TRANSFORMATION PLAN



HIGHLAND TERRACE

705 35TH ST. COLUMBUS, GA 31904

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Executive Summary

Completing a Transformation Plan alone is not enough to achieve transformation. While there is a lot of work ahead to implement this plan, We expect innovation and creation to spur as a result of aligning the many efforts that are underway in the Defined Neighborhood. This plan is a representation of the work being done and a guide of the work ahead.

Through meetings with community partners and public engagement processes, it is apparent that the residents of the Defined Neighborhood face challenges in the form of lack of adequate housing for the elderly, lack of easy access to health and wellness services, and lack of interconnectedness and fellowship. Thus, the Transformation Team's goals are to eliminate those challenges. As a result, the Transformation Team (comprised of community partners) is confident that the addition of a low-income elderly housing development would be of paramount benefit to the residents of the target community, and the addition would be instrumental in overcoming or at a minimum mitigating the community's elderly housing challenge. For that reason, we propose the approval of funding for the elderly housing development Highland Terrace.

In pursuance of meeting the goal of overcoming the Defined Neighborhood's lack of easy access to health and wellness services, the Transformation Team plans to implement the Healthy Housing Initiative Program. We have partnered with MercyMed of Columbus (MercyMed) to meet that goal. MercyMed is located in the Defined Neighborhood, and its doctors and staff have agreed to come on-site once a month to perform screenings for various diseases, health risk assessments, and to assess future health risk factors. We have also partnered with the River Valley Area Agency on Aging to provide a wide variety of wellness services such as Medicare explanations, health insurance explanations, and wellness classes to the residents of Highland Terrace and the Defined Neighborhood. And lastly, on this initiative, we have partnered with the Georgia Health Policy Center (GHPC) in order to monitor and evaluate the success of the Healthy Housing Initiative Program at Highland Terrace.

Being successful in the endeavor of creating easier access to health and wellness services means much more than folks just being physically well, it means having a community whose members support one another.

In pursuance of meeting the goal of overcoming the Defined Neighborhood's lack of interconnectedness and fellowship challenge, we have partnered with Fox Elementary School (Fox Elementary). That partnership will result in a volunteer reader program and opportunities for children to come on-site and display their artwork, have choral concerts, and participate in craft activities with seniors. We have also partnered with Little Bit Farm. Little Bit Farm is a family-owned sustainable fruit, vegetable and livestock farm. The owners of Little Bit Farm have agreed to set-up a farm fresh produce stand at Highland Terrace twice per month. We hope this will be a catalyst for a greater farmer's market.

Transformation Team members and Community Quarterback Truth Spring have already been working toward increasing interconnectedness and fellowship in the Defined Neighborhood for many years. On the same path, the Transformation Team thinks that the community inclusive activities that it will implement in order to overcome the Defined Neighborhood's health and wellness and will have a positive externality of increasing interconnectedness and fellowship among residents within the Defined Neighborhood.

The Transformation Team members have been engaged in community development and improvement through various initiatives for over ten years; this development and transformation plan will aid in those efforts. The Transformation Team is deeply committed to creating opportunities to transform the Defined Neighborhood into an overall healthier place to live, work, learn and play, and it aspires to build a culture of fellowship, health and wellness within the target community; it invites you to help.

Definitions

Community-Based Developer – NeighborWorks Columbus

Community Quarterback - Truth Spring, Inc.

Targeted Area -Defined Neighborhood - The address for the proposed site is 705 35th Street, Columbus, Georgia 31904. The Defined Neighborhood is comprised of census tracts 114.0 and 16.0.

Transformation Team – Bennett Group Consulting, NeighborWorks Columbus, Truth Spring, Inc., MercyMed of Columbus, The River Valley Area Agency on Aging, Little Bit Farm, and Fox Elementary.













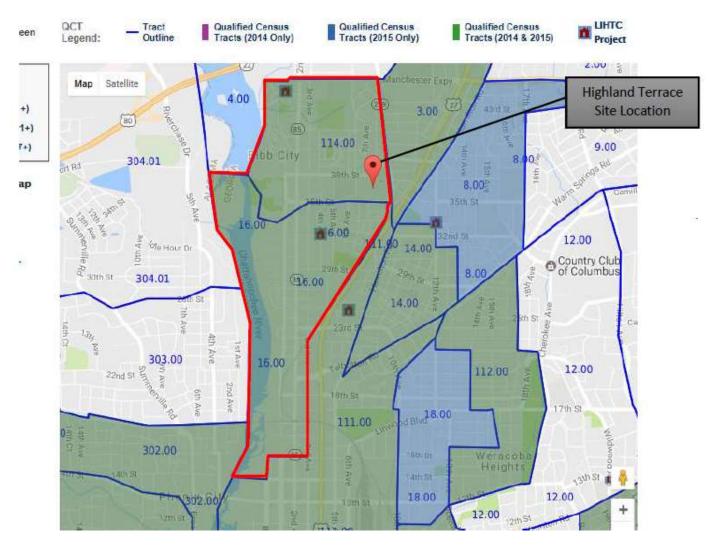


Targeted Area -Defined Neighborhood

The address for the proposed site is 705 35th Street, Columbus, Georgia 31904. The Defined Neighborhood for the proposed site is the contiguous geographical boundaries of census tract 114 and census tract 16, which are both located within Columbus (Muscogee County), Georgia. The Defined Neighborhood comprises census tracts 114 and 16, because the proposed site is located on 35th Street, and 35th Street is the southern boundary of census tract 114 and the northern boundary of census tract 16. In other words, the Defined Neighborhood is on the cusp of two census tracts.

The Defined Neighborhood is comprised of census tracts 114.0 and 16.0, because Transformation Team members are deeply involved and currently serving both census tracts.

There are three neighborhoods that lie within census tracts 114.0 and 16.0. Those are Bibb City, City Village and North Highland. All three of those neighborhoods were



originally anchored by a major mill in their respective communities, and they were all built in the early 20th century to house mill workers.

City Mill

Various dams were built in the Columbus area along a two and a half mile stretch of the Chattahoochee River due to a drop-in elevation of 124 feet. This drop-in elevation is due to the river crossing the lower piedmont hills before meeting the flat coastal plain. This transition from the piedmont to the coastal plain is called the Fall Line and creates a tremendous potential for water powered industries such as grist mills, saw mills, and textile mills.

In 1828 Seaborn Jones, an early settler and wealthy planter to the Columbus area,

built the first wooden dam on the Chattahoochee River in Columbus, Georgia. Today that mill is known as City Mills.

City Mills is one of the most historic industrial sites in Columbus, the place where the first dam was built to exploit the river's water power. Located on the southernmost end of the district, City Mills was built two years before Columbus became "a town." The City Mills spent 150 years grinding corn and wheat, corn meal and flour, while at the same time generating the hydro-electric power that made Columbus one of the earliest large-scale textile centers in the South.

Bibb City is a neighborhood that largely encompasses census tract 114.00. The centerpiece of Bibb City was Bibb Manufacturing Company's 750,000 square foot City Mill. At its peak in the 1940s, the mill employed 2,500 workers and was the largest cotton mill in the United States. The mill closed in 1998, but was left standing. It was destroyed in a fire, however, in 2008.

Johnston Mill

The former Columbus Manufacturing Company, known today as Johnston Mill, is located north of

downtown Columbus in the Bibb City neighborhood. Built between 1899 and 1901 as part of an entrepreneurial effort among local industrialists and the Columbus Power Company who sought to capitalize on inexpensive hydroelectric power from the North Highlands Dam, which was constructed across the Chattahoochee River. As the mill



was being constructed, the Columbus Power Company built the hydroelectric dam, the largest in the South when it was completed, and supplied the mill with both hydroelectric power and conventional hydro-mechanical power. The Johnston Mill, which was among the first mills in the state to use hydroelectric power, is representative of mill architecture built throughout Georgia and the South at the end of the 19th and beginning of the 20th centuries.

In 2002, the Johnston Mill was rehabilitated as loft apartments. The rehabilitation, which was approved by the Technical Services Branch of the National Park Service, resulted in most of the large, open interiors of the mill being subdivided into smaller spaces. Most character-defining features of the mill were retained and the removal of non-historic additions, such as the cooling towers on the main mill and weave shed, revealed the historic facade. The main mill, north annex, cotton warehouses, and weave shed are contributing resources to the significance of the historic district and today serve as residential apartments. The only contributing structure associated with the mill is the water tower built in 1901. The non-contributing resources associated with the mill complex are the tennis courts and swimming pool.

Meritas Mill

In 1937 Bibb Manufacturing, owner of City Mill, acquired another Columbus mill, the Meritas Mill. During World War II (1941-45) the company was the largest war-industry producer in Georgia. In 1956 textile mills all over the South were faltering. Bibb had acquired additional factories in other states, but began to sell its company housing in the 1960s. By 1970, some of the factories were put up for sale. The succeeding decades saw more closures for Bibb. In 1996, the Bibb Companies went through bankruptcy reorganization. Unable to recover economically, the company was sold in 1998.

The mill communities, especially Bibb City, were affected by the closures. In 2000 Bibb City ceased to be an independent community, merging with the city of Columbus.

These textile mills and their respective villages were once prominent features of the landscape of the Defined Neighborhood. However, the fact that the mill village housing stocks were sold by owners of the mills to their employees in the 1950s and 1960s, the fate of the mill villages was, in part, divorced from the fate of the textile industry; the residents remained. However, as the mills have closed and jobs have been lost, the home and commercial structures have fallen into disrepair and the Defined Neighborhood precipitously became a low-income area.

The Planning Department at The City of Columbus has made available to the public their Redevelopment Directory. This directory is used to compile up-to-date land use of the redevelopment areas to provide an update on the different redevelopment opportunity areas in Columbus. Below is a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis pulled from that directory.

SWOT Analysis

Strengths Weaknesses Housing types vary, some homes may have historical significance. . Approximately 20% of the properties surveyed are vacant. Various commercial properties surround much of the housing. . 89% of the housing was built before 1970 The neighborhood is surrounded by fairly strong and developing areas. Few Recreational areas. No neighborhood playground. · Older homes with character . Absence of sidewalks, pedestrian crossings, trees, curbs and gutters, and · Established grid pattern. Great location (close to the riverwalk and the whitewater project, churches, No Neighborhood Commercial properties in the area. No grocery stores in hospitals, Uptown, Midtown, TSYS, etc.) Several METRA Routes cover the area. Mixture of land uses with a large concentration of General Commercial on · High percentage of rental property within the area. . No ordinance enforcement (leash laws, animal control, shrubbery Homebuyer demand is increasing particularly young home owners. overgrowth, etc.) · Four Elementary schools and two high schools in the area . Few restaurants in the area · Great hospitals and medical offices in the area. · No middle schools in the area Opportunities Threats Appeal to rental property owners for better upkeep. . Loss of property value. · Incentives for home improvements. · Further decline due to no new residents · Re-plant trees / streetscapes to help improve connectivity. · Aging infrastructure. · Programs to encourage new residents. . Urban blight in some areas. · Enforcement of city ordinances (garbage, parking, shrubbery overgrowth, · Not enough money. etc.) · Leverage the business community. · Potential to be a very walkable community. · Police patrol to be patrolling the trail. · Reintroduce Neighborhood Commercial in the area. · Increase number of restaurants in the area particularly some that appeal to younger residents/visitors. · Possibility of building an assisted living facility in the north portion.

World renowned philosopher and humanitarian Jean Vanier said this about community: "One of the marvelous things about community is that it enables us to welcome and help people in a way we couldn't as individuals. When we pool our strength, and share the work and responsibility, we can welcome many people, even those in deep distress, and perhaps help them find self-confidence and inner healing." As Vanier eludes to in this quote, community isn't static or rigid, but it is fluid, expansive, and dynamic. Thus, the value of a community is most accurately accessed or understood when a community is observed as a whole and not as separate quantitative and qualitative aspects. But, the Transformation Team recognizes that an analytical dissection of the quantitative and qualitative aspects of a geographical area may prove very enlightening and beneficial. As with any neighborhood or community, the Defined Neighborhood may be segmented into known strengths, weaknesses, threats and opportunities. Nevertheless, where the Defined Neighborhood differs from many other communities is that the target community's strengths and opportunities greatly outweigh its weaknesses and threats.

¹ Jean Vanier, Community and Growth (1989).

The Defined Neighborhood is in a great location. It is located close to the Chattahoochee Riverwalk,² Columbus, Georgia Whitewater,³ churches, hospitals, Uptown Columbus,⁴ Midtown Columbus,⁵ and many more notable attractions for visitors and residents alike. The types of housing vary in the target community, and some have historical significance. The community is surrounded by various businesses, stores, and commercial properties. The areas immediately surrounding the neighborhood are strong and developing. There are multiple elementary schools and multiple high schools in the area. In addition, several Metra Routes already cover the area, making it ideal for expansion without a significantly increased potential for an elevated risk of carbon pollution due to the use of more automobiles. The neighborhood is comprised of a mixture of land uses with a large concentration of general commercial land use on 2nd Avenue. Homebuyer demand is increasing, particularly young homeowners. This has created a housing market in the area that is catered to young homebuyers. In catering to young homebuyers, as a negative externality, the housing market for the elderly has suffered.

The Transformation Team thinks that the deficiency of adequate housing for the elderly in the target community is a great opportunity for the Transformation Team to build housing in the community to meet that need. Further, the community is located in an already established grid pattern infrastructure which is ideal for the organized systematic implementation of community growth, pedestrian movement and redevelopment opportunities. This means that opportunities for additional restaurants, entertainment, recreation facilities, stores, and other commercial businesses/buildings to meet the increasing demand, due to the influx of young homebuyers and visitors may be efficaciously brought to fruition.

²

² The Riverwalk is an outdoor 15-mile linear park that hugs the banks of the Chattahoochee River. Additional information may be found by visiting:

http://visitcolumbusga.com/visitors/attractions/detail/chattahoochee riverwalk.

³ Columbus, GA Whitewater is a 2.5-mile stretch of the Chattahoochee River that was named one of the Top 12 Man-Made Adventures in the World by USA Today. Additional information may be found by visiting: http://visitcolumbusga.com/outside/conquer_the_outside.

⁴ Uptown Columbus is a private, non-profit organization chartered to encourage and support quality development and redevelopment in Uptown Columbus. Additional information may be found by visiting: http://www.uptowncolumbusga.com/plaintext/about/about.aspx.

⁵ Midtown Columbus is a non-profit organization that works to sustain and enhance the neighborhoods and businesses within Midtown Columbus through education and advocacy, with respect to community, conservation and diversity. Additional may be found by visiting: http://www.midtowncolumbusga.org/midtown-inc/.

Community Partners



Judy Van Dyke is the sole member of Van Dyke and Company, which does business as Bennett Group Consulting (BGC). BGC has 45-plus years of cumulative experience that includes public housing, Department of Housing and Urban Development (HUD) Mixed Finance (HOPE VI), and Low Income Housing Tax Credits (LIHTC). Our experience in affordable multi-family apartment communities, single-family developments, and homeownership developments include the following:

- Tax Credit (Section 42) properties
- HOME Funds with Tax Credits properties
- HUD (Section 202) Communities for the elderly
- Acquisition and rehabilitation of Rural Housing Service properties
- Preservation and recapitalization of HUD Section 202 properties
- Market rate and luxury apartment communities
- HUD (Section 221d(4)) apartment communities
- Commercially financed apartment communities
- Acquisition, rehabilitation and repositioning of older communities
- Rental Assistance Demonstration (RAD) applications and conversions
- HUD technical assistance

BGC staff are experienced in blending market rate units into affordable housing developments to support mixed income communities. We have used our commercial

development experience to bring revitalization and rejuvenation to affordable housing communities.

BGC's experience in competitively securing, layering and leveraging conventional and alternative real estate development financing tools is evidenced in our qualifications and project narratives. We have completed 35 developments in collaboration with local governments and various non-profit partners over the past 20 years. We have additional housing experience in the areas of commercial properties, office parks, mixed-use properties, and single-family subdivision development. BGC's consulting team is also skilled in public housing authority (PHA) advocacy. We have the capacity to work as a representative and advocate through the entire development process. Most of our projects involve federal, state and, or local funding. Therefore, we are experienced in meeting public sector regulatory requirements related to HUD's Community Development Block Grant, HOME funds, public housing regulations (e.g., 24 CFR Part 941); Housing Choice Voucher Program (e.g., 24 CFR Part 982); HUD Mixed Finance and Hope VI, HUD Multi-family loan programs, project based rental assistance, Federal Home Loan Bank's Affordable Housing Program, and USDA redevelopment programs.

BGC is skilled at navigating and building successful relationships with local planning and governmental offices. We can leverage both private and public funding that will assist the housing authority in addressing the backlog of capital needs, the physical conditions of the property, the marketability of the property as it relates to unit mix and amenities, as well as determine a plan that establishes the financial sustainability of the housing authority and its properties.

BGC staff have worked closely with the Community Development Programs and Community Development Block Grant programs. One of our key staff members and RAD subject matter expert, Holly Knight, served in HUD's Community Planning and Development as an Economic Development Specialist in the Great Plains Region. In her capacity as the Region's Economic

Our green building and energy efficiency expertise includes energy savings through solar panel technology. Our Grace Ridge Apartment community features a large clubhouse that receives nearly 50% of its electrical energy from roof-mounted solar panels. We also have developments that are EarthCraft certified. EarthCraft is the Southeast's standard for green building. EarthCraft homes, businesses and communities certified through the EarthCraft program must meet a number of criteria that ensure sustainable, efficient design and function. Areas of focus include indoor air quality, energy efficiency, water efficiency, resource-efficient design, resource-efficient building materials, waste management, and site planning. BGC was the first in the country to utilize the RAD utility allowance (UA) waiver rule under RAD PBV. This new RAD regulation allowed savings from installation of new equipment to be leveraged and financed for the RAD conversion. Knight is also experienced in utility allowance

methods including site based UA for project based vouchers. This allows a lower UA and the site and residents paying less in utility costs.

We received funding for 3 LIHTC applications that we submitted in 2014, including one that utilized HOME funds. Our firm has the experience to gain the maximum number of points for LIHTC experience. We received HOME and 4% LIHTC awards in 2015 and 2016 for 3 projects in Louisiana. We have two 4% projects in Alabama that have been approved for funding in 2017. We have also received 9% LIHTC awards from 2015 and 2016 LIHTC for projects in Mississippi and Alabama. BGC employee résumés are below.





Highlights

Experienced housing and community development professional, with extensive knowledge in state, private and federally funded programs.

Oversees the day to day operations of BGC.

Provides client assistance for asset management and strategic planning.

Provided technical assistance and capacity building for housing authorities and nonprofit organizations throughout the Southeast.

Is co-general partner in nine LIHTC partnerships in Alabama and South Carolina

Extensive experience working with equity partners, lenders, city and county governments, planning departments, engineers, general contractors, architects, environmental engineers, and other third-party industry partners for the development of multifamily housing

Licensed to practice law in the State of Alabama

JUDITH VAN DYKE

judy@bgcadvantage.com 334.444.9494 www.bgcadvantage.com



Summary of Qualifications

Judy is an attorney who has specialized in affordable housing, community development and related issues for 17 years. She has represented both forprofit and non-profit developers of affordable housing.

In 2013, Judy formed Bennett Group Consulting, LLC (BGC) and has focused on affordable housing development since that time.

As a partner in BGC, her duties include all real estate matters; construction and permanent loan closings; organizational, operating and partnership agreements; applying for and using Low-Income Housing Tax Credits, HOME funds, credit enhanced bonds, CDBG Funds and FHLB AHP Grants.

In this capacity she assists with site selection and negotiation, development budgets, community relations, deal structuring and due diligence with equity investors.

In addition to her duties with BGC, Judy is the sole member of Van Dyke & Company, LLC which has served as developer and/or consultant in nine affordable housing developments in the past 5 years. She serves as the cogeneral partner in all of those developments providing over 600 units of affordable housing in the Southeast United States.

Immediately after graduation from law school, Judy began her career as council for the local housing authority. During that time she also served as President of Lee County Habitat for Humanity. This experience allowed Judy to gain an appreciation for the needs of the community for safe, decent and affordable housing.

Beginning last summer, Judy recognized the benefit that HUD's RAD initiative would have for public housing authorities and has become BGC's in-house expert on HUD's new Rental Assistance Demonstration (RAD) Program. She brings her experience in the Public Housing arena together with her development and deal structuring expertise to help PHAs model and develop strategic plans to utilize this new financing tool.

Education

- Bachelor of Science ED., Auburn University, AL
- J.D. Jones School of Law, Montgomery, AL



HOLLY KNIGHT

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Awards

Public Housing Recovery and Sustainability Professional, HUD

Economic Development Finance Professional, NDC

LEED Certified

HUD, Region IV Award of Excellence, Furthering Affordable Housing Award, Energy Efficiency Award, Building Sustainable Housing, Increasing Affordable Rental Housing (Awarded 2011-2010)

HUD Secretary's Award for Disaster Housing Assistance Program

Service to America Award Nominee, Partnership for Public Service

PIH Assistant Secretary Recognition for Disaster Relief work for Katrina, Rita, Wilma

National Award Recipient, William A. Sammy Award for Excellence in Public Service, presented by the Partnership for Public Service, Washington DC

Natchitoches Parish Sheriff Department Award for outstanding community contributions

Department of Veterans Affairs Recognition for Volunteer Program Coordination

Summary of Qualifications (continued)

Mrs. Knight served in HUD's Community Planning and Development as an Economic Development Specialist in the Great Plains Region. In her capacity as the Region's Economic Development Specialist she worked with Entitlement Cities, counties, and states, as well as development authorities to utilize the Community Development Block Grant, HUD's Section 108 Loan Guarantee program, Economic Development Initiative (EDI), Brownfields Economic Development Initiative (BEDI) as well as several grant programs to bring economic development and low income housing to communities in the Mid-West.

Mrs. Knight has numerous years of experience administering Federal, state, and local grants as well as Foundation funding. Prior to HUD Ms. Knight served as the Executive Director for a National Youth organization, Boys and Girls Clubs. She has written numerous successful grant applications for public housing authorities. She has also consulted on low-income housing tax credit projects and competitive applications.

Mrs. Knight has also worked in the private sector as the Public Relations Director for a prominent group of radio stations in Central, Louisiana as well as a consultant for a local firm specializing in health and safety.

She served on the National Board of Advisors for Public Housing Field Operations and on the Public Housing Leadership Program Council.

Ms. Knight resides in Madison, MS with her husband James Knight and four year old son Walker Knight. He oldest son, Joey Bellino is a Second Lieutenant in the Louisiana National Guard and is a junior at LSU. She has been active in Madison Ridgeland Junior Auxiliary, First Baptist Madison, and a volunteer for the Central MS Boys and Girls Club.

Education

- Bachelor of Science in Psychology, Northwestern State University
- Executive Program, John F. Kennedy School of Government, Harvard University
- Rotary Club International Foundation Group Study Exchange, Japan Humanitarian



Highlights

Has been in the LIHTC industry for seven years

Involved with the development of over 500 units

Leadership Skills

JENNIFER LYNCH

jennifer@bgcadvantage.com www.bgcadvantage.com



Summary of Qualifications

Jennifer Lynch is the Vice President of Operations for Bennett Group Consulting (BGC). Jennifer's role at BGC consists of managing all phases of the LIHTC development process, from the initial application to closing to construction completion.

She has been working in the LIHTC industry for seven years and has been involved with the development of more than 500 units. She draws on her background in affordable housing to effectively provide leadership in business development, land acquisition, financial modeling and analysis.

Jennifer received her Bachelor of Science from Kennesaw State University in 2007. She received her Masters of Business Administration from Columbus State University in 2012.

Education

- Bachelor of Science, Kennesaw State University
- · Masters of Business Administration, Columbus State University



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AVERY WERNER



Highlights

Development Coordinator

Strong Customer Service

HCCP Certified

Rental Assistance Demonstration

4% LIHTC in Arkansas and Louisiana

9% LIHTC in Mississippi

Environmental Mitigation

ArcGIS Experience

Data Analysis

Sustainability

Summary of Qualifications

Avery Werner is a Development Coordinator for Bennett Group Consulting (BGC). She started in 2015 as an Administrative Assistant and by the way of her excellent work ethic was promoted in May of 2016 to her current position. She has earned her qualification for a Housing Credit Certified Professional (HCCP) certification from the National Association of Home Builders (NAHB).

With a strong focus on customer service, she works closely with partners and housing authorities, driving developments from start to finish. She is experienced in HUD's Rental Assistance Demonstration (RAD) program and has lead several RAD conversions from recipient of CHAP to Financing Plan submission to RAD closing. She has also assembled and produced successful 4% LIHTC applications in the states of Arkansas and Louisiana and a 9% LIHTC application in Mississippi. She is responsible for supervising the collection of due diligence materials required for RAD and/or LIHTC closings.

Avery also has substantial knowledge in environmental issues and mitigation processes. Additionally, she has several years of experience utilizing ArcGIS software to produce a variety of maps for her clients - site, flood, environmental, demographic, Housing Choice Voucher, etc. She is excellent at managing and analyzing large sets of data and interpreting valuable results.

Her interests are to advocate for vulnerable populations and responsible land use. Her research background lies in human environment interaction and sustainability studies.

Avery Werner received her Bachelor of Arts in Geography from Auburn University in 2010.

Education

Bachelor of Arts in Geography, Auburn University



KIM GOLDEN

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Highlights

Service-driven individual

Oversees daily needs of housing authorities during conversion

Maintains close working relationships with third party vendors and HUD representatives

Project lead on Magnolia Gardens in Florence, AL – the first RAD transaction that utilized low income tax credits as well as FHA financing

Can assist with reloation and compliance needs

Summary of Qualifications

As Development Coordinator, Kim Golden is responsible for getting projects from step one to completion, from initial application to final closing. Her expertise is in Alabama LIHTC and RAD developments. Kim's past experience includes property management for assisted living communities, customer service, and multiple administrative roles. She played a direct role in the financing of Magnolia Gardens, a landmark RAD and LIHTC property conversion in Florence, Alabama. Her leadership in tracking multiple closing requirements, HUD deadlines, and meeting RAD milestones keeps our projects on time and within budget. She ensures that projects meet due diligence requirements established by HUD, lenders, grant funding, and equity providers. She has been the lead on a number of RAD transactions and has successfully obtained funding for multiple Alabama 4% and 9% LIHTC developments.

Kim serves as BGC subject matter expert for relocation, Civil Rights, and site and neighborhood related activities. She brings a personal touch to the services BGC provides, namely in her role as Relocation Specialist through LIHTC and RAD conversions. When there is a need for tenant relocation, temporary or permanent, Kim is there to assist in the process to make sure all regulations are met and maintained. In addition, she holds a Housing Credit Certified Professional (HCCP) certification from the National Association of Home Builders (NAHB).



Highlights Drafting Experience Legal Knowledge Analytical Skills Attention to Detail

JOSHUA HUTCHINSON

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Summary of Qualifications

Joshua joined BGC in January as an intern. He is currently studying for the Alabama bar exam and will continue to learn more about HUD regulations while he awaits his final destiny. In the meantime, BGC is fortunate to have his assistance with research and regulatory issues. He graduated from Auburn University with a bachelor's degree in Public Administration. Subsequently, he graduated from Faulkner University-Thomas Goode Jones School of Law with a Juris Doctor degree. His drafting experience, legal knowledge, and analytical skills make him a valued asset to Bennett Group Consulting (BGC).

While Joshua was a senior at Auburn University, he interned for Lee County, Alabama Circuit Court Judge, Michael Fellows. That internship allowed Joshua an in depth practical education of the state and local legal system. Joshua observed and assisted with numerous court proceedings, and organized electronic case files using AlaCourt software.

The experiences that Joshua gained as an intern for Judge Fellows affirmed his desire to attend law school. After graduating from Auburn University, Joshua matriculated to Faulkner University-Thomas Goode Jones School of Law, where he earned a Doctor of Jurisprudence degree. He maintained a merit based tuition scholarship for the three years that he attended law school.

During his senior year of law school, Joshua was offered a judicial clerkship with Lee County, Alabama Circuit Judge, Christopher Hughes. Through that clerkship, Joshua assisted in drafting civil and criminal court orders, researched and analyzed complex legal issues, and reviewed civil and criminal motions.

Upon graduating law school, Joshua worked as a law clerk for Slocumb Law Firm. Working for Slocumb Law Firm allowed Joshua to strengthen his attention to detail and his client rapport building skills. While employed with Slocumb Law Firm, Joshua drafted various legal documents which were often forwarded to clients and numerous entities within the public and private sector.

- Public Administration, Auburn University
- Doctor of Jurisprudence, Faulkner University-Thomas Goode Jones School of Law



NeighborWorks Columbus is an AERIS Rated (AERIS provides a comprehensive, third-party assessment of community development financial institution loan funds), HUD approved and Georgia DCA recognized housing counseling agency. NeighborWorks Columbus believes that:

- All residents have the right to have access to fit and affordable housing;
- Elders have the right to age with dignity, in a safe, healthy, affordable home; and
- Families have the right to raise their children in a safe neighborhood.

NeighborWorks Columbus is a nonprofit organization with a mission to promote and provide access to fit and affordable housing and build family assets for financial independence for all citizens of low to moderate income in Georgia and Alabama. In order to accomplish that mission, for over fifteen years, NeighborWorks Columbus (NWC), has been a Chattahoochee Valley "one-stop-shop," dedicated to providing efficient and cost-effective services through:

- Homeowner education and counseling;
- Housing production; and
- Mortgage and economic development lending.

NWC's core values are to:

- Act with integrity, openness, and honesty;
- Involve target neighborhood residents in key decisions that affect them;
- Keep the public trust through an efficient, cost-effective, and compassionate stewardship of resources;
- Always be respectful of the dignity and rights of the individual; and
- Be committed to diversity, accessibility, and social justice.

Under the leadership of its President and CEO, Cathy Williams, NWC's beliefs, mission, vision, and values guide its board of directors in establishing the organizational goals that direct the operations of the nonprofit organization each year. NWC's board of directors is comprised of directors, an executive committee, and a chairman's advisory council. The executive committee consists of:

 Chairperson Justin Krieg, Preservationist for Historic Columbus Foundation, Inc., and • Vice Chairperson Belva Dorsey, President and CEO of Enrichment Services Program, Inc.

The directors consist of:

- Director Seth Brown, Director of Columbus Consolidated Government,
- Director Charmaine Crabb, Broker for Re/Max Realtors, Inc.,
- Director Jamie Lee, Senior Vice President of Sales and Services for Aflac,
- Director John Evans, Senior Vice President of CB&T -Commercial Real Estate, and
- Director Shannon Smallman, Property Manager for Whitewater Realty, Inc.
- Director Cynthia Walker-Hester, Family Services Manager for Columbus Area Habitat for Humanity, Inc.,
- Director Randalette Williams, School Counselor for Muscogee County School District, and
- Director Robert Wilson, Attorney at Law.

The Chairman's Advisory Council consists of:

- Advisor Brad Clements, Audit Committee Chairman Partner for Abbot, Jordan & Koon, LLC,
- Advisor Meridith Jarrell, Director Emeritas, Retired,
- Advisor Laura McCool, Division Manager of Columbus Consolidated Government
 -Department of Community Reinvestment, and
- Advisor Michael Willis, Owner and CEO of Uptown Car Wash.

Specific strategies and action items are developed within each department by the board of directors in order to ensure success. Each department manager is accountable for his or her department strategies and action items are assigned by the President and CEO. Within its four core lines of business: housing development, neighborhood revitalization, homeowner education, counseling, and lending, NWC has developed various programs and services that fulfill its core beliefs, values, and mission. More than 60 years after The Housing Act of 1949 was signed, NWC recognizes that the Act's promise of a "decent home and a suitable living environment for every American family" is still at the heart of the American Dream and still out of reach for far too many families and elderly residents who live in homes that lack basic and necessary facilities and amenities. Nearly a decade after the collapse of the housing market, NWC recognizes that homeownership may not be accessible for all families who seek affordable housing and that it must remain flexible enough to respond to all the housing needs of Alabama, Georgia, and particularly Columbus. NWC advocates that quality of life in a community begins with safe, decent, and affordable housing as its foundation. Through housing production, NWC helps stabilize and strengthen Columbus's historic neighborhoods and the community at large. NWC is also a part of the Birmingham NeighborhoodLIFT program in collaboration with Wells Fargo and NeighborWorks America.

The Birmingham NeighborhoodLIFT program provides eligible homebuyers with matching funds up to \$7,500 to use toward down payment and closing costs on qualified homes in Birmingham and Jefferson County, Alabama and Columbus, Georgia. The \$2500 to \$7,500 grants may be applied to any single-family, two to four unit, condo, townhome, planned unit development, co-op, land trust or manufactured home that meets Fannie Mae, Freddie Mac, Federal Housing Administration, and Veterans Affairs guidelines. The grant program is not limited to first time homebuyers, but the proposed property must be an owner-occupied primary residence. The program also provides homebuyer education that will prepare buyers for finding and financing a home and for managing the financial responsibilities of homeownership. Prospective buyers are required to attend homebuyer education sessions before closing. Sessions are available through Neighborhood Housing Services of Birmingham or a HUD-approved counseling agency that has adopted the National Industry Standards for Homeowner Education and Counseling.

NWC is also supporting the community through the Columbus Cottage Program. The Columbus Cottage Program is an outreach program to deserving elderly in the community whose living conditions put them at risk, because they do not have adequate resources to provide necessary improvements or repairs on their own. The Columbus Cottage Program is designed to assist elderly impoverished residents living in substandard conditions to build homes on their own land, keeping them in their own neighborhoods with their cherished family memories and friends. The program works by requiring elderly residents to make application for the program. The Columbus Cottage Program committee selects potential homeowners that meet the basic program guidelines. The basic guidelines require the homeowner to be 62 years old or older, own their home or property, and receive low to moderate income.

NWC's Veterans Rehabilitation Programs provide funding to eligible veterans or surviving spouses for critical home repairs and improvements. The approved rehabilitation work will meet applicable housing, health and safety standards. Selected applicants are interviewed, during which time they must provide proof of military service and their household income and assets must be verified. After the interview, an inspection of your home will be scheduled to determine what improvements may be needed based on the program criteria. Eligible homeowners can receive a maximum of up to \$12,500 in assistance for the approved improvements to their owner-occupied homes. Qualified improvements include exterior doors, heating, ventilation and air conditioning systems, insulation, roof, windows, low-flow plumbing fixtures, exterior ramp, sidewalk, or driveway, handicapped bathrooms, including sink, toilet, shower, grab bars, and vanities, kitchen cabinets and sinks. The assistance is provided through a forgivable (deferred) loan that does not have to be repaid as long as the recipient remains the owner and occupant of the property for five (5) years after the rehabilitation work is completed.

In addition to housing production, mortgage lending and economic development lending, NWC also offers homebuyer education and counseling through homebuyer workshops. For those who are interested in becoming a homeowner, NWC offers the option of a one-hour Homebuyer Orientation class or an eight-hour eHome America Homebuyer Education Course. During the one-hour Homebuyer Orientation class participants will receive information that will put them on the right road to homeownership –starting right where they are. The eHome America Homebuyer Education Course is designed to help more people obtain Certified Homebuyer Education. The program considers the fact that many people have a difficult time getting to their local NeighborWorks Chartered Member office in-person for counseling, for reasons such as work schedules or babysitting schedules. The eHome America Homebuyer Education Course is an online course that helps individuals get the education and certification that they need at their own convenience.



Truth Spring is a faith-based, community development, nonprofit organization located in the Defined of Columbus, Georgia. The mission of Truth Spring is to develop and strengthen the Defined Neighborhood with Christ-centered projects and strategies. Truth Spring was founded in May of 2009 by Highland Community Church in Columbus, Georgia. It is a result of an ongoing vision to bring new life into the Defined Neighborhood of Columbus.

Truth Spring Existing and Past Strategies

Rebuild – Housing Initiative

The effort to rebuild the Defined Neighborhood is a huge undertaking. Practically, it entails the purchasing of homes (Housing Initiative), construction projects, clean-up projects and the upkeep of these efforts made. The increase of affordable housing in the Defined Neighborhood offers residents the opportunity to take pride in their neighborhood and get involved with the effort to maintain it. People helping others and in-turn those who are helping are lending a hand themselves-this is rebuilding.



Strategically, the Housing Initiative's purpose is to change one neighbor at a time, one house at a time. Truth Spring has instituted an innovative approach to providing quality, affordable housing to stable, low-income families/individuals in the Defined Neighborhood. We have partnered in the past with NeighborWorks Columbus on this Initiative. The Truth Spring program is a community-oriented approach that focuses on Truth Spring purchasing homes within the community, renovating those homes, and then placing low-income families into quality housing.

Reconnect

Truth Spring observed, upon moving to the community, that everyone kept to themselves and there was absolutely no neighbor to neighbor connection. It was very much a "survival of the fittest" mentality and it seemed no one wanted to let their guard down for fear of being taken advantage of or being seen as weak. One of the reasons a neighborhood declines is because people in that neighborhood become disjointed. Neighbors cease to relate and connect for the common good of their corner in their neighborhood. One of the contributing factors to this problem is that many deem their

neighbors untrustworthy and make the decision to keep to themselves. This often results in an increase in crime because neighbors cease to be "neighborly," by no longer looking out for one another. We at Truth Spring hope to address this issue by teaching people how to be part of a community. We implement teaching and strategies that encourage people to look out for one another and to embrace their role as neighbor- this is reconnecting.

Our purpose for moving and living in Defined Neighborhood was never to "change" it. Our purpose was to put the scripture into practice that says, "love your neighbor as yourself". From the beginning, Truth Spring started with the simplest way to show love which was just saying hello to the people living around us. We were simply making an effort to let people know that we saw them, we acknowledged their presence, and we wanted them to feel cared for when they walked by our house. When we left for work, we said hello. When we came back from work, we said hello. When we were outside doing yard work, we said hello. The idea is clear: we said hello a lot at the beginning. Slowly that hello turned into a gradual response from a neighbor and then that response slowly turned into conversations with a neighbor. Today when we walk out of our house or drive down the street we hear people excitedly shouting, "Hey Pastor Rob!" or "Hey Mrs. Carrie!". Now they initiate conversations with us as much as we initiate conversations with them. I tell people all the time that this community now feels like a family to me. Each of our neighbors deeply cares for us and we deeply care for them. That is how you reconnect a neighborhood. You start by saying hello.

Education

Several years ago, Truth Spring held a neighborhood meeting where we discussed the strengths and weaknesses of the Defined Neighborhood. In that meeting the question was raised, if you could change one thing about the neighborhood what would it be? Although the neighbors could have listed any number of things ranging from crime rates to addiction to poverty, their main concern was for the children of the community. The neighborhood expressed concerns because the children seemed to be gravitating towards the ways of the street. Many of them, by 3rd and 4th grade, were already being sent to the alternative school and beginning to walk a path that led toward drugs, violence, poverty, and, even worse, prison. After leaving the meeting that day one thing was determined, there had to be an alternative to the alternative school.



On August 10th, 2015 when
Truth Spring Academy opened
its doors for the very first time.
The mission of the school is to
rebuild a foundation of Christcentered living by offering a
quality education that focuses
on challenging academics,
character development, and
servant leadership. Truth Spring
wants to reconnect the
relationship that has been
severed between child and
family, family and school, and

school and community. As we focus on these goals we believe that we will begin to see the children living in Defined Neighborhood begin to fulfill their God-given destinies. Through all of this, Truth Spring desires to restore hope to our community and city by proving that demography does not determine one's destiny.

Currently the school has K4, K5, and 1st grade. We will continue to add one grade every



year until we have a full, K-5th grade, elementary school.

Restore

Truth Spring shares a close relationship with Highland Community Church, which is located in the Defined Neighborhood and, as well as

other organizations and churches throughout the city of Columbus. Many from around the city and nation have come to serve in the Defined Neighborhood and this has resulted in hope being restored to those who reside in the Defined Neighborhood. Truth Spring desires to further the efforts of developing and strengthening the North Highland community by continuing to partner and collaborate with other like-minded organizations — this is restoration.



MercyMed serves as the primary care provider for more than 7,000 patients in our community.

Our services include:

- Family & Internal Medicine
- Pediatric Care
- Prescription Assistance Program
- Vision
- Health Education & Disease Management Classes
- Individual, Marriage and Family Counseling
- Bipolar Ministry

MercyMed of Columbus is a primary care provider that cares for people in all walks of life. And cares for patients with or without insurance.

MercyMed is the medical home to thousands of uninsured and working poor in our community. We are a haven for the underserved, and the demand for our services continues to grow. While our health center offices are located in Muscogee County, patients travel from over an hour in each direction in search of medical care. The roster



of patients is now well above 8,000 and the majority of them have no health insurance.

Individuals wishing to become a patient of MercyMed are scheduled for a new patient orientation and appointment. The orientation serves to educate them on what they can expect from the health center, the services we provide and what it means to have a primary care physician. At this orientation, patients

are placed on a sliding-fee scale based on federal poverty guidelines that considers the number of people living in their household and the amount of support coming into the home, whether it comes from a job, family help, federal assistance, or some other source.

MercyMed believes that it is imperative for patients to be invested in their own healthcare. By paying a small co-pay, ranging from \$30 - \$60, patients become an active member of their care team. They can take pride in knowing that they are taking care of themselves and their responsibilities, while also being aware of the sacrifice they made to do so. MercyMed has found that this exchange ultimately leads to greater compliance with medicines, dietary restrictions, and keeping follow-up appointments; which then leads to strong improvements in their overall health.

MercyMed is well-suited to operate this medical program because its founder, Dr. Grant Scarborough, brought years of experience, both in primary care medicine and health centers for the underserved, when he opened MercyMed in 2012. A 2003 graduate of Mercer University School of Medicine, Dr. Scarborough is double board-certified in Internal Medicine and Pediatrics. He completed his residency training in Memphis Tennessee where he spent time with Christ Community Health Services, a health center for the underserved that had become the model for health department and community health centers nationally.

In 2007, he and Dr. Robert Campbell co-founded Christ Community Health Services Augusta using the same model MercyMed of Columbus uses now. Dr. Scarborough sees patients full-time, while also serving as the Executive Director. Now with Dr. Scarborough teaming up with Dr. Sarah Barr who has more than 25 years of experience, our two health centers are equipped with the medical leadership and credentials to offer great care to our patients.

MercyMed employs its providers and staff to work for it in both full and part-time positions, rather than on a volunteer basis. Because of this continuity of care, MercyMed



do not have to worry about having a gap in staff coverage during business hours. Its patients know that they will be open five days a week in two locations, that they will see the same provider with each appointment, and that there is someone to take their call in the event of an

emergency after hours. Additionally, MercyMed has dedicated volunteers who provide assistance with medical records and prescription assistance for patients who need expensive medications. MercyMed has the comprehensive tools of staff and equipment

needed to run a quality healthcare program for the indigent and underserved population.

MercyMed of Columbus Providers & Staff



Dr. Grant Scarborough - Founder

A native of Columbus, Dr. Grant Scarborough graduated from the University of Georgia with a degree in Biology. Immediately following graduation, he spent two years on staff with Young Life in metro-Atlanta. It was during this time that Grant became involved in an outreach effort to the homeless of downtown Atlanta, and soon felt called to actively work with and for the underserved around him. After seeking the counsel of several trusted advisors. Grant came to believe that this calling would lead him to practice medicine. Dr. Scarborough earned his medical degree from Mercer Medical School in 2003, completed his internal medicine and pediatric residency at the University of Tennessee – Memphis, and finished his Med/Peds residency at the University of Tennessee in June 2007. In the fall of 2007, Dr. Scarborough returned to Georgia as cofounder of. The next four years would see the addition of providers and staff alike, with tens of thousands of patient lives impacted for the glory of God through CCHS. After several years in Augusta, Dr. Scarborough and his family felt the call of the Lord again, this time to Columbus, where they moved in July of 2011. As a board certified pediatrician and internal medicine physician, Grant desires to see God glorified through caring for the poor and discipling young medical students to do the same.



Tony Nguyen – Practice Administrator

Tony was born in Vietnam and immigrated to the United States in 1981. He received a B.S. in Physical Education from The Citadel, The Military College of South Carolina, in 1999 and a B.S. in Biology from Columbus State University in 2011. After graduating from The Citadel, Tony commissioned as a second lieutenant in the United Stated Army as an Infantry Officer where he spent 7 years on Active Duty. His assignments included 1st Battalion, 8th Infantry at Fort Carson, Colorado and the 75th Ranger Regiment at Fort Benning, Georgia with several combat tours in Afghanistan and Iraq. Tony is currently a Lieutenant Colonel in the United States Army Reserve. Tony is a youth wrestling coach for the Harris County Tigers and the Highland Hawkeyes. He is married to Linda Nguyen, who is an attorney at Page Scrantom Sprouse Tucker and Ford PC. Together, they have three kids, Tyler (9), Allie (4), and Jessica (2).



Dr. Sarah Barr - Steam Mill Road Location - Family

Medicine

Dr. Barr is a native of Chicago, IL and has been in the Columbus area since 1995. She received her Bachelor of Arts in Psychology from Cedarville University in 1987 and her Medical Doctorate from the University of Illinois at Chicago in 1991. After her internship in Kalamazoo, MI, Dr. Barr served in the United States Army for five years and then completed her training in Family Medicine at The Medical Center in Columbus. In her free time, she enjoys reading, woodworking, gardening, watching sports and spending time with her family.

She is board certified by the American Board of Family Medicine. Dr. Barr is a member of the American Academy of Family Physicians, Georgia Academy of Family Physicians, Christian Medical Association, and Wilderness Medical Society.

Peggy L. Jones – National Certified Counselor, Licensed Professional Counselor, Master Addiction Counselor, Clinically Certified Forensic Counselor and Professional Life Coach

Attended Oral Roberts University for undergraduate work and for graduate work, Peggy finished at Troy State University. She has been credentialed in my field for 25 years. Peggy began my work at the Department of Defense Substance Abuse Program and after 3 years, began working at the Department of Behavioral Health at Martin Army Hospital. She saw inpatients and family members outpatient in the Department of Outpatient Mental Health Clinic for a variety of mental health issues.



Meghan Brooks - Physician Assistant

Meghan was born in Houston, Texas but grew up here in Columbus, Georgia. She graduated with her Bachelor of Science degree from Auburn University in 2010. She then attended Trevecca Nazarene University in Nashville, Tennessee where she achieved her Masters of Science Medicine, Physician Assistant graduating with Cum Laude honors.



Lauren Bandi – Physician Assistant

Lauren Bandi comes to MercyMed from Pittsburgh, PA via Nashville, TN. Lauren earned her Bachelor's degree in Psychology from Penn State University and a Master of Science in Medicine from Trevecca Nazarene University in Nashville, TN. Lauren started seeing patients at MercyMed in October of 2014. When asked about her practice, Lauren states "I love primary care and pediatrics because of the relationships you form with patients and also never knowing what you'll be treating next. I want to be forced outside my comfort zone daily. It helps me to grow and reminds me that medicine is more than just the physical health, but also the mental and spiritual health of every person I meet."



Billy Holbrook – Director of Community Development

Billy graduated Columbus State University in 2004 and went on to spend nearly 10 years in the payments industry at TSYS. In December of 2014, he joined the MercyMed staff as Director of Development. He and his wife Megan, along with their three children, are members of Highland Community Church – a low income church in the North Highland neighborhood of Columbus right around the corner from MercyMed. Billy is responsible for fund raising, community awareness projects, and donor relations. Telling the MercyMed story over lunch is his favorite part of the job.



Kristy Jones – Head Nurse

Kristy, being a former Indiana Hoosier, has spent the past 20 years in Columbus with her husband and three children. She graduated from Columbus Technical College in 2010 with an Associate Degree in Nursing. She took her first job with Columbus Regional working as a Special Care/NICU nurse. Kristy came to MercyMed in 2013 as a nurse volunteer which quickly turned into joining on as staff. She has a deep appreciation for the many ways this ministry profoundly impacts the community and is most grateful to serve alongside a team who truly love to serve those in need.

Board of Trustees

Chairman of the Board - A.J. Morris

Trustees - Bob Gilson, John Gay, Jr., Rich Stephens, M.D., Carrie Strickland, Justin Krieg, Rev. Dr. Ivelisse Quinones, Ramona Loudermilk, David Koontz, Sally Walden, Teddie Ussery and Scott Hill



The River Valley Area Agency on Aging (AAA) plans and supervises programs and services dedicated to improving the quality of life for older adults and people with disabilities. The AAA is a function of the River Valley Regional Commission in Columbus, Georgia.

The RVRC serves 35 municipalities and county governments in the following 16 counties: Chattahoochee, Clay, Crisp, Dooly, Harris, Macon, Marion, Muscogee, Quitman, Randolph, Schley, Stewart, Sumter, Talbot, Taylor, and Webster.

The vision of the RVRC is to foster a region where current and future generations succeed at home, at work, and in their communities. Our core values are:

- Accountability
- Collaboration
- Community
- Innovation
- Diversity
- Integrity
- Good Stewardship

Included within the River Valley Regional Commission is the Workforce Investment Act and the Area Agency on Aging.

The AAA provides seniors and people with disabilities the opportunities to maintain their activity, independence, and dignity through a comprehensive, coordinated system of services and support. The AAA assesses need, advocates for seniors, engages community support, coordinates program funding, and monitors and evaluates the work of service providers to ensure that seniors and people with disabilities receive high quality assistance.

The AAA and Disability Resource Connection is a valuable resource for seniors, people with disabilities, family members, caregivers and professionals. It provides information and assistance, awareness, and access to help individuals stay in their homes.

Little Bit Farm



Located in the rolling hills of the Georgia Piedmont, Little Bit Farm is a 280-acre sustainable family farm. The property, originally part of the Billingslea Plantation, was acquired by our family in 1970. The original plantation house (circa 1835) and family cemetery are located on a portion of the property owned by other family members.

Lisa and Brad acquired a portion of the farm in the summer of 2001 and started an ongoing process of restoring the land. Initial projects included creation of pastures,



stabilization of erosion issues, construction of roads, house and barns and acquisition of adjacent parcels. Initially, the property had no open areas or pastures. Throughout the years, we have selectively thinned and

cleared the planted pines on the farm. An annual prescribed burn program is used to clear ground debris and control re-growth of unwanted species. With the encouragement of Dr. John Kush (Auburn University: Long Lead Dynamics Lab) we have allowed the native grasses to regenerate without introduction of exotic forages.

The farm garden was first established in 2005. The preliminary layout utilized raised beds within a 1/2-acre area protected by a 8' deer fence. With production, well in excess of our personal consumption, we instituted

sales to individuals and restaurants in 2009.

The growing demand for locally grown chemical free produce lead to an expansion of the garden in 2012, when the first area for drip-irrigated row crops was added to the initial raised bed installation.

The year 2014 was a big for the farm. Staff fenced in and irrigated just under an acre of 100' vegetable rows, built a heated greenhouse and an irrigated high tunnel, and dug an additional well. Farm inspections were also completed, and now the farm is proudly

Certified Naturally Grown! All of this expansion allowed the farm to produce more great food for restaurant and market customers.

Little Bit Farm sells produce each Saturday at the Market Days on Broadway in Uptown Columbus.



History of the Transformation Team

The Transformation Team met on February 1st at MercyMed of Columbus in Columbus, Georgia to establish its partnership and mission to help revitalize the target community through the addition of affordable housing and health and wellness services. On February 15th, the Transformation Team met again at Highlands Community Church to discuss the details of the transformation plan.

In addition to the previously stated meetings, members of the Transformation Team met on four other occasions between March 1st and April 30th.

A. Public Engagement and Citizen Outreach

Truth Spring drafted a survey and presented it to the residents of the target community at the Ronnie Allen Memorial Health Fair on April 7th. Truth Spring orchestrated the health fair as a means of providing community residents with access to free beneficial health diagnostics, screenings, and education. It was a great opportunity to meet Transformation Team members and Community Partners.

In addition to the free food, games, music, prizes and healthcare services offered at the Health Fair, the Transformation Team was able to access the community's need and support of a new affordable housing development for a senior tenancy. In order to do this, Truth Spring distributed a survey to 100 residents of the community at the Health Fair. The Transformation Team's survey not only focused on the community's interest in a new affordable housing development for the elderly, but it also focused on the community's interest in the additional opportunities that the new housing development would offer. Those additional opportunities are easy access to health and wellness services and easy access to affordable fresh fruits and vegetables.

After deducing the information garnered from the community outreach surveys into quantifiable, parsimonious data, Truth Spring organized and held a public forum, accessible to the target community, on April 9, 2017, at Highlands Community Church. All members of the Transformation Team were present. A flyer was created and handed-out to participants of the health fair, church goers at Highland Community Church (located in the Defined Neighborhood), the flyer was also delivered to area residents, including the residents of Luther C. Wilson Apartments, a public housing site adjacent to the potential development. The flyer was made available to the clients of NeighborWorks Columbus and was also published on the NeighborWorks Columbus Facebook page beforehand.

There was a great turnout at the public engagement forum, roughly twenty-five people were in attendance, including the principal of Fox Elementary, Dr. Yvette Scarborough. During the forum, the Transformation Team gave a presentation of what we hope to build in the neighborhood. We asked the participants to provide feedback of what they would like to see in the community as it relates to services. We also asked the participants what barriers to these services do they experience or foresee. The residents

of the target community provided useful feedback that ran the gamut of better access to jobs to availability fresh produce.

The consensus of the meeting was that easy access to health and wellness services would better improve the quality of life the residents of the Defined Neighborhood would like to see. It seems a common thread during the discussion of barriers-to-services was lack of knowledge that services even existed or frustration with bureaucratic measures that needed to be taken to utilize healthcare. For example, it was mentioned how the complexity of Medicare plans can be a hindrance to accessing healthcare.

There was a vocal recognition among the participants of the meeting of the positive influence and work Truth Spring does in the community. It was also noted that it was beneficial having MercyMed clinic within walking distance of many of the participant's residences.

Transformation Team members had a follow-up meeting with Katie Howard of River Valley Regional Commission Area Agency on Aging to discuss possible services that could be provided that were discussed at the public meeting.

Transformation Team members had a follow up meeting with Dr. Yvette Scarborough who was present at the public meeting. We had further discussion of the ideas she vocalized at the public meeting.

B. Research and Analysis

In 2015, Columbus Regional Hospital published a Community Health Needs Assessment (CHNA). One of the major findings that can be gleaned from this assessment is the presence of a poor local food environment. It is especially challenging to access nutritious options in a poor local food environment, which is likely a major factor contributing to low levels of fruit and vegetable consumption in the area, which in turn is a likely contributor to the high prevalence of chronic disease. The County Health Rankings note that the food environment index score for Muscogee County is 5.1, which is significantly below the Georgia state average of 6.6. The CHNA identifies that lower income people in the area are less likely to consume the recommended amount of fresh fruits and vegetables, and are also more likely to indicate difficulty accessing healthy food options. Integrating nutrition education and access to nutritious food options at Highland Terrace would help mitigate health risks for residents in the Defined Neighborhood and would contribute towards raising the county's food environment index score.

Based on knowledge and information gained from that research, the Transformation Team drafted the Community Engagement Citizen Outreach Survey, and distributed it to members of the target community. The survey was drafted to reflect the possibility of the two-abovementioned national trending community primary challenges being present within the Defined Neighborhood. The survey focused on gaining additional

information about the two hypothesized challenges that the target community faces. Specifically, it focused on (1) lack of easy access to an affordable doctor or healthcare provider for community healthcare needs, and (2) lack of easy access to affordable fresh fruits and vegetables. The survey was randomly issued to 100 residents of the target community. The survey consisted of 11 questions. The survey questions were drafted in furtherance of gathering qualitative as well as quantitative data about the target community and its residents. The Transformation Team chose 100 community members as the sample size, for ease of quantifying data without having to sacrifice the reliability of data due to an inadequate representation of the population within the target community. Of the 100 members of the target community who were surveyed, 99 considered themselves to be residents of the target community. The Transformation Team thinks that it is imperative for the sample population to be residents of the target community, because actual residents of the community would have a better understanding of the current state of the community, its strengths, weaknesses, and challenges.

The collective results of the survey support the Transformation Team's hypothesis that the target community faces primary challenges through (1) lack of easy access to an affordable doctor or healthcare provider, and (2) lack of easy access to affordable fresh fruits and vegetables. In addition, as evidenced from the survey results, a substantial majority of the community members who were surveyed do think that the target community is in need of additional/new affordable housing, specifically, additional/new affordable housing for the elderly. The Transformation Team thinks that information is important, because lack of community support can be detrimental to the success of a new housing development. As it pertains to the primary challenges that the community faces, a substantial majority of community members who were surveyed do identify easy access to a doctor or healthcare provider as a primary challenge within the target community, as well as lack of easy access to affordable fruits and vegetables. The survey results also support the Transformation Team's assertion that the Healthy Housing Initiative would be beneficial in mitigating the primary challenges that are faced by the target community.

Through our discussions with the Community Quarterback, it was clear that we would try to focus on strategies that would help propagate and sustain community involvement. The leaders of Truth Spring moved into the community twelve years ago. They observed from the onset that people had a natural tendency to isolate themselves. Truth Spring has made great strides in breaking this habit, we hope to be a resource in this effort.

C. Existing and Past Strategies

Rob and Carrie Strickland are the leaders of Truth Spring and have served the Defined Neighborhood since May 2005. They have been deeply committed and involved in this community. We have included their story in this plan as it speaks to their level of commitment. This Transformation Plan is an augmentation of the work that has been done and will be done. Whether Highland Terrace is funded or not, the Community

Quarterback will continue with the good work they have started. Our hope is the that development will be funded and will only add to their resources.

Rob and Carrie Strickland's Story

My name is Rob Strickland. It is my honor to serve as Pastor of Highland Community Church, in Columbus, Georgia. In fact, this October will mark my 12th year as pastor of Highland. My wife, Carrie, and I have been married for 12 years. We have three sons: Noah, Luke and Jude. I graduated from Columbus State University with a degree in Special Education and Carrie graduated from Auburn University with a degree in Exercise Science. After graduating from college Carrie served as part of the Campus Crusade team which was positioned to do inner-city ministry within south Chicago. We dated during our latter college years and into that first

year post graduation. During that time, we both were aware of the Lord's command upon our lives to share the gospel with and disciple the poor, but little did we know exactly what the Lord had in store for our lives. In October of 2004, we married. From the start, His plan began to unfold in a glorious way. We are just honored to be a part, even in the painful parts. At the start of our marriage we knew that we were being compelled by the Lord to serve the poor, though we were unsure as to exactly how the Lord would flesh out that calling. Through a series of painful events orchestrated by the Lord, Carrie and I came to realize that the Lord fully

intended for us to serve the poor in our hometown of Columbus, Georgia. Specifically, the Lord was prodding us to move into the Defined Neighborhood. Going into this decision we were already involved in a struggling church in this neighborhood. The name of the church was Highland Community Church. As you can see, this was not a glamorous start for a newly married couple. The clear majority of the people in the Defined Neighborhood have been impoverished for generations. According to a recent study, the high school graduation rate is around 40% and the neighborhood itself is among the poorest in the nation. So, we could not understand why God would ask us to move into this neighborhood and commit our lives to what seemed to be a dying church and a dying community. However, reluctantly, we obeyed and in October of 2005 we moved into the neighborhood. All we knew to do at the time was to tell people about Jesus, disciple those who might submit to His Lordship, and serve our neighbors through the ministries of Highland Community Church, thereby giving our lives to them. That may sound "spiritual" but to be honest, the first year of living in the community was an absolute disaster. My wife had given birth to our first son, Noah, and she was overcome with depression and fear as a result of living in North Highland. Throughout that year, we considered moving out of the neighborhood many times, but the Lord continued to remind us of Philippians 2 which states (I'm paraphrasing), "Christ became a servant and submitted Himself to death, even death on a cross...". The Lord continued to remind us that before we had anything worth offering to the people living in North Highland that He first had to put everything to death in us that was not of Him. So that first year was a very painful year as the Lord put to death our desires and our dreams for our family, so that He could bring about His desires for our family. Little did we know all the amazing things God had in store for our family and the North Highland Community! In 2009, in an effort to be more intentional about loving our neighbor, Truth Spring was born.

Existing and Past Strategies of Truth Spring

- 1. Housing: The Housing Initiative serves to provide low-income families the opportunity to own a quality, affordable home in the Defined Neighborhood. Homes are renovated using skilled labor from right here in the Defined Neighborhood. Truth Spring has worked with NeighborWorks Columbus in the past to renovate a home in the community. Truth Spring renovated a donated house from NeighborWorks Columbus in 2015. They also were able to acquire and renovate a house in 2016 under their Housing Initiative.
- 2. Education: In an effort to bring about generational change, Truth Spring sought to start a private, Christian school designed for children of the Defined Neighborhood. It is called Truth Spring Academy. After years of prayer, ingesting counsel and fundraising, Truth Spring Academy opened its doors on August 10th, 2015. Truth Spring Academy exists to align its students with their God-given destinies by providing a quality education that focuses on: rigorous academics, character development based on God's word, and servant leadership traits.

Fast forward 12 years and it's hard to even put into words all that God has done. Highland Community Church and Truth Spring are both thriving and more and more people from within the community come to know and love Jesus Christ. They are learning how to love the Lord with all their heart, soul, and mind and how to love and serve their neighbor. With the direction of Truth Spring, people, through the power of the Gospel, overcome drug addiction, alcoholism, homelessness, depression and so much more. Carrie Strickland of Truth Spring likes to summarize the last 12 years this way, "At first we cried over the terrifying thought of having to live and be a part of the North Highland community. Now we cry out of humility and joy that God would actually allow us to be a part of what He is doing in this community." Rob and Carrie Strickland have truly seen and experienced the favor of the Lord resting upon the community over the last 12 years and they are excited to see what God has in store for the next 12 years! You are invited to join us in this amazing journey and to allow God to write you into the story of the redemption and redevelopment of this community.

Existing and Past Strategies of NeighborWorks Columbus

NeighborWorks Columbus was also selected by the City of Columbus to aid in the \$60M transformation of City Village—a blighted corridor adjacent to downtown Columbus. This transformation would divide the corridor into four districts. One revolves around the old mills that are in the early stages of restoration that would serve as the gateway between downtown Columbus and City Village. This area will be a mixed-use area with retail and entertainment. Next would be the creative and educational area, which will also house 250 mixed income housing units. Following that district is the area that will feature an enhanced view of the river for mixed income housing using a mix of new development and revitalization of existing homes.

Planners say the successful development of this district could serve as a catalyst to encourage further investment in City Village. And finally, the northern district would include a former mill converted into loft apartments along with a mix of residential and commercial development. NeighborWorks Columbus has been involved since the preplanning stages and conducted a door-to-door survey of resident perception and needs. Implementing the plan is broken into three phases, 1-5 years, 6-10 years and 11 years and beyond. The long-term plan calls for support for development of 500 market-rate rental units and 100 units of for sale housing. It also calls for support for developing 600,000 square feet of commercial and institutional space and for developing commercial space along Second Avenue.

Challenges, Goals, Implementation Strategies and Evaluation Plan

Challenges and Goals

<u>Challenge #1:</u> Many residents in the community do not have convenient access to medical care, resulting in a lack of effective treatment and prevention of health risk factors. Even those without active health concerns are affected by this, as they are not being seen regularly by a medical professional to monitor and diagnose unknown risks to their health.

Goal #1 of Challenge #1: Improving access to health and wellness services for the residents of Highland Terrace through the development of the Healthy Housing Initiative. Question #5 on the survey, (How often do you visit a doctor or healthcare provider each year?) is a good candidate for measuring outcomes of this goal. The metric is percent of people who answer 'no' to that question, which was 41% at baseline. Metric of success: the percentage of people answering 'yes' to that question will increase at least 5% per year. We will provide this survey to the residents of Highland Terrace on an annual basis in order to measure this improvement.

Goal #2 of Challenge #1: We will provide the same survey to the participants of the community Health Fair held annually and adjacent to the proposed site. The service providers that are participating in the Healthy Housing Initiative are also providing the services to the residents of the community at no cost. Question #5 on the survey, (How often do you visit a doctor or healthcare provider each year?) is a good candidate for measuring outcomes of this goal. The metric is percent of people who answer 'no' to that question, which was 41% at baseline. Metric of success: the percentage of people answering 'yes' to that question will increase at least 5% per year. We will provide this survey to the community residents on an annual basis in order to measure this improvement.

Implementation Measure: The partners that are working under the Healthy Housing Initiative have been in the community for years. They currently provide services to people; this is an ongoing effort. The implementation strategy of the Transformation Team is to institute our Healthy Housing Initiative Program for five years once the development is placed in service. Increasing the presence of medical professionals and educational and screening programs in the community will improve the overall health of the members of the Defined Neighborhood and residents of Highland Terrace. In addition, our strategy brings in service providers that can assist residents of Highland Terrace and others in the community with understanding how to access programs available to them that can help cover costs of healthcare.

<u>Timeframe:</u> The Transformation Team plans on beginning services on-site the month the development is stabilized. We are projecting that date to be no later than December 31, 2019.

Partners in Achieving Challenge #1: MercyMed, and AAA will be the Healthy Housing Initiative service providers. GHPC will manage the evaluation process.

Truth Spring, Inc. will actively market the services and coordinate with the service providers.

<u>Challenge # 2:</u> Through our discussions with the Community Quarterback, it was clear that we would try to focus on strategies that would help perpetuate and sustain community involvement. The leaders of Truth Spring moved into the community twelve years ago. They observed from the onset that people had a natural tendency to isolate themselves. Truth Spring has made great strides in breaking this habit, we hope to be a resource in this effort.

Goal #1 for Challenge #2: Fostering community fellowship and interconnectedness among the residents of Highland Terrace. A measurable outcome to this goal is increasing the participation rate of the fellowship programs for the residents 5% annually.

Implementation Measure: Highland Terrace is a planned senior-living community. However, the site is located immediately adjacent to Fox elementary school. The Transformation Team includes Fox Elementary School, who will partner with us on programs to bring the senior residents of Highland Terrace together with the children of the community. Various planned activities include an "Adopt a Grandparent" program. Residents would volunteer to come to a classroom weekly and participate in activities or simply read to a class. Fox Elementary has had previous success in a reading program partnership with a local church. The church sent volunteers weekly to read to the third-grade class. The principal of Fox Elementary, Dr. Scarborough stated that attendance of the third-grade class was the best in the school. Scarborough makes a direct correlation of the program to the attendance record. We are also planning on having a rotating art

exhibit of the children's work in the clubhouse of the community, as well as, children visiting the development to perform choral concerts and participate in other activities.

Goal #2 for Challenge #2: In addition to the partnership with Fox Elementary, we feel the on-site produce stand will be the catalyst for a larger market to benefit the community as a whole. It is the goal of the Transformation Team to see a greater farmer's market come to life on the site. We feel that if this were to happen it would certainly increase the community engagement and fellowship. A measurable outcome to this goal would be the annual addition of famers to the farmers market. An increase of community participation would be a catalyst for further expansion of the market.

<u>Timeframe:</u> The Transformation Team plans on beginning the partnership with Fox Elementary and providing a produce stand once the property has stabilized. We are projecting that date to be no later than December 31, 2019.

Partners in Achieving Challenge #2: Foxx Elementary School and Little Bit Farm

Truth Spring, Inc. will actively market the services and coordinate with the service providers.

<u>Challenge #3:</u> The cost to rent or own a home is too high for most of the residents of the Defined Neighborhood. People of the Defined Neighborhood will benefit from safe, secure, and affordable housing through the Low-Income Housing Tax Credit Program. Safe, secure, affordable housing is a basic human need. As we advocate for the goals of our Transformation Plan, we want to reduce the circumstances in which persons must make choices about which necessities to pay for in order to have decent housing. We believe affordable housing is the base that makes good health and a vibrant community a possibility.

<u>Goal #1 for Challenge #3:</u> The production of 102 affordable rental housing units for the future residents of Highland Terrace.

Goal #2 for Challenge #3: The production of affordable rental housing for the Defined Neighborhood.

Implementation Measure: The strategy to address Challenge #3 is ongoing and currently in place by Truth Spring. They have fully renovated two houses in the Defined Neighborhood. Both of these houses have affordable rents and low utility costs. However, we believe if Highland Terrace is built and brought to fruition, it will add 102 units of decent, safe, and affordable rental housing to the Defined Neighborhood. These units will target citizens with incomes at or below 60% of the Area Median Income. The addition of 102 units of affordable housing is the measure of success for both goals.

<u>Timeframe</u>: The Transformation Team plans on Highland Terrace being placed-inservice no later than December 2019.

Partners in Achieving Challenge and Goal #3: Van Dyke and Company, NeighborWorks Columbus and Truth Spring

Funding for Transformation Plan: The full 5-year commitment of the Transformation Plan will be funded through the Community Improvement Fund (CIF) of \$50,000 from Van Dyke and Company dba BGC and NeighborWorks Columbus. We project the CIF will sustain the plan through year five-year period.

Evaluation Plan: Developed by GHPC

Success of any evaluation will depend heavily on how well it is tailored to the local context and how well it can adapt to changes in that context. The approach outlined below should therefore be viewed as a starting point from which a final strategy would evolve as the development comes into service.

The evaluation plan for Highland Terrace includes four components, which together will provide a good characterization of impacts over the course of the minimum five-year reporting period (and longer if desired). The first component includes objective data regarding the use of services provided under the Healthy Housing Initiative (HHI). Second is a brief survey that will capture quantitative data about self-reported health and behaviors from residents (and possibly other community members). The third component includes focus groups with residents to generate qualitative data on their perceptions of the HHI as it is implemented. Finally, the fourth component is an annual "Healthy Highland Terrace Workshop" where residents, management, service providers, and other community partners can come together to reflect on progress to date to continually improve the service offerings on-site. Each component is discussed in more detail below.

Survey Questions

A brief questionnaire distributed at regular intervals to collect information from residents (and potentially non-residents) will provide data on general health and the effectiveness of HHI activities. A sampling strategy would be developed in partnership with service providers and management. The aim would be to minimize the burden on residents while still collecting useful information on how the HHI may be impacting health and health behaviors in the community.

Survey questions are pulled from existing instruments used in public health research. The <u>2016 Behavioral Risk Factor Surveillance System questionnaire</u> developed by the US Centers for Disease Control and Prevention is the source unless otherwise noted. Using these existing questions allows more potential to compare to baseline data sources used in developing the proposal.

General Health

These questions quickly characterize the overall general health of the respondent. If these questions are common to other HHI evaluations elsewhere in the state, it would allow for comparison between sites.

- Would you say that in general your health is:
 - o 1 Excellent
 - o 2 Very good
 - o 3 Good
 - o 4 Fair
 - o 5 Poor
- Now thinking about your physical health, which includes physical illness and injury, for how many days during the past 30 days was your physical health not good?
- Now thinking about your mental health, which includes stress, depression, and problems with emotions, for how many days during the past 30 days was your mental health not good?
- During the past 30 days, for about how many days did poor physical or mental health keep you from doing your usual activities, such as self-care, work, or recreation?

Access to Health & Wellness Services

Goal #1 in the Transformation Plan aims to improve access to health and wellness services in the community. In addition to focus group questions pertaining to access, the following questions would be included in the HHI Evaluation Survey:

- How difficult is it for you to get advice or information about health or medical topics if you need it? Would you say it is:
 - o 1. Very easy
 - o 2. Somewhat easy
 - o 3. Somewhat difficult
 - o 4. Very difficult
 - o 5. I don't look for health information
- Have you delayed getting needed medical care for any of the following reasons in the past 12 months? Select the most important reason.
 - o 1 You couldn't get through on the telephone.
 - 2 You couldn't get an appointment soon enough.
 - o 3 Once you got there, you had to wait too long to see the doctor.
 - o 4 The (clinic/doctor's) office wasn't open when you got there.
 - o 5 You didn't have transportation.

Community Fellowship and Interconnectedness

Goal #2 in the draft Transformation Plan aims to foster community fellowship and interconnectedness. In addition to focus group questions about social connections, the following questions would be included in the HHI Evaluation Survey.

- How often do you get the social and emotional support you need?
 - o 1 Always
 - o 2 Usually
 - o 3 Sometimes
 - o 4 Rarely
 - o 5 Never
- How important is it to you to feel a sense of community with other community members? (From the Sense of Community Index <u>SCI-2</u>)
 - o 1 Prefer Not to be Part of This Community
 - o 2 Not Important at All
 - o 3 Not Very Important
 - o 4 Somewhat Important
 - o 5 Important
 - o 6 Very Important

Resident Focus Groups

Focus groups with residents will generate qualitative data on their perceptions of the HHI as it is implemented. Five to ten residents will be recruited to participate in these facilitated discussions, which will be guided by several open-ended prompts to steer conversation toward thinking about the HHI activities. Focus groups would occur roughly every six months, and other qualitative data collection strategies can be adapted to this format, including participatory techniques like Photovoice. An incentive structure to encourage participation in the focus groups would likely be developed as part of the final strategy. Some sample focus group questions are listed below:

- What are the things you like most about living at Highland Terrace? (Ask about specific HHI activities if they do not come up organically.)
- What would you like to see change at Highland Terrace?
- Has participating in the on-site health screenings and services helped you to better manage your health? How so?
- How has the chance to go to the weekly produce market affected the way you eat?

Healthy Highland Terrace Workshops

An annual "Healthy Highland Terrace Workshop" facilitated by GHPC would bring residents, management, service providers, and other community partners together to continually improve the service offerings and other activities on site. These half-day workshops would begin with reflections on the most current HHI evaluation data available from the other three components of this plan. The evaluation findings would be used as a springboard to explore other topics of interest within the realm of health and housing. The overarching purpose of these sessions is to empower residents to actively participate in the design of services available to them. These workshops would

also provide an opportunity for interaction with other community actors, like local government, schools, churches, businesses, or others as identified. The final topics and design of any workshops would be developed in collaboration with residents and partners to ensure they are tailored to existing needs.

Transformation Team Member Contributions

We have secured commitments and/or MOUs from Truth Spring, Inc, Mercy Medical, River Valley Area Agency on Aging (AAA) Fox Elementary, and Little Bit Farm to meet the goals aforementioned.



Pictured above: Staff of MercyMed and NeighborWorks Columbus with the principal of Fox Elementary

Below is a description of what each of the partners have pledged to contribute.

Transformation Plan Partner #1: NeighborWorks Columbus – Community-Based Developer

NeighborWorks fits the description of the Community-Based Developer.

NeighborWorks is the co-developer of the development.

NeighborWorks Columbus has have been operating in Columbus, GA since 2000. Since that time, they have led numerous philanthropic activities. The most notable of late was the collaboration with TEAMeffort and the launch of neighborhood revitalization project, Big 4 Beallwood, to impact the Beallwood community with new construction, rehabilitation and beautification projects in June of 2015. NeighborWorks partnered with the City of Columbus, nonprofit organizations, and businesses to enhance existing neighborhood resources, provide public services and improve the quality of life for Beallwood residents.

Around 300 middle and high school students from across the country traveled to Columbus to make a difference in the Beallwood community as part of the youth organization, TEAMeffort, and its 8-week summer mission project. Each week, different youth groups traveled to Beallwood to work alongside families and volunteers through hands-on home repair and maintenance projects. The group also had related opportunities to assist local food & clothing ministries and shelters to help serve those in need.

NeighborWorks Columbus has also been selected by the City of Columbus, under a city-issued Request for Proposals. On an annual basis, the Columbus Consolidated Government receives federal Community Development Block Grant (CDBG) Program and federal HOME Investment Partnerships Program funds from the U. S. Department of Housing and Urban Development (HUD). Each year, the City allocates a portion of its HOME funds to nonprofit organizations for the provision of affordable housing programs and services and the creation of affordable housing to its very low-and low-income residents.

As the City's recognized Community Housing Development Organization (CHDO), NeighborWorks Columbus was selected to assist the City in utilizing HOME funds to provide affordable housing to very low- and low-income households in Columbus as outlined in the City's Consolidated Plan. NeighborWorks Columbus is responsible for administering HOME CHDO eligible activities in a manner satisfactory to the City and consistent with standards.

NeighborWorks Columbus will acquire and rehabilitate single-family homes for resale to eligible homebuyers and shall comply with all other applicable HOME regulations. NeighborWorks Columbus will ensure that the homebuyer understands HUD requirements as they pertain to the assisted home.

Transformation Plan Partner #2: Truth Spring, Inc – Community Quarterback

Truth Spring is uniquely qualified to be the Community Quarterback for the Highland Terrace Transformation Plan.

Truth Spring is in the Defined Neighborhood and is located one-fourth of a mile from the site. It has been at that location since May 2009. Carrie Strickland, the board chair, with her husband, Rob, who is the Pastor of a church located in the Defined Neighborhood, have lived less than one-third of a mile from the site for twelve years. Truth Spring and the people the lead the organization are deeply involved in this community.

Truth Spring has worked with MercyMed since their inception and has partnered with them on various activities such as health fairs. Rob Strickland, pastor of Highland Community Church, is also Director of Truth Spring, Inc and as demonstrated in the story below, you can see how the two entities frequently work together.

Carrie Strickland, the Chair of Truth Spring's board is also a member of the board of MercyMed.

December 25, 2015

A story from Dr. Grant Scarborough.

I was asked a couple of times by staff to do a house visit on a patient that lives in our neighborhood. I knew the patient already — I had walked through the house before, but it was not to see him. I knew also he lived less than a three-minute walk from the clinic, but he could never make the appointments because he could not walk three minutes — or three yards without getting short of breath. So, after many requests for a house visit, Anita, my 12-year-old, myself and a few staff went down to check on him.

We met the family on the porch and talked for a few minutes. Really, I did not want to walk inside. I knew a little what I was walking into and I was not sure if bringing Anita was the best idea. Finally, we stepped on the plywood floor in a dimly lit room. It took my eyes a second to adjust to realize he was on the bed. I noticed an oxygen tank, cigarettes, a lighter, and 3-4 live roaches on the bedside table. To be honest that sounded like a bad combination for the roaches.

He was a shell of a man. Bones pushed through his skin. He had no fat. He had used all his energy just to breathe and he now had no reserve left. He had oxygen in his nose and after every 3-4 sentences he was so short of breath, he turned on a nebulizing machine — which delivered medicine to help him breathe easier so he can say a few more words. He never left his bed. If he tried, I think he would have died. It took all he had to breathe just lying there.

Finally, I walked out. As the doctor, I had to make sure the family knew he would not be here long. Job done.

Well, not really. The next week I heard some of the staff went down to his house with guitar in hand and sang hymns and a few Elvis songs. While I was watching his

breathing, I really did not hear what he was saying. They reminded me – he loved music. His son, he told us, could sing just like Elvis. And they decided music would be good medicine for the soul. I am grateful for staff that listens to the soul while I am listening through a stethoscope.

A few days later, his shortness of breath was more than he could handle so the ambulance was called again and he was brought to the hospital. I was actually working that night in the hospital so I knew when he came into the ER. Shortly after his arrival, I saw Rob, pastor of Highland Community Church, walk into his room. Highland is a church behind our clinic that lives out the gospel in this poor neighborhood. MercyMed is so grateful to have them ministering right behind us.

I was not sure what they talked about, but Rob texted me afterwards and wanted to know if I needed a cup of coffee. I sure like that guy.

I finally went in to admit my friend for shortness of breath. I again saw some physical problems, he needed immediate medicines. I almost had to admit him to the ICU, but after a few more treatments, he slightly improved. I reminded the family that he would not be here long. The patient's wife called the guitar-playing Elvis impersonator to see if he knew someone the patient could talk to about spiritual things. Rob showed up. They talked about Jesus, the best medicine ever. While lying in the ER bed, waiting for medicine, trying to catch one breath after another, he accepted Jesus as His Savior. His life expectancy on earth is very short, but with Christ as his Lord, he will now live forever and will be able to run with ease. Truth Spring has also worked in the past with NeighborWorks Columbus. Through its Housing Initiative, NeighborWorks Columbus donated a house it acquired in the Defined Neighborhood. Truth Spring renovated the house and is renting it to a lovely couple now. A picture of the house can be seen below.



Transformation Plan Partner #3: Van Dyke and Company, LLC dba Bennett Group Consulting (BGC)

BGC will co-develop the project, Highland Terrace with NeighborWorks Columbus. BGC will manage all development processes once funded. BGC will work with Truth Spring and the on-site property manager to coordinate services.

Transformation Plan Partner #4: MercyMed of Columbus, Inc (MercyMed)

MercyMed will perform monthly, on-site screenings for diseases, such as high blood pressure or diabetes, health risk assessments, assess future disease risk factors, and biometric screenings.

Blood Pressure Screening

Blood pressure is the force of blood pushing against the walls of the arteries as your heart pumps. If blood pressure rises and stays high over time, it can damage your body. High blood pressure usually has no warning signs or symptoms, so many people don't realize they have it. That's why it's important to check your blood pressure regularly.

Diabetes or Blood Glucose Screening

Blood glucose is the amount of a type of sugar called glucose present in your body. Measuring glucose levels helps to determine if you have diabetes, or if your diabetes is under control.

Health Risk Assessment (HRA)

A health risk assessment is a health questionnaire, used to provide individuals with an evaluation of their health risks. Please refer to Appendices section for a sample assessment. HRAs have evolved so that they do more than predict the likelihood of dying from certain illness within a given timeframe. Current HRAs carefully assess one's risk of negative health outcomes, readiness to change certain behaviors, confidence in doing so, and the relative pros and cons for initiating behavior change.

Biometric Screening

A biometric screening is the measurement of physical characteristics such as height, weight, body mass index, blood pressure, blood cholesterol, blood glucose, and aerobic fitness tests that can be taken at the worksite and used as part of a workplace health assessment to benchmark and evaluate changes in employee health status over time.

Transformation Plan Partner #5: River Valley Area Agency on Aging (AAA)

AAA is an extensive service provider in the area. The Transformation Team met with the director of the agency to determine the best services to fit the needs of the Defined Neighborhood's residents. A description of the services to be provided at Highland Terrace are below.

GeorgiaCares

AAA administers the State Health Insurance Assistance Program (SHIP), which is part of GeorgiaCares. GeorgiaCares is a public-private partnership, administered by the Georgia Department of Human Services (DHS) Division of Aging Services (DAS). GeorgiaCares is a volunteer-based program that provides free, unbiased and factual information and assistance to Medicare beneficiaries and their caregivers with health and drug plans. GeorgiaCares counseling services are free. GeorgiaCares is not affiliated with any insurance company, and it does not sell or solicit any type of insurance. This program provides personalized counseling and informs people about available Medicare plans, prescription assistance, and open enrollment. The program counselors help people enroll in a Medicare plan that meets their needs, review Medicare summary notices, review explanations of benefits, sort through medical bills and assist in filing Medicare claims and appeals, and apply for financial assistance programs to reduce Medicare out of pocket expenses. GeorgiaCares helps individuals understand Medicare, make informed decisions about health care options, protect themselves from Medicare fraud/abuse and get the most out of their healthcare benefits. It provides individuals with one-on-one counseling, community education and outreach pertaining to:

- Original Medicare
- Medicare Supplemental Insurance
- Medicare Advantage Plans
- Medicare Prescription Drug Plans
- Medicare Appeals and Grievances

- Healthcare Rights and Protections
- Georgia Long-Term Care Partnership
- Prescription Assistance
- Healthcare Fraud
- Consumer Protection
- Volunteer Opportunities

Medicaid Waiver Services

AAA administers the Georgia Community Care Services Program that includes determining eligibility with reliable intake and screening and the provision of case management services.

Wellness and Evidence-Based Services

AAA provides a wide range of activities and health information to help people get healthy and stay healthy. Some of the evidence-based services that AAA provides are Living Well: Chronic Disease Self-Management Program Workshops, Living Well: Diabetes Self-Management Program Workshops, Matter of Balance: A Falls Prevention Program, and Tai Chi for Health.

- <u>Living Well: Chronic Disease Self-Management Program Workshops</u> Stanford University developed this community-based, peer-led program to address symptoms persons with chronic conditions and caregivers experience:
 - o Fatigue
 - Tense Muscles
 - Stress/anxiety
 - o Pain
 - Difficult emotions
 - o Depression

This program was rigorously tested and proven to effectively help persons with chronic conditions and disabilities (and caregivers) manage their conditions and enhance their quality of life. The workshop covers many topics including:

- o Medication management
- o Proper sleep hygiene
- Nutrition
- Physical activity
- o Working with your healthcare team
- Communication
- o Action planning/Goal setting
- Falls prevention
- Living Well: Diabetes Self-Management Program Workshops

Stanford University developed this community-based, peer-led program to teach persons with type 2 diabetes the skills needed in the day to day management of this condition. Participants will also learn to manage commonly experienced symptoms such as:

- o Fatigue
- Tense muscles
- Stress/anxiety
- o Pain
- Difficult emotions
- o Depression

This program was rigorously tested and proven to effectively help persons with type 2 diabetes better manage their condition and symptoms associated with having this chronic condition.

• Matter of Balance: A Falls Prevention Program

This program was designed by researchers at MaineHealth to reduce the fear of falling and increase activity levels among older adults or persons at risk of falling. This program was rigorously tested and proven to effectively help persons gain self-confidence and become more active. The curriculum for the workshop includes:

- View falls as controllable
- Set goals for increasing activity
- o Make changes to reduce fall risk at home
- Exercise to increase strength and balance

Transformation Plan Partner #6: Little Bit Farm

One of the threats to low-income neighborhoods, and to this community in particular is lack of interconnectedness between residents. Truth Spring identified this early on. In order to achieve the goal of giving residents of the development, and surrounding community, easy access to fresh produce, it was determined that having a farmer on-site to provide a produce market stand would not only bring the produce, but foster community fellowship. It is our hope that the farmer market stand will morph into a full, weekly, open-aired farmer's market. We believe that this stand by Little Bit Farm will be the catalyst for this market.

Transformation Partner #7: Fox Elementary School – Meeting with Principal 5/1/2017

Fox Elementary School located immediately adjacent to the proposed Highland Terrace, is a public elementary school in Columbus. The principal of Fox Elementary School is Dr. Yvette Scarborough. 363 children attend Fox Elementary School and identify as Black, non-Hispanic; White, non-Hispanic; and Multiracial. Research shows that 1% of the Fox Elementary School students have "limited English proficiency," 100% of the 363

students there are classified as "economically disadvantaged," and 95% get reduced lunch prices. The ratio of students to teachers at Fox Elementary School is 12:1. We believe that Fox Elementary will be a perfect partner in fostering fellowship and community interconnectedness. Fox Elementary School students will visit Highland Terrace to participate in programs and activities including but not limited to the Adopt a Grandparent Program, choral performances, and student art exhibitions.

Conclusion

Completing a Transformation Plan alone is not enough to achieve transformation. While there is a lot of work ahead to implement this plan, we expect innovation and creation to spur as a result of aligning the many efforts that are underway in the Defined Neighborhood. This plan is a representation of the work being done and a guide of the work ahead.

Through research, community outreach, and community involvement, the Transformation Team has determined that the Defined Neighborhood faces challenges in the form of lack of adequate housing for the elderly, lack of easy access to health and wellness services, and lack of interconnectedness and fellowship. The Transformation Team's goals will address those challenges.

The Transformation Team members have been engaged in community development and improvement through various initiatives for over ten years; the development and project team will aid in those efforts. The Transformation Team is deeply committed to creating opportunities to transform the Defined Neighborhood into an overall healthier place to live, work, learn and play, and it aspires to build a culture of fellowship, health and wellness within the target community; it invites you to help.

Appendix A: Community Improvement Fund

Columbus Highland Terrace, LP

710 Old Stage Road Auburn, AL 36830 334-826-0833

Re: Columbus Highland Terrace, LP Community Improvement Fund

To Whom It May Concern:

Van Dyke and Company and NeighborWorks Columbus are pleased to make the financing commitment of \$50,000 to the Columbus Highland Terrace, LP Community Improvement Fund (CID).

The full five-year commitment of \$50,000 to the Transformation Plan will be funded through the CID from Van Dyke and Company and NeighborWorks Columbus. We project this funding will sustain the plan through year five-year period.

The CID of \$50,000 will be fully funded upon Construction Completion of the Project. The fund will be held in a separate account and managed by the Property Manager of Highland Terrace Apartments.

Sincerely,

Van Dyke and Company, LLC

Judy Van Dyke, Sole Member

Cathleen Williams, President

Appendix B: Memorandums of Understanding

MEMORANDUM OF UNDERSTANDING

Between

MercyMed of Columbus, Inc.

And

Columbus Highland Terrace, LP

I. Introduction and Purpose.

The purpose of this Memorandum of Understanding (MOU) is to set forth the terms and understanding between MercyMed of Columbus, Inc. (MercyMed), and Columbus Highland Terrace, LP (Highland Terrace) for the Highland Terrace Healthy Housing Program (the Healthy Housing Program). The goal of this MOU is to use the strengths and expertise of our respective organizations to deliver quality healthcare services to the residents of Highland Terrace and the surrounding community. This MOU establishes joint goals and objectives for ongoing collaboration between MercyMed and Highland Terrace, in support of their respective missions and in support of improved access to quality healthcare for the residents of Highland Terrace and the surrounding community.

The purpose of the Healthy Housing Program is to provide access to quality preventative healthcare services and screenings in order to enhance the health and potentially reduce the likelihood of the development or progression of illness and disease for the residents of Highland Terrace and the surrounding community. The Healthy Housing Program utilizes a service delivery model that enhances the quality and accessibility of healthcare for Highland Terrace residents and the surrounding community, by providing on-site healthcare services.

II. Background.

As noted in the Transformational Plan and Healthy Housing Initiative paper in the Columbus Highland Terrace, LP LIHTC application, having access to medical services and care is identified as an issue across several data sources. Providing health screenings and education to the population served by this housing development can help to address this issue. This MOU is being instituted in order to increase access to medical services and care. The mission of MercyMed is to proclaim Jesus Christ as Lord and to demonstrate His love by providing affordable, quality primary healthcare for the physical, emotional, and spiritual needs of the underserved in Columbus, Georgia and the surrounding area.

The mission of Highland Terrace is to develop happy, healthy, sustainable, and supportive communities through integrity and innovation.

MercyMed and Highland Terrace enter into this MOU to further their respective missions and to provide access to quality healthcare services and treatment for the residents of Highland Terrace and the surrounding community. It is our belief that through appropriate cooperation and resource sharing, each organization can achieve greater success in reaching their respective goals

and improve access to healthcare services for the residents of Highland Terrace and the surrounding community.

III. Roles and Responsibilities.

MercyMed will perform monthly, on-site screenings for diseases, such as high blood pressure or diabetes, health risk assessments, and assess future disease risk factors. MercyMed will provide the Healthy Housing Program with all reasonable items and equipment needed to adequately perform its agreed upon administrative, technical, and professional duties. MercyMed will be responsible for maintaining all items and equipment needed to adequately perform its agreed upon administrative, technical, and professional duties. MercyMed will make available a voluntary survey to the patients, furnished by the Georgia Department of Public Health.

These services will be of no cost to the participants. Columbus Highland Terrace, LP shall provide funding for procurement and maintenance of all reasonable items and equipment needed for MercyMed to adequately perform its agreed upon administrative, technical, and professional duties. Funding shall be provided through the Columbus Highland Terrace, LP Community Improvement Fund.

MercyMed will offer follow-up at our healthcare center for residents as needed.

IV. Duration.

This commitment is to last until December 31, 2024, with an option to renew annually. It may be modified by mutual consent of authorized officials from MercyMed and Highland Terrace.

The MOU shall become effective upon signature by the authorized officials from both entities provided that Highland Terrace is built.

Columbus Highland Terrace, LP, a Georgia limited partnership

By: Judy Van Dyke, Manager

DATE: 5 14 7

MercyMed of Columbus, Inc., a Georgia

Corporation

Title:

DATE:

MEMORANDUM OF UNDERSTANDING

Between

River Valley Regional Commission Area Agency on Aging

And

Columbus Highland Terrace, LP

I. Introduction and Purpose.

The purpose of this Memorandum of Understanding (MOU) is to set forth the terms and understanding between River Valley Regional Commission Area Agency on Aging (RVRC AAA) and Columbus Highland Terrace, LP (Highland Terrace) for the Highland Terrace Healthy Housing Program (the Healthy Housing Program). The goal of this MOU is to use the strengths and expertise of our respective organizations to ensure that residents of Highland Terrace and the surrounding community receive high quality assistance through the use of GeorgiaCares Medicaid Waiver Services and Wellness/Evidence Based Services. This MOU establishes joint goals and objectives for ongoing collaboration between RVRC AAA and Highland Terrace, in support of their respective missions and in support of improving the quality of life for the residents of Highland Terrace or members of the surrounding community.

II. Background.

As noted in the Transformational Plan and Healthy Housing Initiative paper in the Columbus Highland Terrace, LP LIHTC application, the quality of life as it relates to health and wellness, is identified as an issue across several data sources. Providing the services offered by RVRC AAA to the population served by this housing development can help to address this issue. This MOU is being instituted in order to provide GeorgiaCares Medicaid Waiver Services and Wellness/Evidence Based Services to the residents of Highland Terrace and the surrounding community.

The mission of RVRC AAA is to improve the quality of life for older people and people with disabilities. RVRC AAA provides seniors and people with disabilities the opportunity to maintain their activity, independence, and dignity through a comprehensive, coordinated system of services and support. AAA assesses need, advocates for seniors, engages community support, coordinates program funding, and monitors and evaluates the work of service providers to ensure that seniors and people with disabilities receive high quality assistance.

The mission of Highland Terrace is to develop happy, healthy, sustainable, and supportive communities through integrity and innovation.

RVRC AAA and Highland Terrace enter into this MOU to further their respective missions and to improve the quality of assistance available to the residents of Highland Terrace and the surrounding community. It is our belief that through appropriate cooperation and resource

sharing, each organization can achieve greater success in reaching their respective goals and improve the overall health for the residents of Highland Terrace and the surrounding community.

III. Roles and Responsibilities.

RVRC AAA will offer Highland Terrace residents and the surrounding community with Medicaid Waiver Services and Wellness/Evidence Based Services on a monthly basis. Details of these services are located in the Columbus Highland Terrace, LP Transformational Plan. RVRC AAA will provide the Healthy Housing Program with all reasonable items and equipment needed to adequately perform its agreed upon administrative, technical, and professional duties. RVRC AAA will be responsible for maintaining all items and equipment needed to adequately perform its agreed upon administrative, technical, and professional duties.

Highland Terrace shall provide funding for the procurement of services and maintenance of all reasonable items and equipment needed for RVRC AAA to adequately perform its agreed upon administrative, technical, and professional duties. Funding shall be provided through the Columbus Highland Terrace, LP Community Improvement Fund.

IV. Duration.

limited partnership

This commitment is to last until December 31, 2024, with an option to renew annually. It may be modified by mutual consent of authorized officials from RVRC AAA and Highland Terrace.

The MOU shall become effective upon signature by the authorized officials from both entities provided that Highland Terrace is built.

By: DATE: 5 17 17

River Valley Regional Commission Area Agency on Aging

Columbus Highland Terrace, LP, a Georgia

Kato Howard		5/17	11-1	
Ву:	DATE: _) ' '	1	
Name: Katie Howard Title: AAA Director			1	

MEMORANDUM OF UNDERSTANDING

Between

Little Bit Farm Georgia, LLC

And

Columbus Highland Terrace, LP

I. Introduction and Purpose.

The purpose of this Memorandum of Understanding (MOU) is to set forth the terms and understanding between Little Bit Farm Georgia, LLC (Little Bit Farm), and Columbus Highland Terrace, LP (Highland Terrace) for the Highland Terrace Healthy Housing Program (the Healthy Housing Program). The goal of this MOU is to use the strengths and expertise of our respective organizations to provide information on healthy living and access to fresh fruits and vegetables to the residents of Highland Terrace and the surrounding community. This MOU establishes joint goals and objectives for ongoing collaboration between Little Bit Farm and Highland Terrace, in support of their respective missions and in support of improved access to fresh fruits and vegetables for the residents of Highland Terrace and the surrounding community.

The purpose of the Healthy Housing Program is to provide information on healthy living and access to fresh fruits and vegetables in order to enhance the health and potentially reduce the likelihood of the development or progression of illnesses and diseases such as diabetes, heart disease, stroke, hypertension, and cancer for the residents of Highland Terrace and the surrounding community. The Healthy Housing Program utilizes a service delivery model that enhances the quality and accessibility of fresh fruits and vegetables for Highland Terrace residents and the surrounding community, by providing an on-site produce purchase stand.

II. Background.

As noted in the Transformation Plan and Healthy Housing Initiative scoring section in the Columbus Highland Terrace, LP LIHTC application, having access to fresh fruits and vegetables is identified as an issue across several data sources. Providing fresh produce and education to the population served by this housing development can help to address this issue. This MOU is being instituted in order to provide information on healthy living and access to fresh fruits and vegetables.

The mission of Little Bit Farm is to serve as a model of appropriate land stewardship and sustainable agriculture through responsible environmental leadership, growing quality food, and working together and enjoying nature with the global community.

The mission of Highland Terrace is to develop happy, healthy, sustainable, and supportive communities through integrity and innovation.

Farmers and Highland Terrace enter into this MOU to further their respective missions and to provide education on healthy living and fresh produce for the residents of Highland Terrace and the surrounding community. It is our belief that through appropriate cooperation and resource sharing, each organization can achieve greater success in reaching their respective goals and improve the overall health for the residents of Highland Terrace and the surrounding community.

III. Roles and Responsibilities.

Little Bit Farm will visit Highland Terrace at a minimum of twice monthly to provide a variety of seasonal fresh fruits and vegetables for the residents of Highland Terrace and the surrounding community. The exact number of monthly site visits by Little Bit Farm is contingent upon funding. For purchase of the onsite produce, Little Bit Farm must accept Electronic benefit transfer (EBT) payment and may accept all other legal tender and legal forms of payment. Little Bit Farm will provide the Healthy Housing Program with all reasonable items and equipment needed to adequately perform its agreed upon administrative, technical, and professional duties. Little Bit Farm will be responsible for maintaining all items and equipment needed to adequately perform its agreed upon administrative, technical, and professional duties.

Highland Terrace shall provide funding for procurement and maintenance of all reasonable items and equipment needed for Little Bit Farm to adequately perform its agreed upon administrative, technical, and professional duties. Funding shall be provided through the Columbus Highland Terrace, LP Community Improvement Fund.

IV. Duration.

This MOU is at-will, either party may modify or withdraw from this MOU after notifying the counterparty.

This MOU shall become effective upon signature by the authorized officials from both entities provided that Highland Terrace is physically constructed.

It will remain in effect through all phases of the financing and development process even if the authorized officials who signed it change, unless modifications are needed and made to improve services for the target residents.

Columbus Highland Terrace, LP, a Georgia limited partnership

	/					
By:		1/1				
	Judy Na	in Dy	ke, l	Manager	-	

DATE: 5/14/7

Little Bit Farm Georgia, LLC, a Georgia limited liability corporation

Name:

Title: Muker

DATE: 4/26/17

MEMORANDUM OF UNDERSTANDING

Between

Fox Elementary School

And

Columbus Highland Terrace, LP

I. Introduction and Purpose.

The purpose of this Memorandum of Understanding (MOU) is to set forth the terms and understanding between Fox Elementary School, and Columbus Highland Terrace, LP (Highland Terrace) for the Highland Terrace Transformation Plan. The goal of this MOU is to use the strengths and expertise of our respective organizations to cultivate growth, development, and the future success of the community by bringing the community members who are generationally farthest apart, closer together. This MOU establishes joint goals and objectives for ongoing collaboration between Fox Elementary School and Highland Terrace, in support of their respective missions and in support of encouraging cooperation, understanding, and appreciation between Highland Terrace residents and the surrounding community for an overall happier, safer, and stronger community.

The purpose of this partnership is to provide youth and seniors the opportunity to interact and bring value to each other's lives through mutual support, respect, and appreciation. We believe that this will improve the overall quality of life for Highland Terrace residents and members of the surrounding community.

II. Background.

The mission of Fox Elementary School is to help all students be on or above grade level in reading and math by the end of each school year. School believes that all of its students can learn and become leaders and problem solvers ready for college, the workplace, or the military. School is committed to ensuring that the learning environment is safe and rigorous, by teaching life skills, such as kindness, responsibility, respect, and leadership.

The mission of Highland Terrace is to develop happy, healthy, sustainable, and supportive communities through integrity and innovation.

Fox Elementary School and Highland Terrace enter into this MOU to further their respective missions and to encourage cooperation, understanding, and appreciation between Highland Terrace residents and the surrounding community. It is our belief that through appropriate cooperation and resource sharing, each organization can achieve greater success in reaching their respective goals and improve the overall quality of life for the residents of Highland Terrace and the surrounding community.

III. Roles and Responsibilities.

Highland Terrace residents will visit Fox Elementary School and provide assistance with school related programs and activities, including but not limited to, reading to students. Highland Terrace residents may visit on a weekly basis, or at a frequency to be determined by the parties at a future date.

Fox Elementary School students will visit Highland Terrace to participate in programs and activities including but not limited to the Adopt a Grandparent Program, choral performances, and student art exhibitions. Fox Elementary School students may visit on a weekly basis, or at a frequency to be determined by the parties at a future date.

The exact number of visits by Fox Elementary School to Highland Terrace or Highland Terrace to Fox Elementary School is contingent upon funding.

IV. Duration.

This commitment is to last until December 31, 2024, with an option to renew annually. It may be modified by mutual consent of authorized officials from Fox Elementary School and Highland Terrace.

The MOU shall become effective upon signature by the authorized officials from both entities provided that Highland Terrace is built.

Columbus Highland Terrace, LP

By: Judy Von Dyko Manager

DATE: 5 17 17

Fox Elementary School

By: Dr. Watte Scarborough, Principal)

DATE: 5/15/17

Appendix C: April 12, 2017 Public Meeting Documentation

Community Health Fair

Transformation Team members, NeighborWorks Columbus, Bennett Group Consulting, Truth Spring and MercyMed of Columbus, drafted a survey and presented it to the residents of the target community at the Ronnie Allen Memorial Health Fair on April 7, 2017. Transformation Team members orchestrated the health fair as a means of providing community residents with access to free beneficial health diagnostics, screenings, and education. It was a great opportunity to meet Transformation Team members and members of the community. The health fair flyer is below.

Ronnie Allen Memorial Health Fair

Fox Community Center 3720 5th Avenue Columbus, GA

April 7, 2017 @ 1-5 pm



Join us for a free North Highland neighborhood health fair for the whole family in memory of Ronnie "Pops" Allen.

Come and honor his memory by joining us at this fun and meaningful health fair that everyone can enjoy.

Free Services Provided:

- Blood pressure check
- Blood sugar check
- General Health Screening
- HIV Screening
- Depression Screening
- ADHD Education and Assistance
- Insurance Coverage
 Assistance
- Cancer Education
- Kidney Disease Risk Factor Education
- Stroke and Diabetes Education
- 211 Resource Information
- Case Management

Free Activities Include:

- Free Food
- Bounce Houses
- DJ









Public Meeting

Transformation Team members, Bennett Group Consulting, NeighborWorks Columbus, MercyMed of Columbus, Truth Spring, held a public meeting at Highland Community Church on April 9, 2017. The Transformation Team introduced themselves at the meeting and discussed the Defined Neighborhood's needs and concerns. A flyer advertising the public meeting was created and handed-out to participants of the health fair, church goers at Highland Community Church (located in the Defined Neighborhood), the flyer was also delivered to area residents, including the residents of Luther C. Wilson Apartments, a public housing site adjacent to the potential development. The flyer was made available to the clients of NeighborWorks Columbus and was also published on the NeighborWorks Columbus Facebook page beforehand, as evidenced below.

















Appendix D: Survey and Results

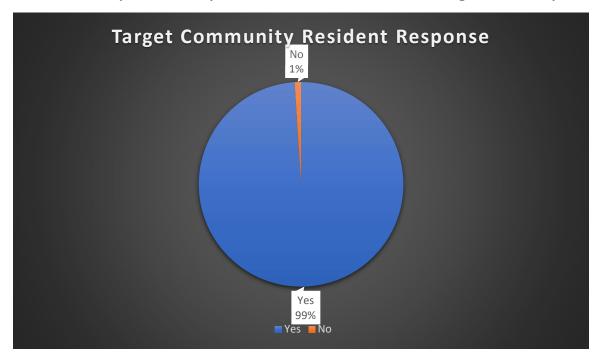
Community Engagement Citizen Outreach Survey Analysis

The Transformation Team, as part of the process of identifying challenges and opportunities for transformation of the target community, drafted and issued a Community Engagement Citizen Outreach Survey to the members of the target community. The survey was drafted in pursuance of identifying and bringing into consideration two primary challenges that are prevalent within the target community. Prior to drafting and issuing the survey, the Transformation Team conducted extensive research and concluded that the progression and development of illness and disease and lack of proper diet, are two challenges that are trending nationally throughout the majority of all low-income communities.

Based on knowledge and information gained from that research, the Transformation Team drafted the Community Engagement Citizen Outreach Survey, and distributed it to members of the target community. The survey was drafted to reflect the possibility of the two abovementioned national trending community primary challenges being present within the target community. The survey focused on gaining additional information about the two hypothesized challenges that the target community faces. Specifically, it focused on (1) lack of easy access to an affordable doctor or healthcare provider for community healthcare needs, and (2) lack of easy access to affordable fresh fruits and vegetables. The survey was randomly issued to 100 residents of the target community. The survey consisted of 11 questions. The survey questions were drafted in furtherance of gathering qualitative as well as quantitative data about the target community and its residents. The Transformation Team chose 100 community members as the sample size, for ease of quantifying data without having to sacrifice the reliability of data due to an inadequate representation of the population within the target community. Of the 100 members of the target community who were surveyed, 99 considered themselves to be residents of the target community. The Transformation Team thinks that it is imperative for the sample population to actually be residents of the target community, because actual residents of the community would have a better understanding of the current state of the community, its strengths, weaknesses, and challenges.

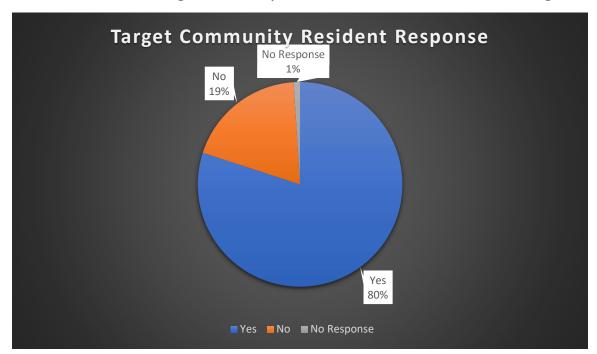
The collective results of the survey support the Transformation Team's hypothesis that the target community faces primary challenges through (1) lack of easy access to an affordable doctor or healthcare provider, and (2) lack of easy access to affordable fresh fruits and vegetables. In addition, as evidenced from the survey results, a substantial majority of the community members who were surveyed do think that the target community is in need of additional/new affordable housing, specifically, additional/new affordable housing for the elderly. The Transformation Team thinks that information is important, because lack of community support can be detrimental to the success of a new housing development. As it pertains to the primary challenges that the community faces, a substantial majority of community members who were surveyed do identify easy access to a doctor or healthcare provider as a primary challenge within the target community, as well as lack of easy access to affordable fruits and vegetables. The survey results also support the Transformation Team's assertion that the Healthy Housing Program would be beneficial in mitigating the primary challenges that are faced by the target community.

Question 1: Do you consider yourself a current resident of the target community?



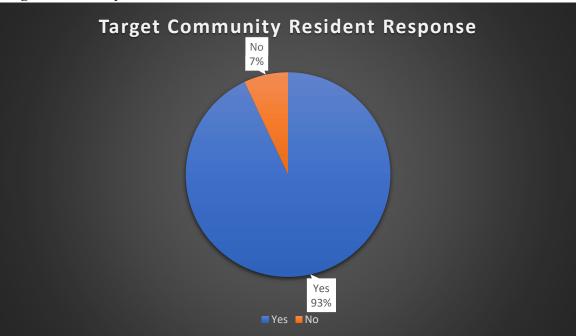
In order to determine community support for the addition of elderly housing and in order to test the hypothesized challenges of lack of easy access to an affordable doctor or healthcare provider for community healthcare needs, and lack of easy access to affordable fresh fruits and vegetables within the target community, 100 community members within the target community were surveyed. Of the 100 community members who were surveyed, 99 community members responded "Yes," stating that they do consider themselves as a current resident of the target community, and one community member responded "No," stating that they do not consider them self to be a current resident of the target community. The Transformation Team chose 100 community members as the sample size, for ease of quantifying data without having to sacrifice the reliability of data due to an inadequate representation of the population within the target community.

Question 2: Does the target community need additional/new affordable housing?



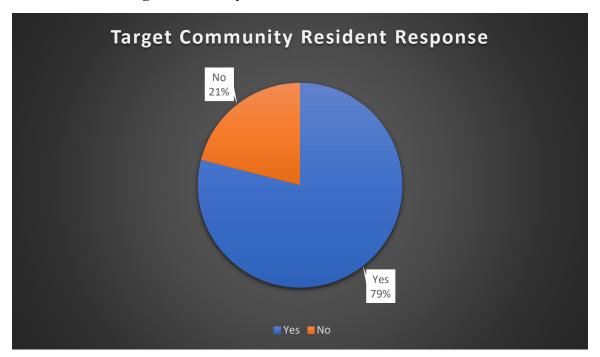
The Transformation Team surveyed 100 community members of the target community. Of those 100 community members who were surveyed, 80 responded "Yes," stating that the target community is in need of additional/new affordable housing, 19 community members responded "No," stating that the target community is not in need of additional/new affordable housing, and 1 surveyed community member failed to respond. The survey question was modeled with dichotomous answer choices in order to produce results that are both parsimonious and succinct, in aid of determining if the community members think that the target community generally needs additional housing. As depicted above, a substantial majority of the community members who were surveyed do think that the target community is in need of additional/new affordable housing.

Question 3: Would you support the addition of affordable housing for the elderly in the target community.



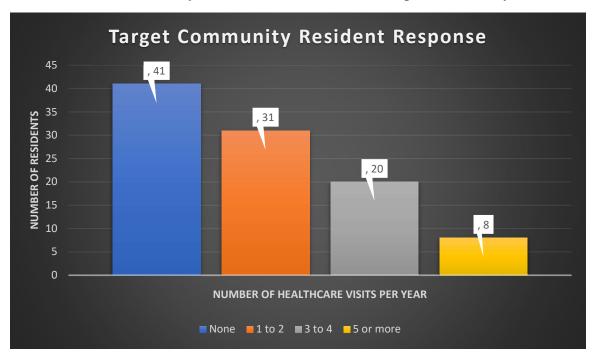
The Transformation Team surveyed 100 community members of the target community. Of those 100 community members surveyed, 93 responded "Yes," stating that they would support the addition of affordable housing for the elderly in the target community, and 7 responded "No," stating that they would not support the addition of affordable housing for the elderly in the target community. The question was posed with dichotomous answer choices in order to parsimoniously and succinctly determine if the community members think that the community would specifically benefit from the addition of a housing development for the elderly. As depicted above, a substantial majority of community members who were surveyed do support the addition of housing specifically for the elderly in the target community. The Transformation Team thinks that the information garnered from the results of this survey question are important, because lack of community support can be detrimental to the success of a new housing development.

Question 4: Do you think that easy access to a doctor or healthcare provider is a primary issue within the target community?



The Transformation Team surveyed 100 community members of the target community. Of those 100 community members surveyed, 79 responded yes, stating that easy access to a doctor or healthcare provider is a primary issue within the target community, 21 responded no, stating that they do not agree that easy access to a doctor or healthcare provider is a primary issue within the target community. The question was posed with binary answer choices in order to efficaciously determine the primary challenges that the target community faces. As depicted in the chart above, a substantial majority of community members who were surveyed do identify easy access to a doctor or healthcare provider as a primary challenge within the target community. The results of this survey question confirm our hypothesis that the primary challenges that are faced by low-income communities nationally, would be on trend with the primary challenges that are faced by the target community, specifically, lack of easy access to an affordable doctor or healthcare provider for community healthcare needs.

Question 5: How often do you visit a doctor or healthcare provider each year?

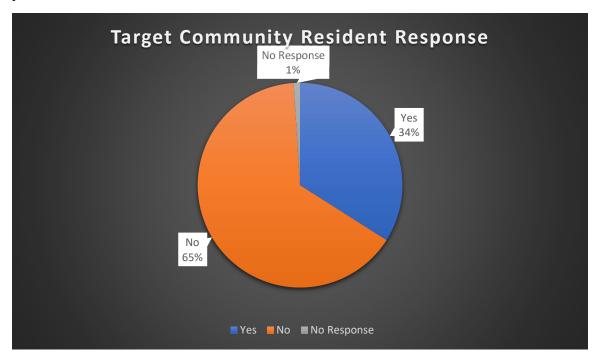


The Transformation Team surveyed 100 community members from the target community. Of those 100 community members surveyed, 41 responded "None," stating that they visit a doctor or healthcare provider zero times per year. Of the 100 community members surveyed, 31 responded "1 to 2," stating that they visit a doctor or healthcare provider one to two times per year. Of the 100 community members surveyed, 20 responded "3 to 4," stating that they visit a doctor or healthcare provider three to four times per year. Of the 100 community members surveyed, 8 responded "5 or more," stating that they visit a doctor or healthcare provider five or more times per year. The question was posed in order to determine if the amount of doctor/healthcare provider visits that members of the community made each year were on trend with the national average. As represented in the chart above, a substantial majority of community members who were surveyed, do not visit a doctor or healthcare provider at all. Those community members who do not visit a doctor or healthcare provider each year are in stark contrast with the national average of approximately 3 visits per American per year. \(^{12}\)

¹ According to CDC.gov, in 2013, Americans visited doctor's offices 922.6 million times. https://www.cdc.gov/nchs/fastats/physician-visits.htm

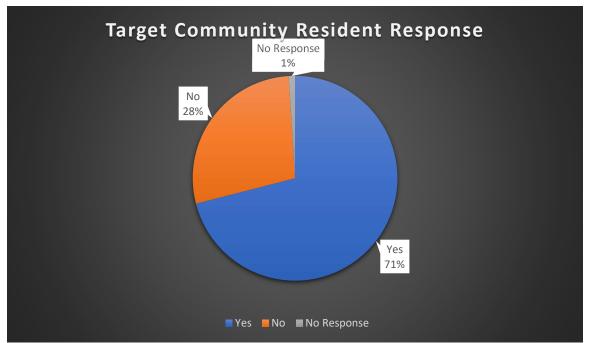
² In 2013, the United States population was 316.4 million, according to Census.gov.

Question 6: Do you have easy access to an affordable doctor or healthcare provider for your healthcare needs?



The Transformation Team surveyed 100 community members from the target community. Of those 100 community members surveyed, 65 responded "No," stating that they do not have easy access to an affordable doctor or healthcare provider for their healthcare needs, 34 responded "Yes," stating that they do have easy access to an affordable doctor or healthcare provided for their healthcare needs, and one community member failed to respond. The question was posed in order to determine if the availability or access to quality healthcare had any bearing on the number of times that community members visited a doctor or healthcare provider. As represented in the chart above, a substantial majority of community members who were surveyed, do not have easy access to an affordable doctor or healthcare provider for their healthcare needs.

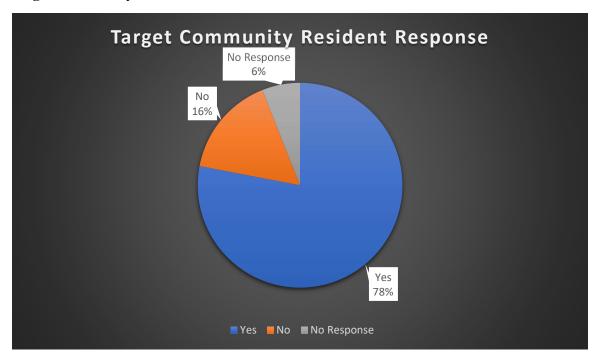
Question 7: If you had easier access to an affordable doctor or healthcare provider, would you visit one more often?



The Transformation Team surveyed 100 community members from the target community. Of those 100 community members surveyed, 71 responded "Yes," stating that if they had easier access to a doctor or healthcare provider, they would visit more often, 28 responded "No," stating that if they had easier access to a doctor or healthcare provider, they would not visit more often, and one community member who was surveyed failed to respond. The question was posed in order to determine if the frequency of community member visits to a doctor or healthcare provider could potentially increase if those healthcare providers were more readily available to community members. As represented by the chart above, a significant majority of community members who were surveyed, would visit a doctor or healthcare provider more frequently if one were more readily accessible and available. This data is particularly important, as it signifies that the number of visits to a doctor or healthcare provider by community members could potentially be directly impacted and increased by the implementation of the Transformation Team's Healthy Housing Program.³

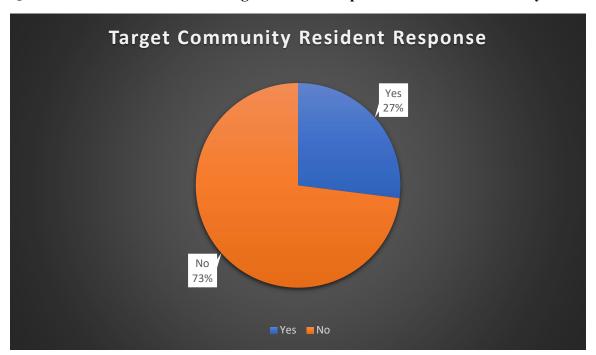
³ The Healthy Housing Program is a target community based program, implemented by the Transformation Team, geared toward directly increasing the amount of education and access to quality healthcare and healthy food options for target community members.

Question 8: Do you think that poor diet and poor food choice is a primary issue within the target community?



The Transformation Team surveyed 100 community members from the target community. Of those 100 community members surveyed, 78 responded "Yes," stating that they do think that poor diet and poor food choice is a primary issue within the target community, 16 responded "No," stating that they do not think that poor diet and poor food choice is a primary issue within the target community, and 6 surveyed community members failed to respond. The question was posed with dichotomous answer choices in order to efficaciously determine the primary challenges that the target community faces. As represented in the chart above, a substantial majority of community members who were surveyed do consider poor diet and poor food choice as a primary challenge that is faced within the target community. The results of this survey question confirm our hypothesis that the primary challenges that are faced by low-income communities nationally, would be on trend with the primary challenges that are faced by the target community, namely, lack of easy access to affordable fresh fruits and vegetables.

Question 9: Do fresh fruits and vegetables make up at least half of each meal you eat?

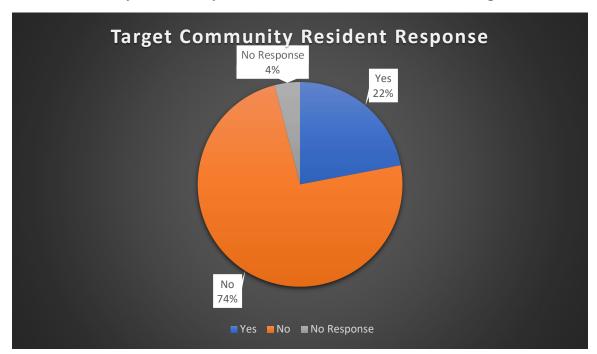


The Transformation Team surveyed 100 community members from the target community. Of those 100 community members surveyed, 73 responded "No," stating that fruits and vegetables do not make up at least half of each meal that they eat, and 27 responded "Yes," stating that fruits and vegetables do make up at least half of each meal that they eat. The question was modeled to determine if the residents of the target community are eating the federally recommended amount of fruits and vegetables each day. As represented in the chart above, a significant number of community members who were surveyed do not eat the federally recommended amount of fruits and vegetables on a daily basis. This information is important, because lack of an adequate amount of fruits and vegetables and a generally poor diet may lead to an increased risk of becoming overweight and obese, and it may increase one's risk of diseases such as heart disease, diabetes, and cancer. 5

⁴ The USDA recently reported that in order to consume an adequate daily amount of fruits and vegetables, a person should eat at least a half plate of fruits and vegetables at every meal. This information may be accessed by visiting: https://www.choosemyplate.gov/MyPlate.

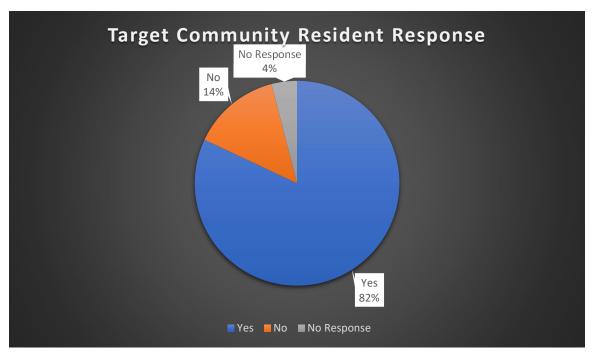
⁵ The USDA states that eating an adequate amount of fruits and vegetables, which is part of building a healthy eating style, may help one avoid obesity and disease. This information may be accessed by visiting: https://www.choosemyplate.gov/MyPlate.

Question 10: Do you have easy access to affordable fresh fruits and vegetables?



The Transformation Team surveyed 100 community members from the target community. Of those 100 community members surveyed, 74 responded "No," stating that they do not have easy access to affordable fresh fruits and vegetables, 22 responded "Yes," stating that they do have easy access to affordable fresh fruits and vegetables, and 4 surveyed community members failed to respond. This question was posed in order to determine if the availability or accessibility of fresh fruits and vegetables had any bearing on the amount of fresh fruits and vegetables that is consumed by members of the target community. As represented in the chart above, a substantial majority of community members who were surveyed, do not have what they consider to be easy access to affordable fresh fruits and vegetables.

Question 11: If you had easier access to affordable fresh fruits and vegetables, would you eat more fresh fruits and vegetables?



The Transformation Team surveyed 100 community members from the target community. Of those 100 community members surveyed, 82 responded "Yes," stating that if they had easier access to affordable fresh fruits and vegetables then they would eat more fresh fruits and vegetables, 14 responded "No," stating that if they had easier access to affordable fresh fruits and vegetables then they still would not eat more fresh fruits and vegetables, and 4 surveyed community members failed to respond. This question was posed in order to determine if the amount of fresh fruits and vegetables consumed by members of the target community could potentially increase if fresh fruits and vegetables were made more readily available to community members. As represented by the chart above, a significant majority of community members who were surveyed, would consume more fresh fruits and vegetables if more fresh fruits and vegetables were made more readily available to them. This data is particularly important, as it signifies that the amount of fruits and vegetables consumed by community members could potentially be directly impacted and increased by the implementation of the Transformation Team's Healthy Housing Program.⁶

⁶ The Healthy Housing Program is a target community based program, implemented by the Transformation Team, geared toward directly increasing the amount of education and access to quality healthcare and healthy food options for target community members.

NeighborWorks Columbus In-kind Donations Chart

	7/23/15	650.00	7 \$	The state of the s	lunch	Country's BBQ
- Carresson	7/20/15	546.00	7 \$		lunch	Part IV, Inc.
	7/16/15	39.96	6 45	K	Sandwich tray	Subway
141 - Set 1 2	7/13/15	79.96	6 \$		Lunch from Subway	Brad Turner
	7/13/15	21.49	6 \$		Five cases of Dasani water	Abbott, Jordan and Koon
	7//9/15	210.00	5		Lunch	Plucked Up Chicken & Biscuits
	7/6/15	546.24			Lunch	Chick FII A
	7/6/15	378.54	16		Lunch	Your Pie
	6/30/15		13.6		fire alarms and inspections	Columbus Fire Department
	6/29/15	219.50	4		Three cases of 12 oz. Coca-Cola, One case of 12 oz. Sprite, One case of 12 oz. Diet Coke, 10 cases of 24 oz. Dasani Water, 10 cases of Powerade (Grape)	Coca-Cola Bottling Company Consolidated, Inc.
No. Section	6/25/15	250.00	3		2600 Delk Road	Publix Super Markets, Inc Atlanta Division
	6/22/15	140.00	ω to		Lunch	Meridith & Jimmy Jarrell
	6/22/15	50.00	ω «>		\$50 gift card used to purchase bottled water	Columbus Sam's Club #8213
	6/22/15		w		Realtor Day lunches	Columbus Board of Realtors, Inc.
80	6/15/15		2		ice	Michael Willis
	6/11/15	25.00	1.\$		\$25 gift card for groceries	Winn Dixie
No.	6/11/15	125.00	2 \$	-	B4B Dessert Contest gift basket	Wanda and Shelby Amos
	6/11/15	150.00	1 \$		Lunch	Vicki & John Partin
	6/10/15	75.00	1 \$		\$75 gift card for car detail	Uptown Car Wash
	6/9/15	50.00	1 \$		10 cases of bottled water	Publix
	6/9/15	6,650.00	1 \$		Wednesday lunches, tshirts, Cottonmouth memorabilla,	National Underwriters
	6/9/15	400.00	2 \$		Lunch	McDonald's
	6/8/15		H		Beautification	Keep Columbus Beautiful Commission
	6/8/15		н		Beautification, use of bldg	Girls Inc.
3200	6/12/15				Born Learning Trail	Incorporated
					-	Gamma Tau Omega Chapter of Alpha Kappa Alpha Sorority,
	6/8/15	500.00	1 \$		BAND sign, student volunteers	Columbus Technical College
	6/8/15		1		Partner	Columbus Parks and Recreation
	6/8/15		1		tixs, memorabilia	Columbus Cottonmouths
	6/8/15	1,000.00	1 \$		Remote broadcast	Clear Channel Radio
	6/8/15	200.00	1 \$		Kickoff breakfast	Burger King
	6/8/15		1	Distance of	Volunteers, use of bldg	DINAB
	6/8/15		1		Reburshised Girls Inc playground	Affac
	6/8/15		1			Action Buildings
	cash		Adine	ANGEN	Refil	sportson .