired city space program and would be challenged to fit the required parking without significantly impacting sensitive adjacent areas.

Site 7B

Site 7A

Site Analysis

7 Site 7A & 7B - Bartlett Park, Adams & Yorktown



Site Analysis

Site 7A &7B Conclusions

Pros:

- Accommodates parking, building program, exterior program, and future program expansion, with potential two-story building
- Bus stop on Adams Street
- Allows 2 curb cuts on the east side only, Coldwater Street, vehicular and pedestrian circulation, however, are very hard due to topography
- Centrally located within the City

Cons:

- Loud and busy
- Views around site are not all pleasant, commercial property on west side, extreme topography to the north (Ravine), and prone to flooding, with native vegetation
- Significant topography limits site flexibility
- Existing curb cut on Adams is very close to a busy intersection (Beach and Adams)
- Per FEMA's map #06059C0234H, site is located within Zone X "This area protected from the 1% chance flood by levee, dike, or other structure subject to possible failure during larger floods"
- Site requires development and potential environmental sensitivity for a Native American burial/midden site
- Site 7A has an Orange County easement, and could have significant drainage issues

Concept Planning

Concept Planning

The new senior center is planned to provide the senior population of the City of Huntington Beach with a building that integrates the city's programs for a functional building that reflects the unique qualities of this beach community. Each of the identified program spaces is collocated with similar uses to form a 'center' within the facility, each with a specific focus. Composed of five 'Centers', the plan diagram illustrates a conceptual notion of how the new senior center could be organized. The following guidelines define the project goals.

Character of the new Senior Center

- Become a focal point in the community and reflect its importance as a civic asset
- Provide a building character that attracts and welcomes the multitude of generations who will receive services offered at the facility
- Locate the Social Lounge at the heart of the facility as an extension of the lobby
- Respect the environment and provide a strong relationship between indoor and outdoor spaces, incorporating sustainable practices in all aspects of the design
- Provide maximum flexibility and multiple uses for the changing program needs and interests of the senior community

Building Entrance

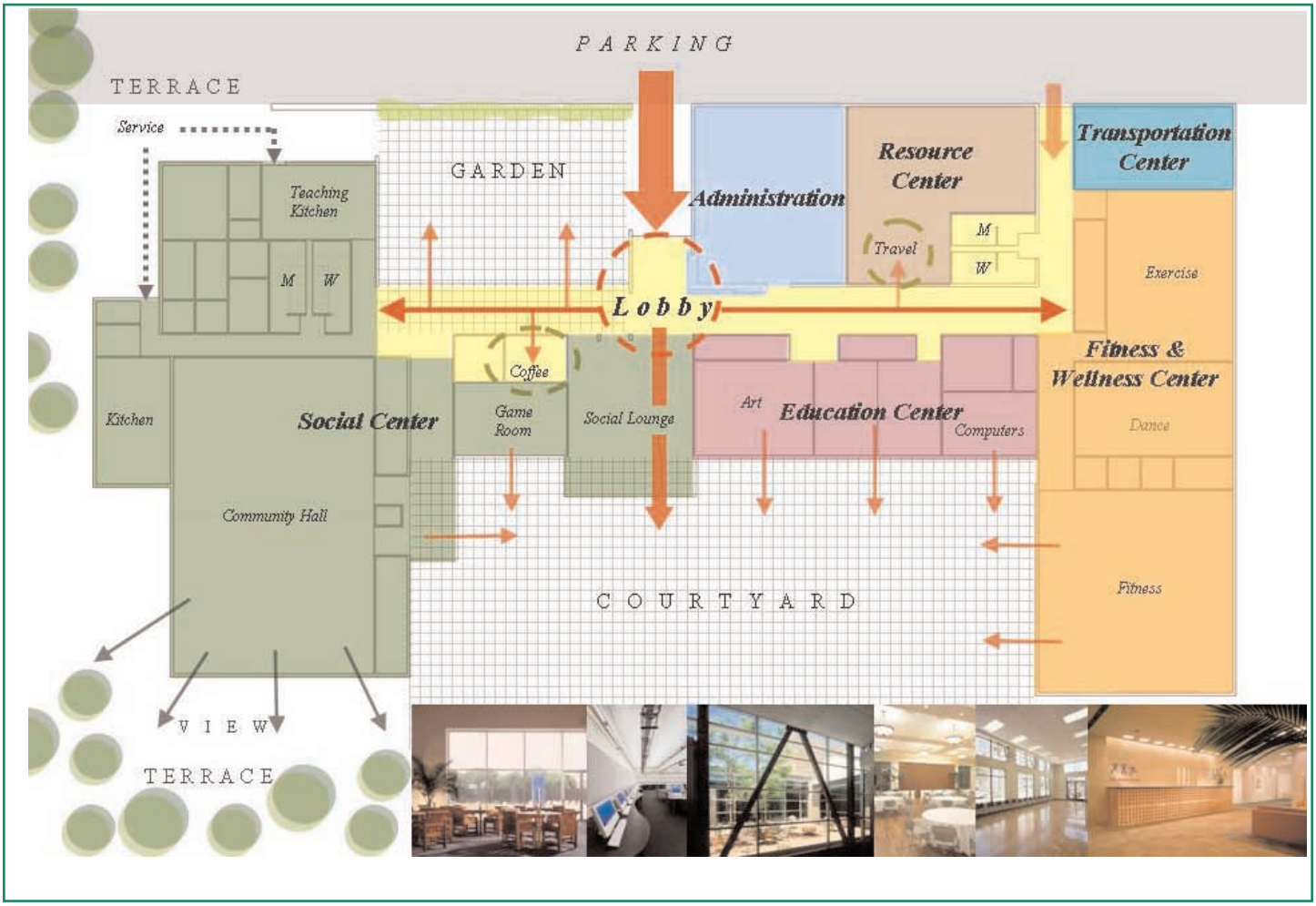
- Provide a primary entrance to the main reception area, as well as a secondary 'event' entrance that provides direct access to the Community Hall
- Design the site with easy visibility of entrances from the street. These entrances should also be on flat and level approaches for ease of access
- Assure access to the kitchen area for delivery and supply vehicles

Concept Planning

Building Zoning

- Place the building reception area centrally, allowing staff a good vantage point from which to monitor the entire facility
- The Fitness Center should be located at a maximum distance from the Social Center to minimize acoustic disruptions
- The ability to zone the building to operate 'off hours' for Community Hall rentals, without giving access to the entire building
- Provide ample pre-function and post-function space for events in the Community Hall. It is beneficial for this space to have access to an outdoor courtyard or terrace for additional rental opportunities
- Direct access from the parking area into the Transportation Center, but include this space as part of the main building
- Access from most classrooms and fitness spaces to outdoor courtyards or terraces to maximize teaching opportunities and take advantage of the mild climate

The conceptual diagram on the next page illustrates the relative relationships between the programmed rooms and areas within the new senior center. This conceptual plan does not relate directly to a specific site, although it does infer relationships of program spaces to the outdoors. It is not intended to be construed as a final floor plan, but rather as the first step in defining the vision of a new senior center for the senior citizens of Huntington Beach.

Concept Planning

Conceptual Plan