

*Sparrows*

*Landing*

*Master*

*Plan*



# *Sparrows Landing*

## *Master Plan*

*Prepared for the*

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# *Sparrows Landing*

## **Mission**

Sparrows Landing is a non-profit, non-denominational organization dedicated to providing opportunities to developmentally disabled adults in work, living arrangements and social activities to enhance their independence and role in society.

## **Vision**

Sparrows Landing is committed to creating a community for developmentally disabled adults built on common grounds that will provide housing units, recreation facilities and numerous commercial and agricultural enterprises offering job opportunities for a wide range of developmental disabilities and interests.

## **Master Plan**

This plan serves as the initial framework for the physical and financial development of Sparrows Landing. A final site has not yet been acquired, so this plan has assumed a generic 100 acre site. The plan will require adjustment when a home for the campus is found. The plan specifically addresses the development of the core residential community, development of the site and common elements in detail. Out parcels of land are identified for agricultural and commercial enterprises on the campus grounds; however, each is not fully developed.

## **Residential Community**

The heart of Sparrows Landing is the residential community for 120 residents. This community is further subdivided into three clusters of 40 residents housed in eight resident cottages designed for four or six occupants, a portion of which may serve retirees. Commons areas include park-like open spaces, recreation fields, and community dining, lounge and fitness facilities.

## **Agricultural and Commercial Enterprises**

Individual business plans will be created for a variety of vocational opportunities for Sparrows Landing residents and other developmentally disabled clients from the larger metropolitan population. The primary purpose is to employ the developmentally disabled and supplement their incomes. A secondary purpose would be to generate funds for Sparrows Landings' programs. Each enterprise will respond to market opportunities. Possible ventures may include a produce farm, an orchard, a vineyard, a boarding kennel, a petting zoo, a thrift store, a gift shop, a bakery and a country style restaurant. Land on the perimeter of the campus may also be leased to for-profit businesses generating rental income.

## **Sustainability**

The Sparrows Landing campus is designed to be as self-sustaining as possible, while minimizing impact on the environment. It is envisioned that residents will grow some of their own food and conserve precious resources such as water and energy.

# *Introduction*



# Sparrows' Landing

The core of the Sparrows Landing community sits on 40 acres in the center of a larger 100 acre site including parcels reserved for the organization's future agricultural and commercial endeavors.

recreation fields

entrance gateway

main mall

administration building

visitor parking

dining hall

operations building

spiritual center

40 unit residential cluster - 3 thus

pond

wetlands stormwater detention and purification

visitor parking

out-parcels for future development

entry checkpoint



## Master Site Plan

*Sparrows Landing will feature a pedestrian oriented campus design with a range of outdoor living spaces and an array of natural environments for play and reflection.*



# *Sparrows Landing*



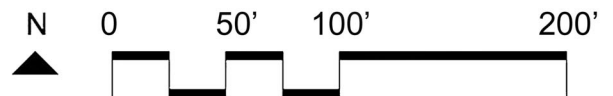
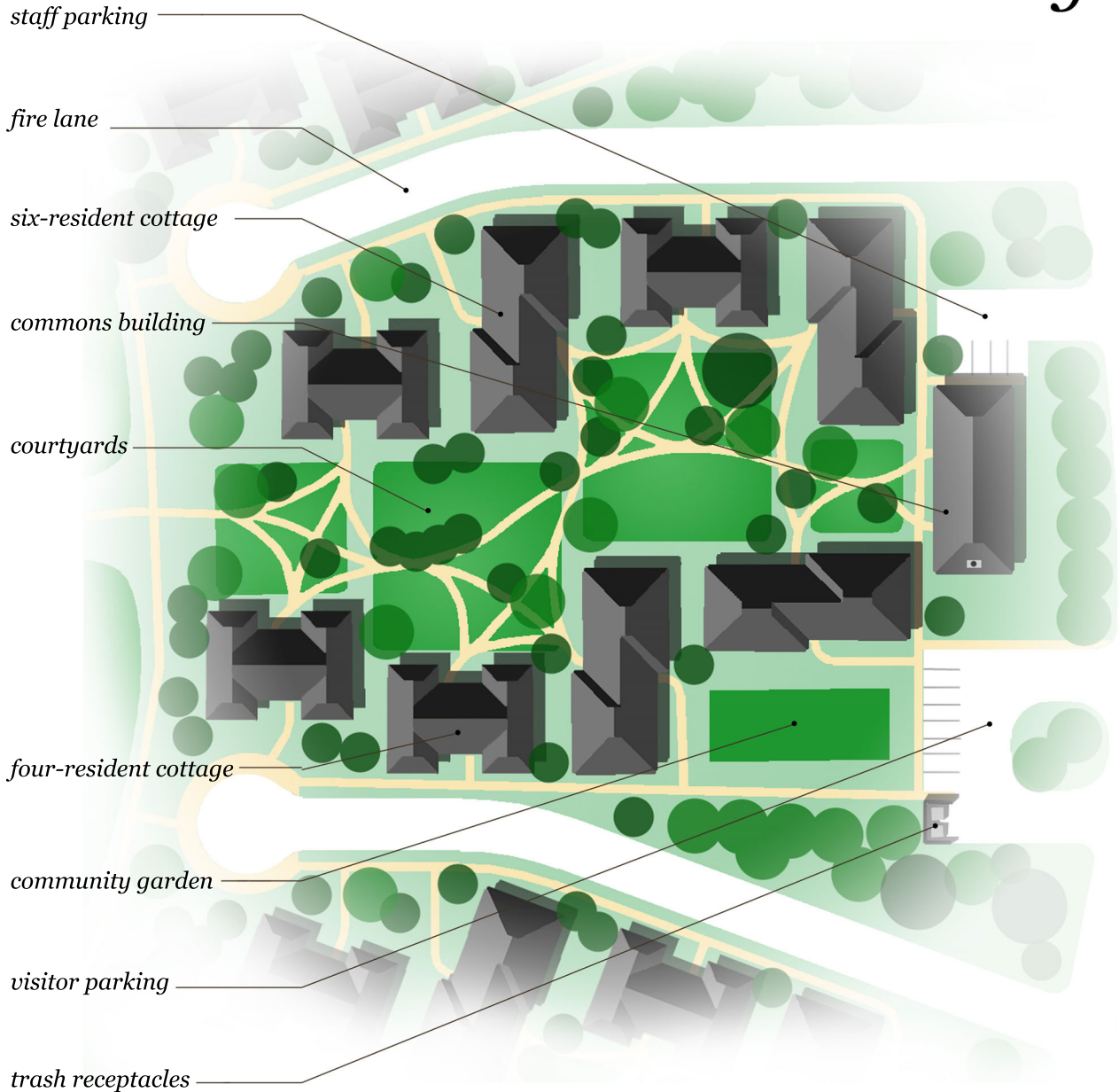
*birdseye view of the campus*

## *Master Site Model*

*Sparrows Landings' 120 residents live in three, 40-resident clusters with eight residential cottages, a commons building, and a shared garden surrounding a series of interlocking outdoor spaces.*



# *Sparrows Landing*



## *Residential Cluster*

*Sparrows Landing has a human scale, not a monumental or institutional feel. Materials and colors are selected from a natural palette, creating a harmonious setting.*



# *Sparrows Landing*



*eye-level view of courtyard*



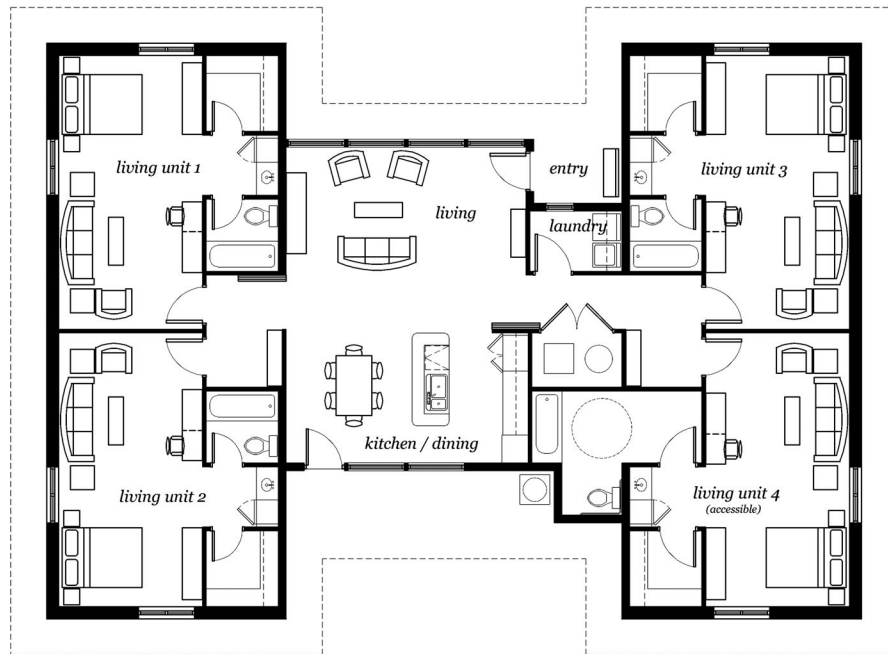
*birdseye view*

## *Residential Cluster*

*A compact plan with four private suites, including one accessible suite, provides residents with a supportive family structure while preserving individual independence.*



# *Sparrows Landing*



*floor plan* 2,682 square feet  
0 4 8 12 20 feet



*front elevation*

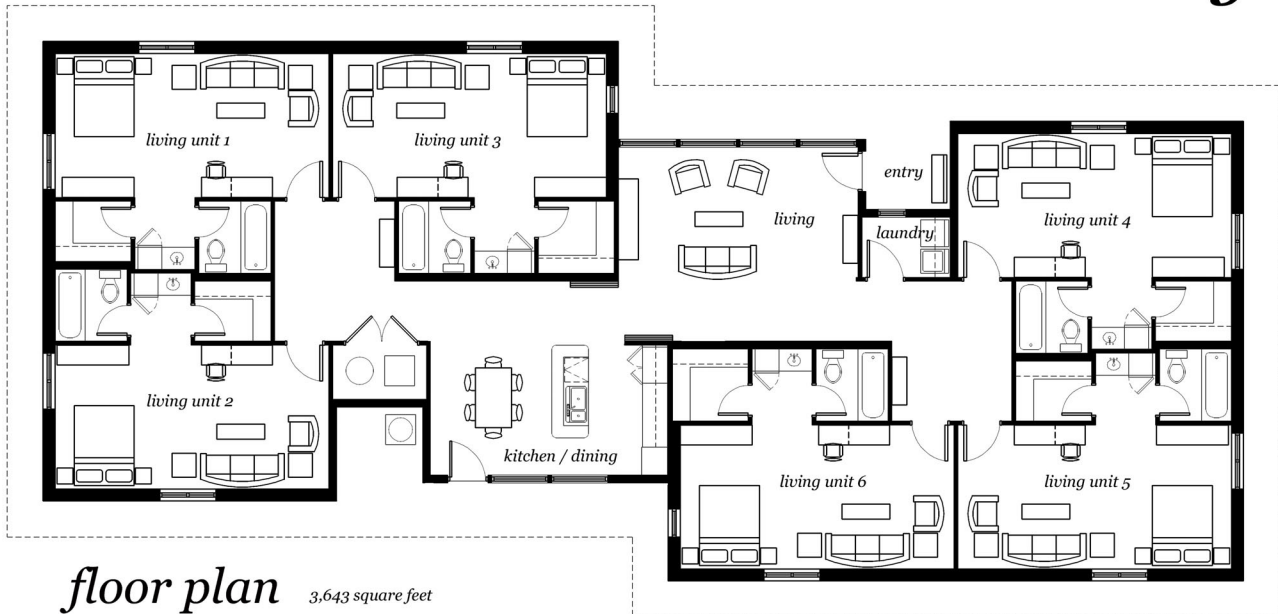
## *Four-Resident Cottage*



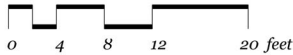
*Each cottage is designed to provide privacy for each resident, while including them in a family of companions. Separate living and dining areas provide flexibility for the larger group of six residents.*



# *Sparrows Landing*



*floor plan* 3,643 square feet



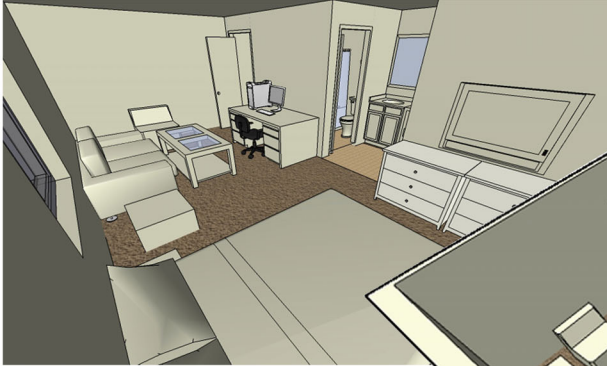
*front elevation*

## *Six-Resident Cottage*

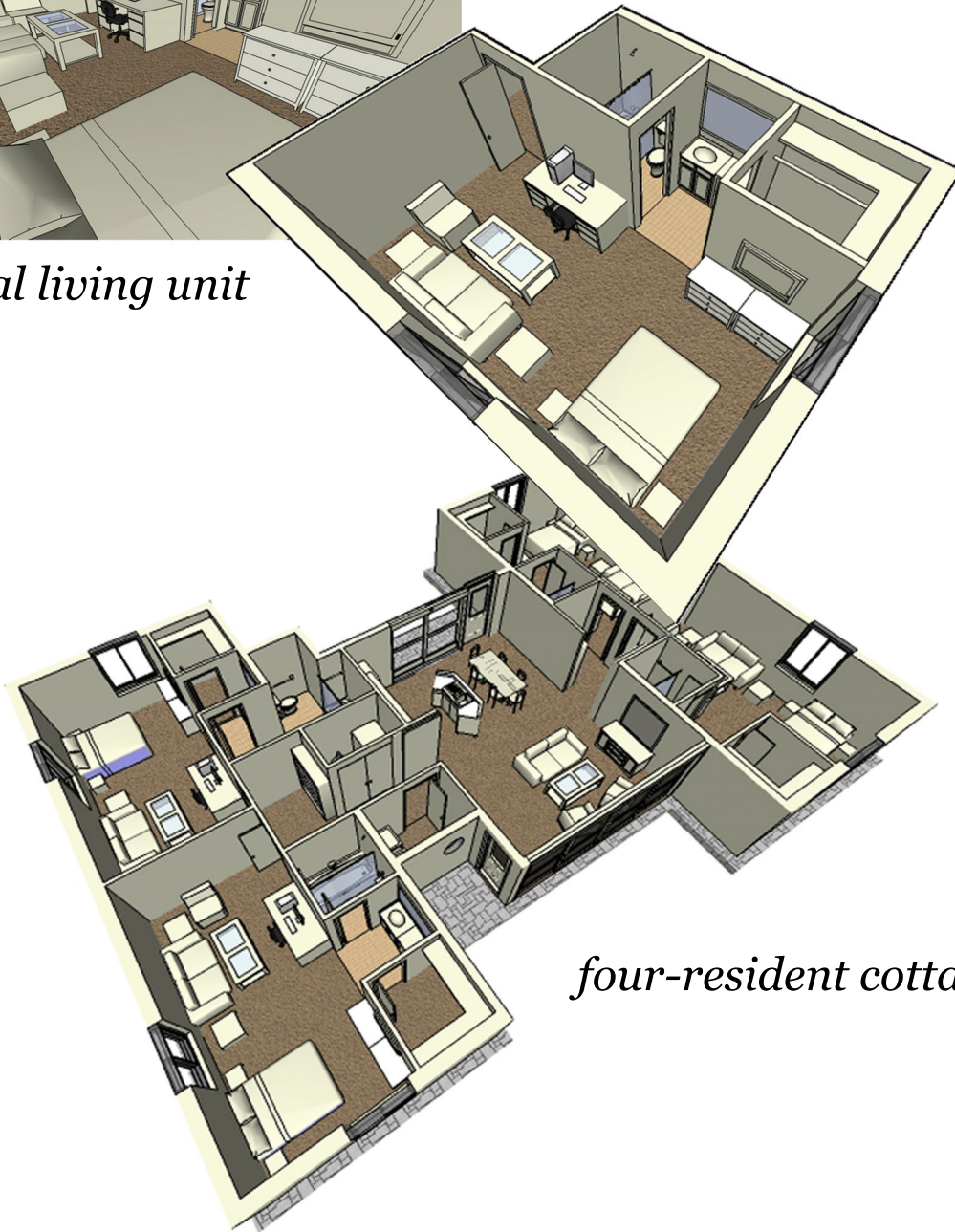
*Individual living units provide privacy and space for each resident, including separate living and sleeping areas, bathrooms and walk-in closets.*



# *Sparrows Landing*



*typical living unit*



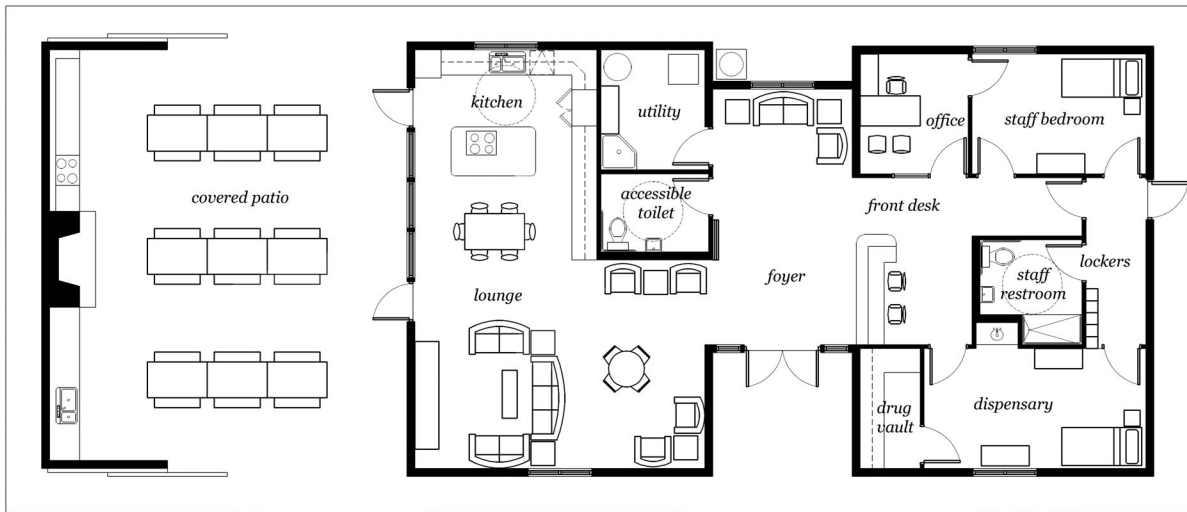
*four-resident cottage*

## *Residential Interior*

Each neighborhood of forty residents share a commons consisting of three parts: a communal kitchen and lounge, an outdoor patio, and accommodations for staff.



# Sparrows Landing



*floor plan* 3,190 square feet

0 4 8 12 20 feet



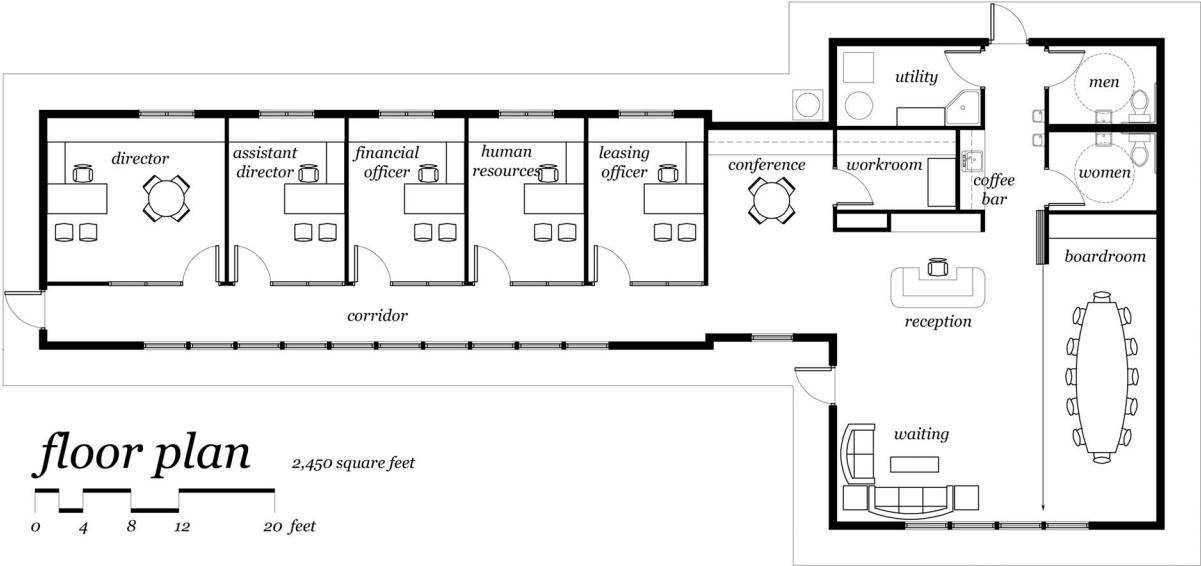
*front elevation*

## Resident Commons

Administration, marketing and leasing are handled here at the front door of Sparrows Landing. A generous boardroom is available for larger meetings.



# Sparrows Landing



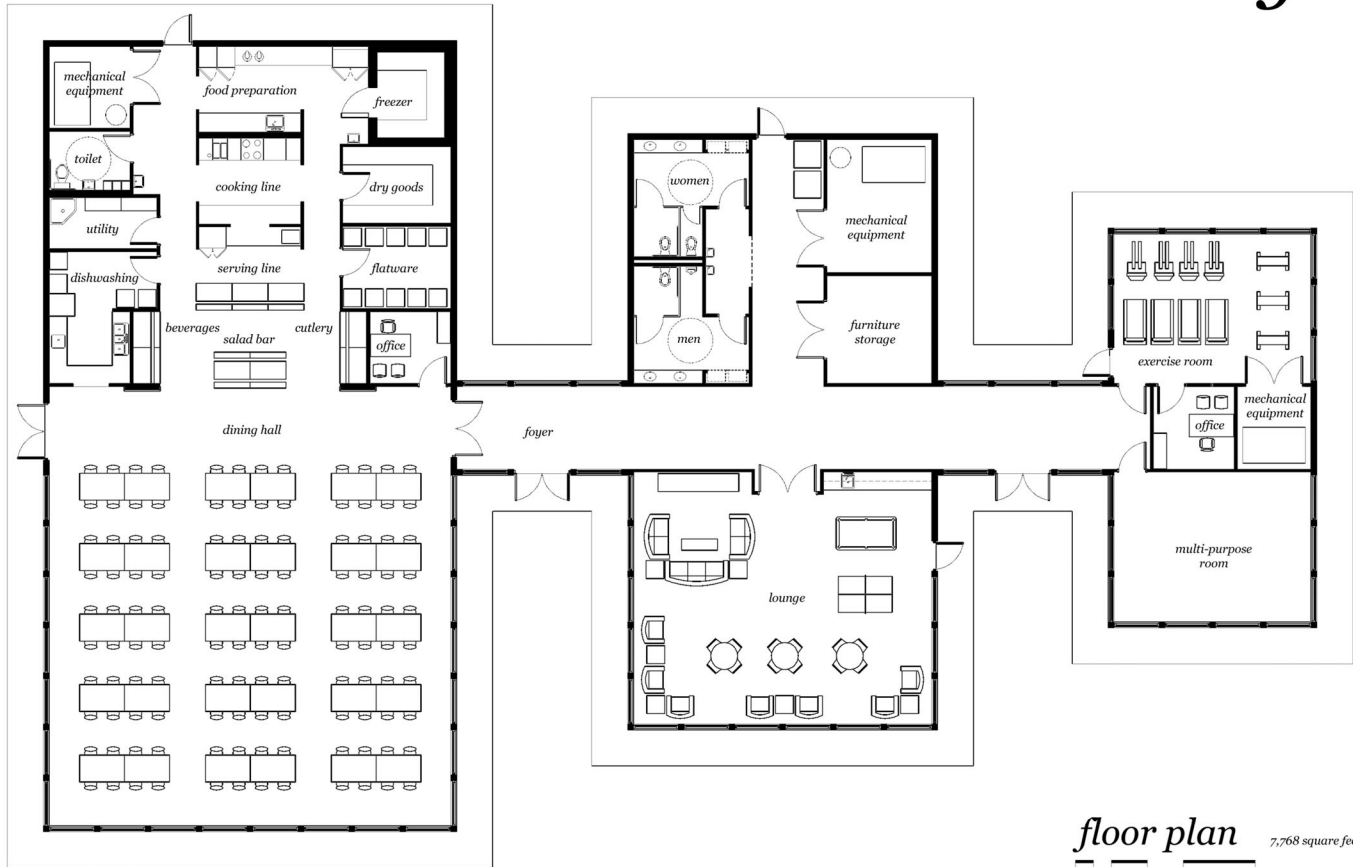
*front elevation*

# Administrative Offices

The dining hall includes a one hundred and twenty seat dining room and a full service kitchen, as well as facilities for recreation, health and social activities.



# Sparrows Landing



*floor plan* 7,768 square feet  
 0 4 8 12 20 feet



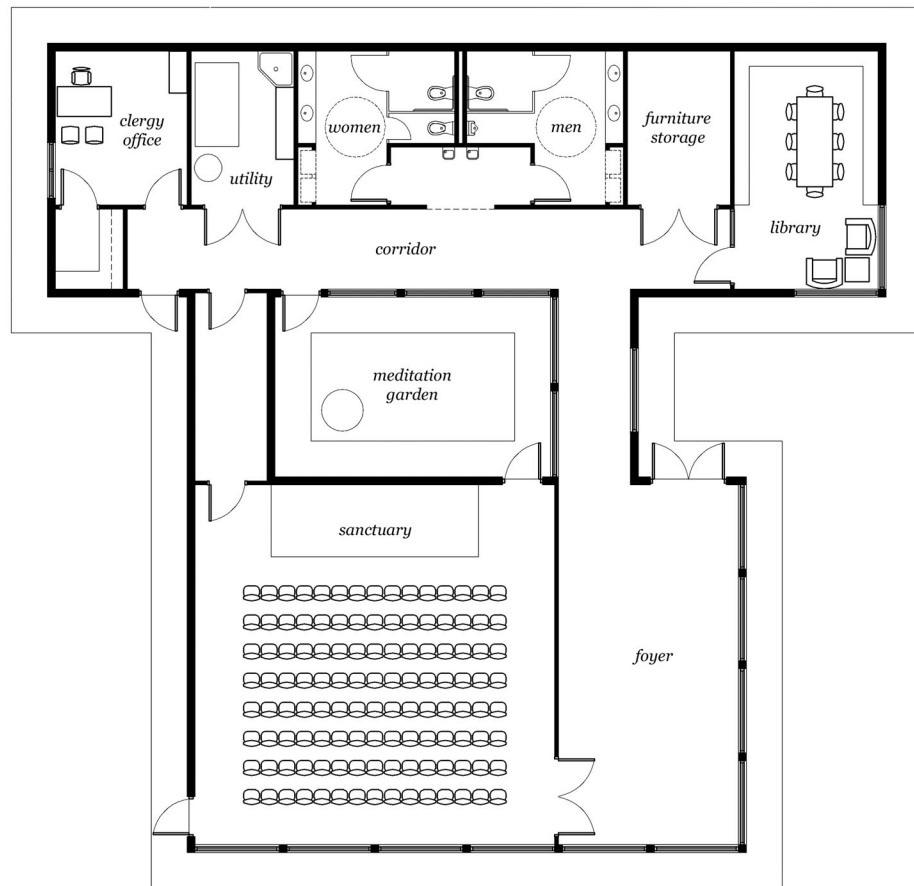
*front elevation*

# Dining Hall

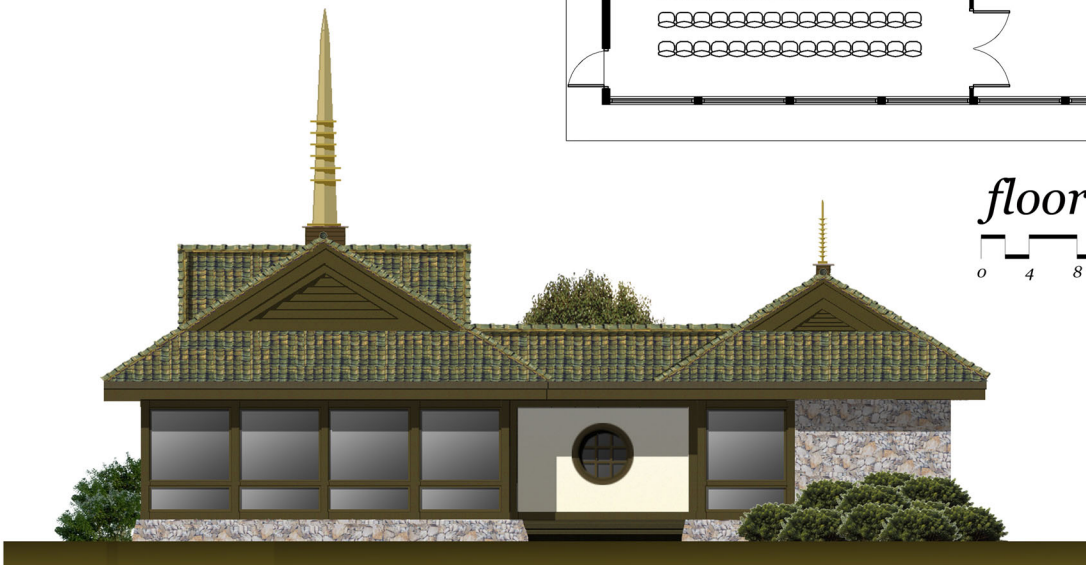
*The non-denominational spiritual center includes a sanctuary for worship services and other presentations, a meditation garden, and Sparrows Landing's library.*



# *Sparrows Landing*



*floor plan* 3,309 square feet



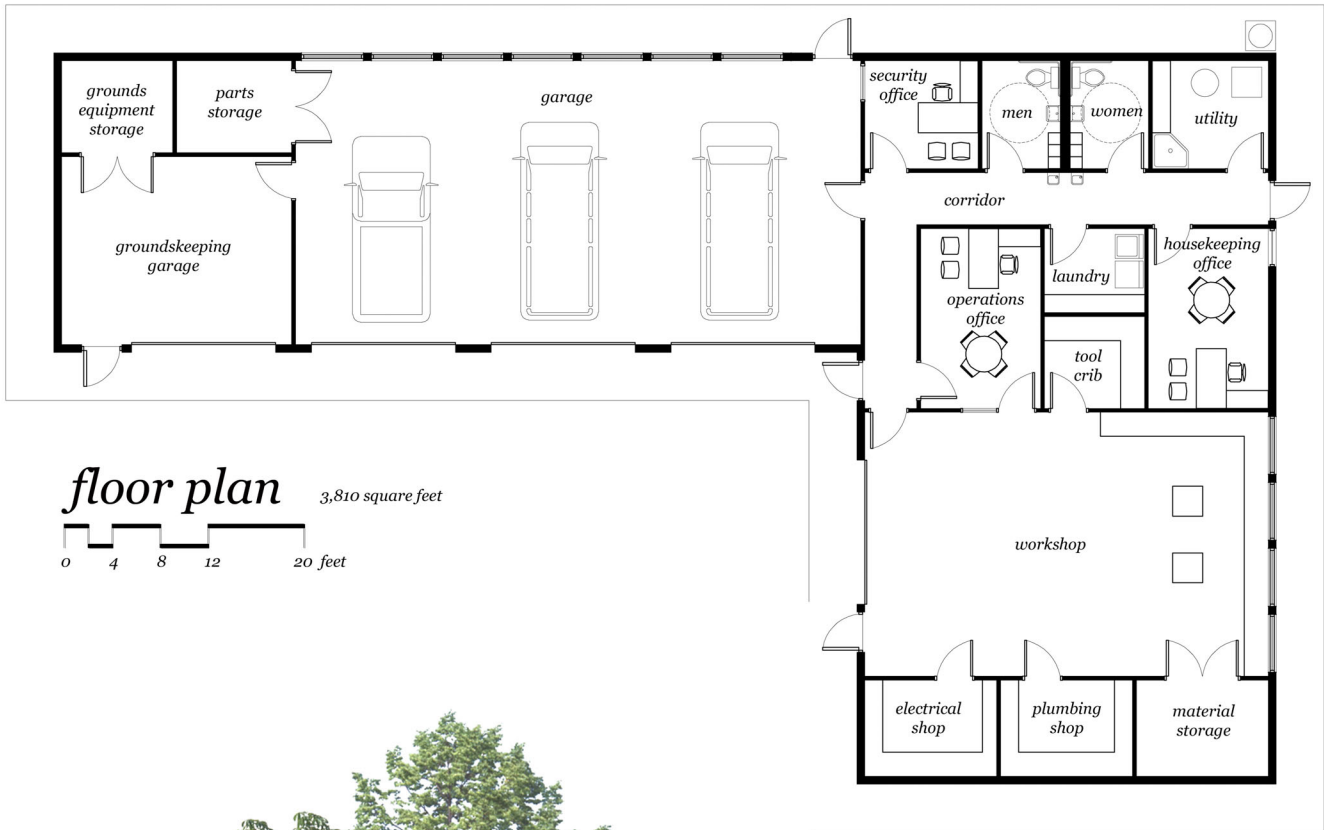
*front elevation*

# *Spiritual Center*

Support functions, including groundskeeping, housekeeping, transportation, security and building maintenance, are located in the operations building.



# Sparrows Landing



*floor plan* 3,810 square feet

0 4 8 12 20 feet



*front elevation*

# Operations Building

*Entrance elements welcome residents and guests visually and aurally. Small gatehouses serve as security checkpoints without being intimidating.*



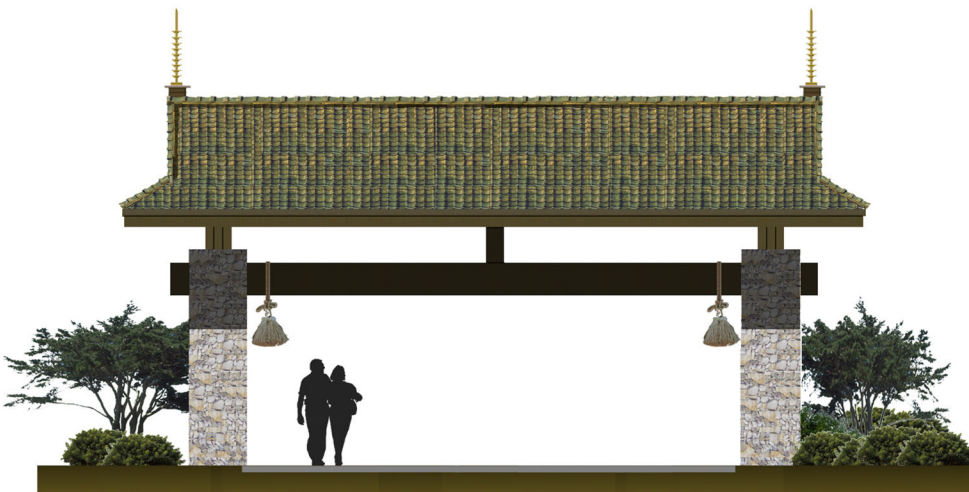
# *Sparrows Landing*



*bell tower*



*gatehouse*



*main gateway*

## *Entrance Elements*





# Sparrows Landing

<b>Land Acquisition</b>				<b>\$2,030,000</b>	
Real Estate Price		100 acres	\$20,000 /acre	\$2,000,000	
Transaction Expenses	1.50%			\$30,000	
<b>Building Construction</b>				<b>\$14,118,221</b>	
Residence	Fourplex	2,675 sf	\$135 /sf	12 units	\$4,333,613
Residence	Sixplex	3,642 sf	\$135 /sf	12 units	\$5,900,194
Commons		3,180 sf	\$135 /sf	3 units	\$1,287,934
Dining / Recreation		7,750 sf	\$184 /sf		\$1,423,314
Administration		2,446 sf	\$124 /sf		\$303,444
Chapel		3,508 sf	\$136 /sf		\$477,859
Operations		3,810 sf	\$72 /sf		\$273,400
Gateway / Security Booth		1,948 sf	\$61 /sf		\$118,463
Total Floor Area		104,806 sf			
<b>Site Development</b>				<b>\$3,979,783</b>	
Parking		206 spaces	\$1,175 /sp		\$242,050
Roads		13,500 lf	\$120 /lf		\$1,620,000
Site Preparation		2.00% of Building Cost			\$282,364
Hardscape		3.00% of Building Cost			\$423,547
Utilities		6.00% of Building Cost			\$847,093
Drainage		1.50% of Building Cost			\$211,773
Landscaping		2.00% of Building Cost			\$282,364
Lighting		0.50% of Building Cost			\$70,591
<b>Furniture and Equipment</b>				<b>\$1,420,640</b>	
Fixed Equipment		5.00% of Building Cost			\$705,911
Movable Equipment		2.00% of Building Cost			\$282,364
Furnishings		2.00% of Building Cost			\$282,364
Kitchen Equipment					\$150,000
<b>Soft Costs</b>				<b>\$4,136,861</b>	
Professional Fees		6.00% of Construction Cost			\$1,128,235
Administrative Costs		1.00% of Construction Cost			\$188,039
Construction Financing		10.00% of Construction Cost			\$1,880,392
Contingencies		5.00% of Construction Cost			\$940,196
<b>Total Capital Budget</b>				<b>\$25,685,506</b>	
Cost per Unit		120 Units			\$214,046

## Capital Budget



# Sparrows Landing

## **Land Acquisition**

The total land required for Sparrows Landing is estimated at 100 acres. The residential campus requires 40 acres, the other 60 acres is reserved for agricultural and commercial endeavors that are part of vocational programs for Sparrows Landings' clients. This budget includes the acquisition costs for the entire 100 acres, but does not include capital, start-up or operating costs for agricultural and commercial activities. Each agricultural or commercial venture will include a freestanding business and development plan and will be operated independently. Brokerage, title, and other closing fees are included as a percentage of land acquisition price.

## **Building Construction**

Each building's construction cost is calculated on the square foot method. Square foot construction costs are taken from R.S. Means Company, *Assembly Cost Data* edited by Barbara Balboni (2002: Kingston, MA, pages 536-545) using the 75<sup>th</sup> percentile of the median construction cost for the closest matching building type. Each cost is then multiplied by a location factor for Tulsa, Oklahoma of .813 and a small project multiplier of 1.10 and then escalated at an 8% annual rate to bring the prices near current construction costs.

## **Site Development**

Parking lot and road costs are taken from R.S. Means Company, *Assembly Cost Data* edited by Barbara Balboni (2002: Kingston, MA, pages 420-421) using 6 inch bituminous paving. Other site costs are calculated on a percentage of building cost basis with percentages suggested in *Problem Seeking: An Architectural Programming Primer*, 4<sup>th</sup> Edition by William Pena and Steven Parshall (2001: John Wiley and Sons, New York, page 123.)

## **Furniture and Equipment**

Furniture and equipment costs are also estimated as a percentage of building costs from *Problem Seeking: An Architectural Programming Primer*, 4<sup>th</sup> Edition by William Pena and Steven Parshall (2001: John Wiley and Sons, New York, page 118.) It is assumed that residents will provide their own furnishings in each individual unit; hence the low end of the referenced range is used for common areas and shared spaces.

## **Soft Costs**

Soft costs are based on a percentage of total construction cost based on customary values.

## **Total Construction Budget**

The total construction budget is estimated at \$25.7 million or \$214,000 for each of the 120 residential units and their share of the common areas.

# *Capital Budget*



# Sparrows Landing

<b>Resident Services</b>				<b>\$697,500</b>
Head Aide		1 x	\$35,300 =	\$35,300
2 Fulltime Aides per shift =	9 aides/unit x 3 units=	27 x	\$22,200 =	\$599,400
Part-time Counselor (Contract)				\$34,500
Part-time Nurse (Contract)				\$28,300
<b>Operations</b>				<b>\$308,965</b>
Director of Operations		1 x	\$39,150 =	\$39,150
Head Housekeeper		1 x	\$32,570 =	\$32,570
7 Housekeepers	\$8.74 per/hour	7 x	\$18,179 =	\$127,254
Maintenance Technicians	\$15.70 per/hour	2 x	\$32,656 =	\$65,312
Groundskeepers	\$10.74 per/hour	2 x	\$22,339 =	\$44,678
<b>Security and Transportation Service</b>				<b>\$278,949</b>
Security / Transportation Manager		1 x	\$26,000 =	\$26,000
Security Officers	\$10.91 per/hour	9 x	\$22,693 =	\$204,235
Drivers	\$11.71 per/hour	2 x	\$24,357 =	\$48,714
<b>Dining Services</b>				<b>\$226,658</b>
Chef		1 x	\$35,840 =	\$35,840
Cooks	\$9.88 per/hour	5 x	\$20,550 =	\$102,752
Dishwashers	\$7.58 per/hour	4 x	\$15,766 =	\$63,066
Part-time Nutritionist (Contract)				\$25,000
<b>Administration</b>				<b>\$222,950</b>
Executive Director		1 x	\$53,920 =	\$53,920
Assistant Director		1 x	\$37,780 =	\$37,780
Bookkeeper / Accounting		1 x	\$30,700 =	\$30,700
Human Resources Officer		1 x	\$33,790 =	\$33,790
Leasing / Marketing Director		1 x	\$24,580 =	\$24,580
Recreation / Activities Director		1 x	\$22,420 =	\$22,420
Receptionist	\$9.50 per/hour	1 x	\$19,760 =	\$19,760
<b>Total Annual Wage and Salary Expense</b>				<b>\$1,735,021</b>

Staff Size 73

## Staffing Plan



# *Sparrows Landing*

## **Staff Salaries and Wages**

Most staff salaries and all hourly wages are based on average wages reported in the *2005 National Occupational Employment and Wage Estimates* published by the United States Department of Labor, Bureau of Labor Statistics on its website: [http://www.bls.gov/oes/current/oes\\_nat.htm](http://www.bls.gov/oes/current/oes_nat.htm).

## **Resident Services**

Resident services staff works directly with residents in the residential clusters. This plan assumes two resident aides on duty around the clock, seven days a week in each cluster of forty residents, requiring a team of nine aides per cluster, or a total of twenty-seven aides to cover all shifts in the community. A head aide schedules and supervises the resident staff. A half-time nurse and half-time resident counselor work on a contract basis.

## **Operations**

The operations service maintains the physical plant of Sparrows Landing, including buildings, grounds and housekeeping. Two housekeepers serve each residential cluster and another cleans the main commons buildings, supervised by the head of housekeeping. The head housekeeper, security manager and the building and grounds staff report to the director of operation.

## **Security and Transportation**

On-site security is provided by two security officers twenty-four hours a day, seven days a week, requiring a total roster of nine CLEET certified officers. The security manager also oversees the community's drivers and fleet of vehicles.

## **Dining Services**

Supervised by an executive chef, the team of kitchen workers provides twenty meals per week for residents participating in the community's meal plan, as well as catering events and special meals. A part-time nutritionist works on a contract basis.

## **Administration**

The administrative staff oversees all aspects of Sparrows Landing and insures the highest quality service to residents.

## **Total Staff Size**

The total staff size is estimated at 73, including 59 hourly employees, 11 salaried employees and 3 contract employees.

# *Staffing Plan*



# Sparrows Landing

<b>Resident Services</b>			<b>\$1,026,750</b>
Wages and Salaries			\$697,500
Fringe Benefits	30%		\$209,250
Supplies and Equipment			\$120,000
<b>Operations Service</b>	<b>\$5.31 per sf</b>		<b>\$556,767</b>
Operations Wages and Salaries			\$308,965
Fringe Benefits	30%		\$92,689
Utilities	\$1.16 /sf		\$121,575
Supplies and Equipment	\$0.32 /sf		\$33,538
Contract Labor	\$0.18 /sf		\$18,865
<b>Transportation / Security Service</b>			<b>\$421,633</b>
Transport / Security Wages and Salaries			\$278,949
Fringe Benefits	30%		\$83,685
Vehicle Purchase			\$24,000
Security Vehicle Purchase			\$6,000
Golf Carts/Lawn Equipment			\$5,000
Fuel			\$16,000
Maintenance			\$4,000
Vehicle Insurance			\$4,000
<b>Dining Service</b>	<b>\$5.04 per meal</b>		<b>\$629,155</b>
Food Service Wages and Salaries			\$226,658
Fringe Benefits	30%		\$67,997
Food and Beverage	\$2.50 /meal x	125,000 meals	\$312,500
Supplies and Equipment			\$10,000
Linen Service			\$12,000
<b>Administrative Service</b>			<b>\$399,835</b>
Administrative Wages and Salaries			\$222,950
Fringe Benefits	30%		\$66,885
Supplies and Equipment			\$5,000
Insurance			\$80,000
Taxes			\$0
Discretionary			\$25,000
<b>Total Operation Budget</b>			<b>\$3,034,140</b>
Cost per Resident			\$25,285
Vacancy Adjustment	95%		
Adjusted Cost per Resident			\$26,615
Cost per Month			\$2,218
Cost per Month with Unit Financing	5.00% rate	30 year term	\$3,367

## Operating Budget



# Sparrows Landing

## **Resident Services**

Most of Resident Services' annual operating budget is spent on staff salaries and fringe benefits. A \$1,000 per resident budget is included for resident supplies and equipment.

## **Operations Service**

Operations' salaries, wages and benefits are based on the staffing plan while utility and maintenance costs are based median costs published by American School and University magazine in its *33<sup>rd</sup> Annual Maintenance and Operations Cost Study* accessed online at: [www.asumag.com/404asu21web.pdf](http://www.asumag.com/404asu21web.pdf). While this study specifically estimates costs for public school campuses, it is a reasonable guide for estimating costs for a similar campus like Sparrows Landing.

## **Transportation and Security Service**

In addition to staff salaries, wages and benefits, this budget includes the cost of the community's vehicles. The budget assumes the purchase of a new van for transporting residents every two years and a total useful life of four years. It also anticipates the purchase of a new security vehicle every four years and a total life of eight years.

## **Dining Service**

The average meal cost for this budget is \$5.04 per meal assuming 125,000 meals served each year with a food and beverage cost of \$2.50 per meal. A meal at Montereau at Warren Woods, a luxury retirement community located in Tulsa is approximately \$6.00 per meal according to its website: [www.montereau.net/FAQ%275.htm#faq3](http://www.montereau.net/FAQ%275.htm#faq3). Meals at universities are also comparable; the University of Michigan meal equivalences are \$3.40 for breakfast, \$4.00 for lunch and \$5.40 for dinner according to its Office of Housing at: [www.housing.umich.edu/dining/mealplan\\_oc.html](http://www.housing.umich.edu/dining/mealplan_oc.html).

## **Administrative Service**

The administrative budget reflects Sparrows Landing's status as a non-profit corporation and includes a budget for liability and property insurance.

## **Total Operating Budget**

The total annual operating budget is just over \$3 million or \$26,615 per resident adjusted for a 5% vacancy rate. This works out to \$2,218 per resident per month. If the capital budget is amortized at a 5% annual rate over a thirty year term, the cost per month per resident including operating costs, principal and interest is \$3,367.

# *Operating Budget*



# *Sparrows Landing*

## **Financing**

Sparrows Landing's capital and operating needs may be funded in a variety of ways, including traditional mortgaging of the land and improvements. A thirty year mortgage borrowed at a 5% interest rate would cost \$49.6 million comprising \$25.6 million in principal and \$24 million in interest. Annual debt service would be \$1.65 million or approximately \$1,150 per resident per month.

## **Phasing**

The residential community will be built in three phases. The first phase will include the first 40 resident housing cluster, most of the common facilities, and their associated sitework, at a cost of roughly \$14 million. Phases 2 and 3 will each add another housing cluster at a cost of just under \$6 million. Agricultural and commercial sites will be developed independently on an as needed basis.

## **Endowment**

Sparrows Landing's ultimate goal is to become financially independent by establishing an endowment to fund operations. At a customary 20 to 1 ratio, the \$3 million operating budget will require a \$60 million endowment.

## **Entry Fee**

Residents would be charged an entry fee when reserving a housing unit, 90% of which would be refundable to them or their estate when they leave Sparrows Landing. The fees would be placed in an interest bearing reserve account. The interest will be used to service the mortgage debt. Financing plans and stipends could be developed and offered to residents with financial need.

## **Room and Board**

Monthly room and board fees would be necessary to defer the approximately \$2,200 per resident per month costs needed to operate the campus. Food service may be handled separately by offering meal plans and ala carte service.

## **Agricultural and Commercial Enterprises**

Surplus revenue from the operation of agricultural and commercial enterprises, as well as rent from land leases to private businesses, may also contribute to capital and operating expenses. Residents will also earn wages from these ventures which they can apply to their living expenses.

## **Grants and Donations**

Sparrows Landing will also need grants and donations to meet its capital, operations and endowment goals. Visit [www.sparrowslanding.org](http://www.sparrowslanding.org) to learn how to make a donation.

# *Funding*



# *Sparrows Landing*



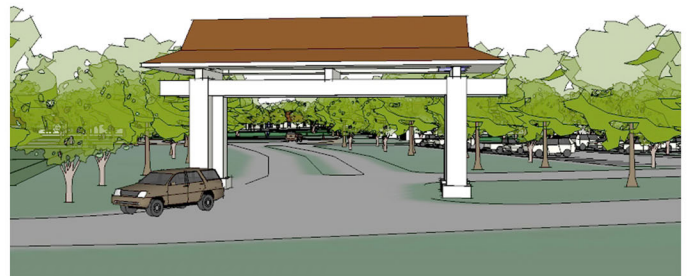
*spiritual center*



*main mall*



*dining hall*



*entry gateway*

*Learn more about Sparrows Landing at:  
[www.sparrowslanding.org](http://www.sparrowslanding.org)*