

COMMUNITY TRANSFORMATION PLAN

WARNER ROBINS, GEORGIA

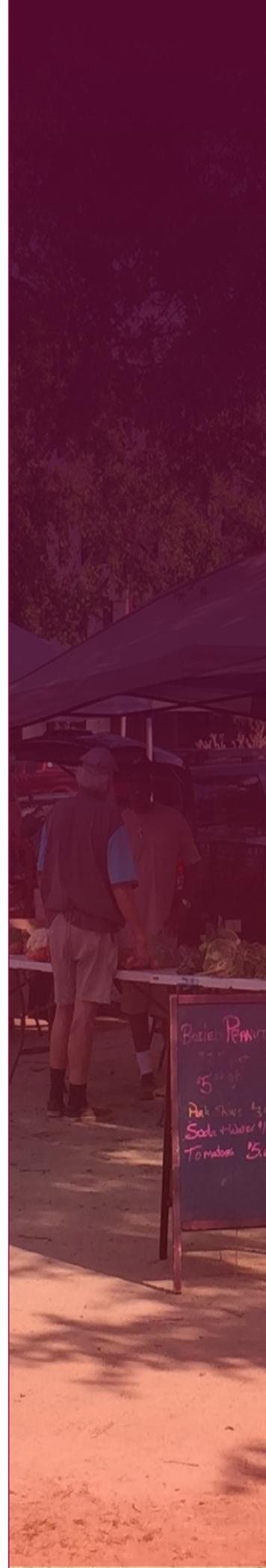
Prepared for the
DEVELOPMENT
AUTHORITY OF THE
CITY OF
WARNER ROBINS

By



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INTRODUCTION

This Community Transformation Plan describes a process by which neighborhood-level change can be initiated through the coordinated work of community partners to improve the availability of health, education, employment, and transportation services. The Georgia Department of Community Affairs (DCA) recognizes the promise of Community Transformation Plans like this one to encourage holistic strategies that increase the resources and opportunities available to the residents in neighborhoods where new investment in affordable housing is contemplated. Plans such as this one are instrumental in ensuring existing residents, as well as new residents who may relocate to a neighborhood as a result of future affordable housing development, have access to the services they need to thrive.

Planning Process Overview

In its 2012 Redevelopment Plan, the City of Warner Robins identified a concrete need for housing redevelopment in downtown Warner Robins, specifically describing a strategy of partnering with a developer “to establish a low-income tax credit apartment complex in order to provide a suitable living alternative to many of the houses which are substandard yet inhabited.”¹ This Community Transformation Plan was conceived by the Development Authority of the City of Warner Robins as a way to advance initiatives, specifically a housing redevelopment initiative, developed through earlier planning efforts. The Development Authority hired Mosaic Community Planning and worked closely with the firm to produce this plan.



The planning team’s process involved an early effort to identify community partners and invite their participation in the plan as well as implementation of a thorough and successful public engagement plan. Holding regular meetings of the partners, beginning in February 2017, allowed the group of organizations (who came to be known as Transformation Partners) to steadily build momentum toward community engagement and consensus around planning strategies. In addition to the meetings of the Transformation Partners, two well-attended public meetings were held (one of which doubled as a public meeting of the Transformation Partners). Through various planning exercises conducted in these public settings, a prioritized list emerged of challenges neighborhood residents face in accessing services in their community. Working from the community’s prioritized list, the Transformation Partners committed themselves to a series of goals to address the six top-rated challenges. Complete with metrics, milestones, and responsible parties, the list of goals is integral to this Community Transformation Plan and will direct the activities of the Transformation Partners into the future.

¹ 2012 Redevelopment Plan, City of Warner Robins, p. 11.

Community Engagement Overview

The most important source of data and input into this Community Transformation Plan came from engagement with community residents and the organizations and institutions serving as Transformation Partners. The Transformation Partners began meeting in early February 2017 and met six times over the course of the project, the last two of the meetings being public forums.

Meeting Schedule			
Date	Time	Meeting Type	Location
February 2	10:00 AM	Transformation Partners	City Hall
February 17	1:00 PM	Transformation Partners	City Hall
March 9	11:30 AM	Transformation Partners	City Hall
March 23	9:30 AM	Transformation Partners	City Hall
April 13	6:00 PM	Public Forum (with Transformation Partners)	City Hall
May 4	6:00 PM	Public Forum (with Transformation Partners)	City Hall

To advertise the public forums, the planning team prepared a flyer, press release, and a public notice. The public notice was published in the *Houston Home Journal*, the local legal organ, and ran on March 29 and again on April 5. The minimum amount of notice between the first advertisement and the first forum date was 16 days. Flyers were distributed by transformation partners to their clients and constituencies, many of whom tend to be low-income residents. A member of the project

team attended the Sunday service at First Baptist Church of Garmon Street, an anchor institution in the community, to make an announcement in advance of the first forum.



The *Telegraph*, central Georgia's daily newspaper, picked up the press release and ran a news story about the Community Transformation Plan effort on April 11 under the headline "Warner Robins Hearing Aimed at Transforming Neighborhood". Attendees who signed in and provided contact information at the first public forum were sent either an email or postcard reminder of the second forum.

All meetings were held at Warner Robins City Hall, which lies within the Defined Neighborhood. While City Hall is on a bus route, Warner Robins Transit does not operate in the evenings. However, the building is within walking distance for many neighborhood residents and is fully accessible to people with disabilities. Meetings were advertised as welcoming children and as having refreshments available. The flyers offered contact information for anyone needing a special accommodation in order to attend.

The two public forums were well-attended, with 48 attendees at the first and 21 at the second. Based on the addresses recorded on sign-in sheets, many attendees were residents of the Defined

Neighborhood, although the cross section was diverse. In addition to the Transformation Partners and neighborhood residents, the first forum was attended by the Mayor of Warner Robins and City Council members, along with business leaders and other interested residents.



The two public forums both incorporated interactive planning exercises and collected written input from attendees in a couple of different formats. These facilitation techniques were used to ensure that everyone who attended had an opportunity to contribute input rather than only hearing from those willing and able to speak aloud. The topics of input were:

- Community Visioning – achieved through a pair of questions asking attendees to describe their neighborhood as it is today and as they hope it to be in the future. In the second forum, further input was collected around the earlier visioning exercise to fill in detail and refine concepts.
- Service Utilization – attendees were asked to respond to questions regarding the importance of and their utilization of services in each of the service area categories covered by this plan: health, education, employment, and transportation.
- Barriers to Access – using Post-It notes to record their responses, attendees shared what they believed to be their greatest challenges in accessing each of the four types of services. The notes were collected and organized by service type to help determine the prioritization of challenges that appears later in this plan.

Topics of discussion at the first four meetings of the Transformation Partners included an overview of the proposed Pennrose project and the concept of the Community Transformation Plan, services and resources the partners each provide in the community, data the Transformation Partners collect and reports they produce, and planning the outreach and engagement strategy for the public forums.

NEIGHBORHOOD PROFILE

The neighborhood covered by this plan consists of a portion of downtown Warner Robins in Houston County, Georgia. The area is bound on the east by GA-247, on the south by Booth Road, on the west by Pleasant Hill Road, and on the north by a combination of roads including Watson Boulevard, Manor Court, Young Avenue, Curtis Street, and Duke Avenue. Robins Air Force Base, Georgia's largest industrial complex, is adjacent to the neighborhood, situated across GA-247 to the east.



This defined neighborhood is comprised of Houston County census tracts 207, 208, and a portion of tract 204. Contained within the neighborhood is a tax allocation district generally along the Watson Boulevard corridor in the northern end of the neighborhood. This area reflects significant recent investment in such facilities as a newly renovated City Hall and public library as well as an expanded campus for Middle Georgia State University. Anchoring the southern end of the neighborhood between Russell Parkway and Booth Road is an industrial park that is home to defense contractors such as Northrop Grumman and Wyle Laboratories. In between these two bands across the top and

bottom of the defined neighborhood are largely residential, religious, and educational land uses.



Homes in the neighborhood are generally modest, ranging from post-war cottages to small brick ranches.



While many of the neighborhood's homes are well-kept, some appear to be in disrepair, particularly in the eastern-most portion of the neighborhood.



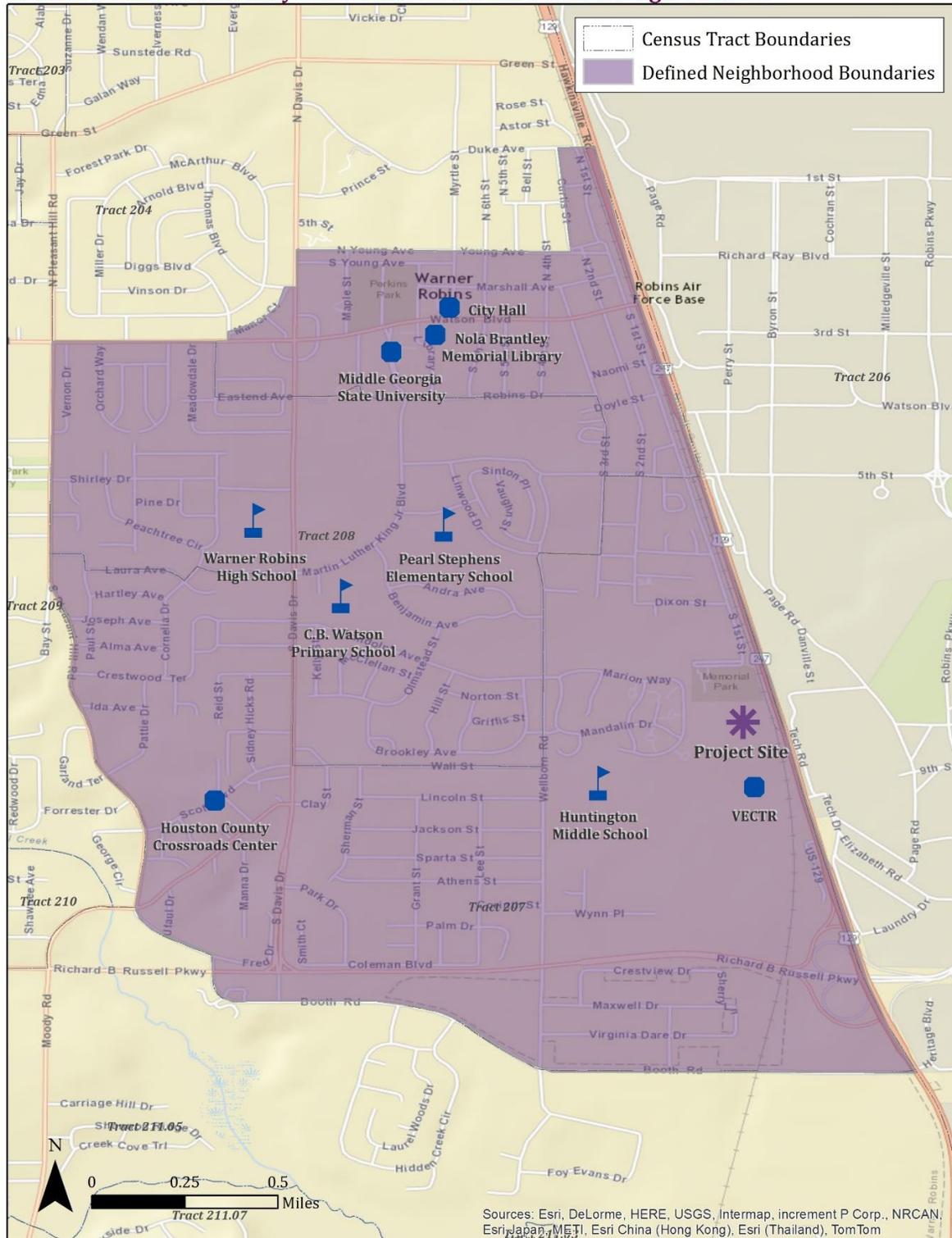
These homes are frequently interspersed with churches of varying size. First Baptist Church of Garmon Street occupies several buildings and parking lots on over 16 acres while many other smaller churches dot the neighborhood. Several locally significant public schools are within the neighborhood including Warner Robins High School, Huntington Middle School, Pearl Stephens Elementary School, C.B. Watson Primary School, and the Crossroads Center, an alternative school. Several sizeable subdivisions of Robins Air Force

Base housing, typically with access control gates and fencing exist, the most notable being Huntington Park.



Jimmy Rosenberg Homes, a development of the Warner Robins Housing Authority, sits in the center of the neighborhood. Large undeveloped areas, particularly east of Wellborn Road are remnants of past Urban Renewal projects that resulted in the demolition of structures and dwellings that were determined to be blighted.

Warner Robins Community Transformation Plan Defined Neighborhood



Demographic Profile

The portion of downtown Warner Robins included in the Defined Neighborhood is home to 5,797 residents, or just under 8% of the city's population. The neighborhood is growing, but has grown more slowly than the city, county, and region since 2000. Comparing the racial composition of the neighborhood and the city, the proportions of Black and white residents are roughly inverse: nearly half of the city's residents are white and 38% are Black while in the Defined Neighborhood, 48% of the population is Black and 36% is white. Houston County and the region as a whole have significantly larger white populations than the subject neighborhood.

Large disparities exist in household income as well, with neighborhood households receiving 25% less than the average household in Warner Robins and 56% less than Houston County households. The U.S. Department of Housing and Urban Development estimates the 2017 area median income (AMI) for the Warner Robins metropolitan area to be \$57,900. Based on this figure, 60% of the AMI, the level at which a household is considered by HUD to be low-income, is \$34,740. Using a count of households with incomes under \$35,000 from the 2011-2015 American Community Survey, roughly 1,115 of the neighborhood's 2,176 households (51%) are estimated to be low-income, with incomes at or below 60% AMI.

Demographic Characteristics				
	Defined Neighborhood	City of Warner Robins	Houston County	Macon Region*
Population	5,797	72,520	147,570	417,763
Population Growth	10%	49%	33%	17%
Households	2,176	27,334	53,771	152,237
Average Household Size	2.7	2.6	2.7	2.7
Age				
Median Age	29.0	31.0	34.8	36.5
Population Age 0-4	10%	9%	7%	7%
Population Age 5-14	14%	16%	15%	14%
Population Age 15-19	7%	7%	7%	7%
Population Age 62+	10%	12%	14%	16%
Race				
White, non-Latino	36%	49%	58%	53%
Black, non-Latino	48%	38%	29%	39%
Asian, non-Latino	3%	3%	3%	2%
Other, non-Latino	6%	3%	3%	2%
Latino	8%	7%	6%	4%
Household Income				
Median Household Income	\$34,215	\$42,795	\$53,270	\$44,503
Under \$15,000	23%	16%	13%	18%
\$15,000 to \$24,999	16%	13%	10%	12%

Sources: 2011-2015 5-Year American Community Survey and 2000 U.S. Census

The housing stock in the Defined Neighborhood is relatively aged, the median year built being 1971. It is also predominantly renter-occupied (75%) and nearly one in seven housing units is vacant. Despite having an older housing stock and low occupancy rate (indicating weak demand for the currently available units), rents in the neighborhood are higher than those in the city, county, or region. At a median rent of \$901, a renter household at the median income for the neighborhood (\$34,215) would be cost burdened, spending more than 30% of its income on housing expenses. After accounting for utilities and other housing-related costs, the level of cost burden faced by households in the Defined Neighborhood could become severe.

Due to the Community Transformation Plan's focus on health, education, job training/employment, and transportation services, data related to each of these areas was analyzed to help determine potential levels of need. Many of the indicators surveyed were relatively consistent for the Defined Neighborhood and the other geographies. Rates of people without health insurance were the same (15%) for the neighborhood, the city, and the region. The percentages of households without a vehicle and those who commute by public transit, walking, biking, or taxi were also consistent across the board.

Housing Characteristics				
	Designated Neighborhood	City of Warner Robins	Houston County	Macon Region*
Housing Units	2,528	30,835	59,989	178,081
Occupancy Rate	86%	89%	90%	85%
Tenure				
Owner Occupied	25%	55%	65%	63%
Renter Occupied	75%	45%	35%	37%
Housing Type				
Single-family (detached or attached)	69%	71%	74%	71%
Small multifamily (2-19 units)	21%	23%	16%	16%
Large multifamily (20+ units)	0%	2%	2%	3%
Other (mobile home, boat, RV, other)	9%	4%	9%	10%
Housing Age				
Median Year Built	1971	1987	1991	1983
Housing Cost				
Median Rent	\$901	\$840	\$850	\$774
Median Owner Costs (with a mortgage)	\$760	\$1,106	\$1,196	\$1,192
Median Owner Costs (without a mortgage)	\$339	\$348	\$374	\$386

Source: 2011-2015 5-Year American Community Survey

However, educational attainment and unemployment rates were both significantly higher for the Defined Neighborhood than any of the larger areas. While no fewer than 21% of the residents of Warner Robins, Houston County, or the region hold a Bachelor's degree or higher, the percentage in the neighborhood was only 13%.

The defined neighborhood's 15% unemployment rate stands above the rates of 9% to 11% present in all the other areas reviewed. This data may indicate local needs for supportive education programming and enhanced employment services.

Indicators of Service Need				
	Designated Neighborhood	City of Warner Robins	Houston County	Macon Region*
Educational Attainment (Population Age 25+)				
No high school diploma	12%	11%	10%	15%
High school or equivalent	36%	31%	30%	33%
Some college, no degree	30%	29%	26%	23%
Associate's degree	9%	8%	10%	7%
Bachelor's degree or higher	13%	21%	23%	22%
Health Insurance Coverage				
Uninsured Rate	15%	15%	13%	15%
Transportation				
Households without a vehicle	7%	6%	4%	8%
Workers who commute via public transit, walking, taxi, or bike	2%	2%	2%	3%
Employment				
Unemployment rate	15%	11%	9%	11%

Source: 2011-2015 5-Year American Community Survey

Key Community Assets

The greater Warner Robins and Houston County community contains many service providers offering a variety of resources to residents who need assistance with matters ranging from child care and employment to mental health and literacy education. Houston County Family Connection compiles and distributes a Resource Guide listing the address and contact information for over 100 social service agencies and programs available to residents of downtown Warner Robins' Defined Neighborhood.



Additionally, located within the Defined Neighborhood itself are several important community assets as listed below.

C.B. Watson Primary School

61 Martin Luther King Jr Boulevard
Warner Robins, GA 31088

C.B. Watson Primary School offers pre-K through 5th grade public education with a mission of providing “a learning environment that is centered on students, directed by teachers, and supported by home and community”.

The Crossroads Center

215 Scott Boulevard
Warner Robins, GA 31088

The Houston County Crossroads Center is an alternative school serving students who have been unsuccessful in traditional school environments by providing individualized learning experiences focused on academic, vocational, social, and life skills.

First Baptist Church of Garmon Street

210 Garmon Street
Warner Robins, GA 31088

First Baptist Church has had a presence in the neighborhood for decades and offers a wide variety of community-focused programming available to all neighborhood residents including afterschool tutoring, mentoring for youth, Zumba fitness classes, and social opportunities for senior citizens.

Georgia Veterans Education Career Transition Resource (VECTR) Center

1001 S. Armed Forces Boulevard
Warner Robins, GA 31088

The Georgia VECTR Center is a collaboration between the University System of Georgia and the Technical College System of Georgia that serves veterans, their families, and members of the community at large (non-veterans). VECTR's programs are designed to assist with transitions from military service into colleges, technical

education, or the civilian workforce. VECTR is a multipurpose facility that includes industrial training bays, 10 classrooms, conference rooms, and a testing center. In addition to the education and job training programs, VECTR also offers career counseling services in partnership with on-site partners which include: the Georgia Department of Veteran Services, Georgia Department of Labor, The United Way, the Department of Veterans Affairs, and the Middle Georgia Consortium (a.k.a. WorkSource Georgia).

Huntington Middle School

206 Wellborn Road
Warner Robins, GA 31088

Huntington Middle School is a neighborhood public school for students in grades 6-8. The school's mission is to “maintain a safe, caring environment that develops intellectual, emotional, social, and physical growth to empower students to become lifelong learners and productive responsible citizens”.

Memorial Park

800 S Armed Forces Boulevard
Warner Robins, GA 31093

The City's Memorial Park includes a swimming pool, baseball/softball field, basketball court, football field, picnic area and pavilion, and volleyball court. The City plans to upgrade the park by adding a Community/Recreational Center for the residents of the Neighborhood (see Master Plan on page 16).

Middle Georgia State University - Warner Robins Campus

100 University Boulevard
Warner Robins, GA 31093

Middle Georgia State University is a public four-year institution based in Macon, Georgia with a newly-expanded satellite campus in Warner Robins.

Nola Brantley Memorial Library

721 Watson Boulevard
Warner Robins, GA 31093

The recently-renovated Nola Brantley Memorial Library offers a full program of public library services to meet the informational, educational and recreational needs of Houston County residents.

Pearl Stephens Elementary School

420 Pearl Stephens Way
Warner Robins, GA 31098

Pearl Stephens is a neighborhood elementary school whose mission is to produce confident, self-directed, lifelong learners.

Rainbow House Children's Resource Center

1005 Watson Boulevard
Warner Robins, GA 31093

The Rainbow House Children's Resource Center works to reduce incidences of child abuse and provides assistance to victims.

Tucker Head Start

313 Scott Boulevard
Warner Robins, GA 31088

Head Start programming encourages cognitive, social, and emotional development in children ages 3 to 5 in order to prepare them for success in school.

Warner Robins High School

401 S Davis Drive
Warner Robins, GA 31088

Warner Robins High School was established in 1944 and enrolls approximately 1,690 students.

Warner Robins Neighborhood Service Center

1112 South Davis Drive
Warner Robins, GA 31093

The Middle Georgia Community Action Agency offers case management and information on home energy assistance, prescription assistance, and emergency food, clothing, and shelter programs from its neighborhood service center.

Along with these existing community assets, Pennrose Properties is planning a multi-phased development project in the neighborhood that will include affordable multifamily rental and for-sale housing, a new commercial structure, and redevelopment of adjacent Memorial Park. In the first phase of the project, four 3-story walkup apartment buildings will be constructed, containing a total of 90 units. The proposed project marks the first investment in residential development in downtown Warner Robins in recent memory. The project site is located at 1000 S. Armed Forces Boulevard, at its intersection with Wall Street. This unique location is presently undeveloped but the development plans represent important synergies with adjacent land uses.

Adjoining the site on the north is Memorial Park. The park is popular with local residents and hosts some organized athletics, including a pool used for competitive swimming. At present, the 10-acre park is underutilized and a redevelopment of the property will increase its usefulness to the community. The Memorial Park redevelopment plan will relocate the pool, add a community center, and include three basketball courts, three tennis courts, and walking trails and a playground. The new community center will contain a fitness center, computer lab, conference room, a community room with kitchenette, and a wellness suite with an exam room and waiting area.

One strategy contained in the City's 2012 Downtown Redevelopment Plan concerns the extension and reconnection of streets within the area to form clear development blocks. The City of Warner Robins has already made progress toward this strategy with the extension of Wall Street to intersect with Armed Forces Boulevard. Pennrose's proposed site plan continues progress toward the goal by incorporating two new city streets into the site. Labeled "New Street A" and "New Street B" on the site development concept that follows, these streets will integrate the new

residential development with Memorial Park and create connections to both Wall Street and Armed Forces Boulevard, improving circulation of traffic for residents of the development as well as visitors to the park.

Across Wall Street, immediately south of the development site, is the Georgia VECTR Center. VECTR's basic mission is to provide assistance for veterans and their families transitioning from military careers into higher education or into the civilian workforce.



Although preference is given to veterans and their families, the services and programs at VECTR are open to non-veteran members of public. Proximity to VECTR will allow residents of the both the multifamily and for-sale phases of the master plan access to one of the State's most innovative learning and job training centers. The training and education programs VECTR offers often require several months of intensive study and instruction, a barrier for many prospective students who are not local residents. The new housing units which will be provided as part of the site Master Plan, and specifically Phase I, will provide quality new housing with access to the VECTR programs and services. Since the VECTR Center opened in 2016, it has generated great interest and activity in what had been an undeveloped corner of the neighborhood. With VECTR as a catalyst, and Pennrose's project providing additional support for VECTR's programs, the community stands to benefit from the partnership that has formed.

A final component of the proposed development of the project site that will bring important resources and capacity to the community is the direct investment by Pennrose Properties in a Community Improvement Fund. Pennrose is pursuing an allocation of Low Income Housing Tax Credits from the Georgia Department of Community Affairs that will be a key aspect of financing the development. If awarded the requested allocation of tax credits, Pennrose Properties, LLC (Developer) is committed to make a direct investment of \$50,000 (Community Improvement Fund), whose purpose will be to provide financial resources over five years to help meet education-related needs of students who will reside at the Project and those in the neighborhood beyond. Potential uses of the funds will include updated computers and related equipment for the computer lab at First Baptist Church of Garmon Street, the cost of hiring teachers and staff for

after-school tutoring programs, a van driver to meet transportation-related challenges to participation in after-school activities, and supplies for summer camps and back-to-school programs. Establishment of the Community Improvement Fund will allow the Transformation Partners to increase access, awareness, transportation, and the ability to provide supplies to programs that enhance the educational achievement of children in the Defined Neighborhood. The community's challenges related to education-related services were among the top-ranked issues in this plan and a dedicated funding resource to address them will be a key to this plan's successful implementation. The actual allocation decisions for the Community Improvement Fund will be determined by a group of local trustees to be named after the Applicant is awarded the tax credits necessary for development to proceed.



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PHASE I DEVELOPMENT IN CONTEXT		
	GRAPHIC SCALE	
DATE: MAY 5, 2017		K&A #: 16168



PENNROSE
Bricks & Mortar | Heart & Soul

WR REDEVELOPMENT
Wall Street Warner Robins, GA

PLANNING CONTEXT

This Community Transformation Plan builds upon and extends extensive planning efforts previously completed for downtown Warner Robins. These include a 2012 Redevelopment Plan², a 2016 TAD Master Plan, and the City’s 2015-2019 Consolidated Plan. These plans lay important groundwork for the Community Transformation

Plan: each adopts a target area that overlaps the Defined Neighborhood in this plan, calls for affordable housing, and has resulted in concrete actions taken within the last year. These plans are described more fully in this section. Copies are available as indicated in the Appendix and all three plans, in full, are available in the Community Transformation Plan’s supporting documentation.

Underlying Plans & Strategies			
Name of Document	Authoring Entity	Targeted Area	Effective Date
City of Warner Robins 2012 Redevelopment Plan	Middle Georgia Regional Commission	Neighborhood Strategy Area	11/19/2012
Downtown TAD Master Plan	Studio H Architecture Planning Environments	Tax Allocation District	12/1/2015
2015-2019 Consolidated Plan	City of Warner Robins / Middle Georgia Regional Commission	Neighborhood Strategy Area	5/5/2015

Each of these underlying plans and strategies was assessed to determine how its target area, policy goals, and implementation actions related to the

Defined Neighborhood for this Community Transformation Plan. The results of the assessment are reported in the table below.

² The City’s 2012 Redevelopment Plan is not represented here as a qualifying Community Revitalization Plan under DCA’s guidelines. The plan was adopted in November 2012 and, while the City continues to implement aspects of the plan, it has not since been formally re-adopted or renewed and therefore is considered by DCA to be outdated.

Assessment of Underlying Strategies

Plan Component	Discussion	Page Reference
City of Warner Robins 2012 Redevelopment Plan		
a. A description of the targeted area(s) examined by the strategy	<p>The Neighborhood Strategy Area encompasses most of the older portions of the City and meets or exceeds the low-to-moderate income criteria required for Community Development Block Grant (CDBG) eligibility.</p> <p>This area is bordered on the east by Highway 247; south by Richard B. Russell Parkway; west by Pleasant Hill Road, Johns Road, and Suzanne Drive; and north by Keith Drive and Bargain Road. This area is located within Census Tracts 201, 202, 203, 204, 206, 207, 208, 209, 210, and 211.</p>	5
b. A listing of the detailed policy goals, at least one of which must call for the rehabilitation and/or production of affordable rental housing in the targeted area(s).	<ol style="list-style-type: none"> 1. Commercial Circle Redevelopment 2. Conference Center/Hotel Development 3. Watson Boulevard Revitalization 4. New Downtown Neighborhood Development 5. Technology and Industry Corridor <p>Contained within goal 4 is this recommendation: Partner with a developer to establish a low-income tax credit apartment complex in order to provide a suitable living alternative to many of the houses which are substandard yet inhabited.</p>	8 – 12
c. A summary of specific actions that the community has taken in furtherance of the strategy since 5/25/16.	<ul style="list-style-type: none"> • A Tax Allocation District (A strategy cited under all goals 1-5) has been established. • Strategy of seeking partners to develop LIHTC apartments (under Goal 4) has been achieved through the City's partnership with Pennrose. 	N/A
Downtown TAD Master Plan		
a. A description of the targeted area(s) examined by the strategy	<p>The Tax Allocation District contains 355 parcels and is roughly 170 acres. It stretches from Duke Avenue to Martin Luther King Boulevard and expands west between Robins Drive and North Young Avenue before ending at Manor Court and Commercial Circle.</p>	3

Assessment of Underlying Strategies

Plan Component	Discussion	Page Reference
b. A listing of the detailed policy goals, at least one of which must call for the rehabilitation and/or production of affordable rental housing in the targeted area(s).	<ol style="list-style-type: none"> 1. Preserve historic resources and encourage adaptive reuse of historic buildings. 2. Generate safe environments for current residents and businesses as well as those who will populate the TAD in the future 3. Produce a variety of quality housing options to meet the needs of a diverse demographic of current and future residents. 4. Redevelopment with current commercial centers to strengthen employment and promote economic development. 5. Create mixed-use development to promote higher density living within the downtown TAD. 6. Create a municipal sector for downtown Warner Robins encompassing the current city hall. 7. Integrate current higher educational campuses with the need of additional campus space 8. Create a network of green space connecting major planning sectors 	5
c. A summary of specific actions that the community has taken in furtherance of the strategy since 5/25/16.	<ul style="list-style-type: none"> • A concerted effort to create a downtown municipal sector (Goal 6) is underway. A renovation of City Hall was completed in spring 2017. 	N/A
2015-2019 Consolidated Plan		
a. A description of the targeted area(s) examined by the strategy	<p>The Neighborhood Strategy Area encompasses most of the older portions of the City and meets or exceeds the low-to-moderate income criteria required for Community Development Block Grant (CDBG) eligibility.</p> <p>This area is bordered on the east by Highway 247; south by Richard B. Russell Parkway; west by Pleasant Hill Road, Johns Road, and Suzanne Drive; and north by Keith Drive and Bargain Road. This area is located within Census Tracts 201, 202, 203, 204, 206, 207, 208, 209, 210, and 211.</p>	71

Assessment of Underlying Strategies

Plan Component	Discussion	Page Reference
b. A listing of the detailed policy goals, at least one of which must call for the rehabilitation and/or production of affordable rental housing in the targeted area(s).	<ol style="list-style-type: none"> 1. Improve the condition of current housing stock. 2. Increase the quantity of affordable housing. 3. Abate community slum and blight. 4. Assist vulnerable populations. 5. Improve the aesthetic quality of underdeveloped areas. 6. Decrease the number of impoverished residents. 7. Increase transportation services. 8. Decrease homelessness. 9. Encourage the growth of local businesses. 10. Promote fair housing throughout the city. 	2
c. A summary of specific actions that the community has taken in furtherance of the strategy since 5/25/16.	<ul style="list-style-type: none"> • In 2016, the City of Warner Robins funded 20 home repair projects (7 in the Designated Neighborhood) using CDBG funds to improve housing conditions. 	N/A

THE TRANSFORMATION TEAM

This highly collaborative plan relies on a coordinated group of committed community partners to implement the goals and strategies that will initiate the transformation of downtown Warner Robins. A Transformation Team, composed of a Community-Based Developer, Community Quarterback, and seven Transformation Partners has been assembled to lead, inform, and resource the local transformation effort. The Community-Based Developer brings to the Team past experience producing affordable multifamily housing through collaborative processes that have engaged community partners in holistic solutions for the neighborhoods surrounding its developments. The Community Quarterback is a strong and stable local organization with an ability to convene diverse local entities, is rooted in the Defined Neighborhood, and drives the Community Transformation Plan. The Transformation Partners each represent one or more of the service areas coordinated under this plan: education, health, employment, and transportation. The role of the Transformation Partners is to bring to the table local knowledge and expertise as well as resources with which to implement the plan's transformation strategies.

Community-Based Developer

For 45 years, Pennrose Properties, LLC has been working to improve the lives of working families by creating safe, secure housing communities where residents can build fulfilling lives. Headquartered in Philadelphia, Pennrose also has an established presence in the Southeast with a regional office in Atlanta. Pennrose's development background is extensive, having produced more than 15,000 housing units since 1971. But the firm's background extends beyond its development experience to include a commitment to projects that make their communities better places to live. Through neighborhood hiring, the use of local suppliers, and partnerships with community organizations, Pennrose is a true community-based developer.

Within the last two years, Pennrose has successfully partnered with two established community organizations related to a comparable development project in Griffin, a small city in Spalding County, Georgia. The table below provides detail on these two partnerships and letters from the named partners confirming these details can be found in the appendix to this plan.

Pennrose Properties' Community Partnerships

	Partner #1	Partner #2
Name	Spalding County Collaborative Authority for Families & Children, Inc.	The Salvation Army
Type of Organization	IRS 501(c)3 Nonprofit Organization - Community Services Collaboration	Religious / Community Services Organization
Length of Partnership	4 years	4 Years
Partner's Mission	<p>That all citizens of Spalding County are safe, educated, healthy and community-minded with goals of improved literacy, improved health outcomes and the elimination of poverty. As the redevelopment of the Meriwether Homes/Park District has progressed, the partnership between Spalding Collaborative and Pennrose-GHA has continued to incorporate the Educational Prosperity Initiative. The Educational Prosperity Initiative began in 2010 when GHA, Southern Crescent Technical College, Chamber of Commerce, Spalding Regional Hospital, the City of Griffin, Spalding County, the Salvation Army and the Spalding Collaborative partnered with the Meriwether Homes and Park District neighborhood to implement an initiative that goes beyond the bricks and mortar to effect change within the community. Through the Educational Prosperity Initiative, the following programs are provided to provide residents in the community access to services that improve literacy, improving health outcomes and the elimination of poverty:</p> <ul style="list-style-type: none"> • Backpack Food for Kids Program • Griffin-Spalding County Schools Mentoring Program • Moore & Anne Street Elementary Afterschool Tutoring Program • CHARMS Afterschool Program • Adult Literacy / GED Classes • Scholarships for Young Scholars Program at UGA – Griffin Campus • Healthy Life Community Gardens • Scholarships for Kids University Summer Program at UGA • Zero Robotics Summer Program for Middle Schoolers at UGA – Griffin Campus • Resident Assistance Program (Let's RAP) 	<p>Empowering neighborhood residents through spiritual direction and wide range of social services, educational and business development programs and your sports programs. In partnership with the Pennrose-GHA team, The Salvation Army Center currently provides a wide variety of both youth and senior programs that support the Meriwether/Park District residents. The Center provides more than 45 at-risk youth with after school and summer programs, with 9 residents (20% of participants) living in the Meriwether (Oaks at Park Pointe) development participating in the afterschool/summer program.</p>

Pennrose Properties' Community Partnerships

	Partner #1	Partner #2
Partner's Service Area	Spalding County, Georgia	City of Griffin, Georgia
Describe the measurable improvement in residents' access to education, health, employment, and/or transportation services resulting from this partnership.	<p>Through the partnership with the Pennrose-GHA team, the Spalding Collaborative's core goals are being achieved in this neighborhood. We will be realizing educational opportunities, a very safe home environment, improved health, and the elimination of poverty none of which would be possible without strong community partnerships from Pennrose-GHA, the City and this community that supports our goals. The redevelopment of Meriwether Homes and the resulting partnership with the Pennrose-GHA team furthers the Collaborative's goals by creating awareness, encouraging enrollment and creating access in our programs. With the on-site health and wellness rooms being developed inside the Phase II and Phase III buildings, our providers will be able to provide health and wellness services to more than 165 residents on-site that was not previously available at the former Meriwether Homes site. Additionally, the meeting and activity spaces provide the opportunity for educational, wellness and other services to residents on-site by our many partners. The three current phases of development represent nearly 400 residents with services on-site and/or within easy access of the site. These additional facilities and services greatly enhance the Spalding Collaborative's focus to the Meriwether/Park District residents, producing measurable outcomes, and helping to eliminate the barriers to quality education and transportation services in Spalding County, Georgia.</p>	<p>Due to the close proximity, residents have easy access to local programs that are focused on improving health and fitness, reducing criminal delinquency behavior in youth and reducing truancy. As the Salvation Army continues to work with Pennrose-GHA team on the redevelopment of Meriwether community, we continue to see improvement and gains in the areas of health/wellness and education. As it relates to Health & Wellness, we are working with the Pennrose -GHA team to develop a walking trail on a Salvation Army parcel, where residents of the Meriwether community will have direct access. This shared amenity, in addition to our existing playground, will give the residents of Meriwether access to healthy activities in their community regardless of their participation in the Salvation Army structured programs. Since the opening of Phase I of Meriwether/Oaks at Park Pointe, the Pennrose-GHA team has been actively involved in its collaboration/partnership with the Salvation Army and the community activities. This additional involvement and expansion is projected to continue as Phase II progresses with lease-up and Phase III is completed. By working in partnership, we are able to reach more families and have a greater impact on the surrounding neighborhood.</p>

Pennrose Properties' Community Partnerships

	Partner #1	Partner #2
Describe how this successful partnership will be continued or replicated in the Defined Neighborhood to support the goals of the CTP.	<p>The first key to replication is considering all aspects of community redevelopment. By considering the various aspects of community development including community programs, education, infrastructure, recreational amenities, public services, and housing together, the development allows for the creation of a new neighborhood and welfare of the families and residents as the focal point. The second key is extensive outreach. Cities looking to transform their communities must first begin conversations with the community stakeholders, businesses, organizations, leaders and key individuals who have an interest in transforming their community and investing in people's lives. The community outreach program succeeded by reaching out to residents at the same time with community organizations and area leaders who would then all work together to solve the variety of challenges. The involvement of the residents and organizations must be organized, and structured to allow for visioning, planning, tasks and follow-up. As a result, a unique vision was developed to address the community problems in an all-inclusive way. The community residents have been involved and active from the on-set of the discussion and planning which enables them to have their voice heard and be an active participant in their community. The result is accessibility to an abundance of services and activities.</p>	<p>One important factor that enhances the effectiveness of the Salvation Army programs is the local presence in the community. By having local, community programs mixed in the community, it provides easy access for residents and the community to participate and be involved without additional transportation being needed.</p>

In a movement toward implementation of the 2012 Redevelopment Plan goal of seeking a developer to develop Low Income Housing Tax Credit apartments in the neighborhood, the City of Warner Robins and the City of Warner Robins Development Authority in 2016 met with several prospective developers. After a thorough assessment and evaluation process, the City

selected Pennrose Properties, LLC as the developer for a 15 acre city-owned site in downtown Warner Robins. Pennrose Properties was formally approved by both the Development Authority of Warner Robins, GA and City Council to be the developer for the mixed-income housing which will be part of the master planned community.

Community Quarterback

This Community Transformation Plan is driven by Houston County Family Connection and the Phoenix Center partnering together to jointly carry out the responsibilities of the Community Quarterback. Family Connection and the Phoenix Center have a strong history of working together, having co-sponsored community training programs and collaborated earlier this year on a “Teen Maze” project to instill youth with life decision-making skills. The two organizations are described in this section and the plan’s Appendix contains letters from each of them, expressing their commitment to partner together in the Community Quarterback role and annually update and submit to DCA the Challenge Worksheet documenting the Transformation Partners’ progress toward the goals laid out later in this plan.

Houston County Family Connection

In operation for 25 years, Family Connection is a local non-profit organization whose mission is “to bring together community partners in an effort to limit duplication and overlapping of services, then coordinate more efficient and effective service delivery, and ultimately, better results for families in Houston County, Georgia. The organization serves Houston County and is headquartered in Warner Robins, with an office just outside the Defined Neighborhood boundary.

Family Connection has been a primary convener of collaborative strategic planning and service delivery within the Warner Robins community. Its Teen Maze to reduce juvenile recidivism, Resource Mapping to identify and support the needs of children and parents, Health Fairs, Nutrition Education, and Meet me at the Market events all underscore the organization’s commitment to work with residents of Warner Robins particularly around issues of health and education.



In its most recent annual report, Family connection reported hosting 10 health fairs at local shelters and soup kitchens. Its successful Meet me at the Market events and promotion of an EBT “Double your Dollars” program resulted in over 1,900 farmer’s market visitors and over \$800 in EBT sales. Additionally, Family Connection prints and distributes bus schedules and resource guides that otherwise would not be available to residents. The organization’s Executive Director, Tian Foss, will be responsible for managing Community Quarterback responsibilities together with her counterpart representing the Phoenix Center.

The Phoenix Center Behavioral Health Services

Since 1970, the Phoenix Center has provided psychiatric, substance abuse, and developmental disability services to over 30,000 adults, children, and adolescents in the Middle Georgia area, which includes Houston, Peach, and Crawford counties. The Center is a public corporation created by the Georgia General Assembly with a mission of providing “comprehensive behavioral health and intellectual developmental disability services that improve psychological health, social functioning

and quality of life”. The organization’s specific activities include outpatient mental health and substance abuse services, operation of group homes for people with disabilities, and operation of a crisis stabilization (detox) unit.



Key to Phoenix Center’s record of success has been its pursuit and maintenance of strong partnerships with other local organizations. From universities, community service boards, and the

Veterans Administration, to churches, civic groups, and local elected officials, the Phoenix Center sees its partnerships as critical to delivering holistic services that meet the wide-ranging needs of its clients. The center serves approximately 3,000 clients per year and, among the many metrics tracked, the vast majority (more than 4 in 5) clients report satisfaction with the care and services received from Phoenix Center. Deborah Kinlaw, the Phoenix Center’s Executive Director, has been designated as the representative responsible for partnering with Family Connection to meet the obligations of the Community Quarterback role.

The Community Quarterback partners were instrumental in engaging members of the public in development of the Community Transformation Plan. Family Connection used its extensive network of community partners to distribute flyers and announcements about the public forums. Both Family Connection and Phoenix Center attended and made presentations at the public forums, discussing services offered by their respective organizations, but also providing grant applications and informational brochures to residents regarding programs of interest to them.

Documentation of Community Quarterback Participation		
Name of Document	Nature of CQB's Participation	Document Page Reference
Public Forum Agenda	Presentation of organization's mission, role in the plan, and discussion of available community resources	Appendix, pages 54-55
Public Forum Sign-In Sheets	Record of Attendance at both public forums	Appendix, pages 56-61

Transformation Partners

In addition to the Community-Based Developer and the Community Quarterbacks, the Transformation Team is rounded out by a group of seven Transformation Partners. These partners

are respected organizations and institutions within the community who serve residents of the Defined Neighborhood (although their respective service areas are sometimes much larger) and provide, support, or fund services in the areas of health, education, employment, and/or transportation.

Transformation Partners			
Type of Entity	Name of Entity	Service Area	Mission
Education	Central Georgia Technical College	Central Georgia	To provide traditional and distance learning educational programs and services. Through credit instruction, adult education, and customized business and industry workforce training, the College contributes to economic and workforce development within its eleven-county service area and throughout the State of Georgia.
Education	First Baptist Church of Garmon Street	Warner Robins	To make as many people as possible, in the shortest period of time as possible, as much like Christ as possible.
Employment / Education	Georgia VECTR Center	State-wide	To successfully transition veterans and their families into Georgia's public colleges, universities and the state's workforce. [While VECTR gives preference to veterans, it's programs are open to non-veterans as well.]
Education	Houston County Board of Education	Houston County	To produce high-achieving students.
Health	Houston County Health Department	Houston County	The Houston County Health Department serves people of all classes and economic status and is responsible for protecting public health and safety as well as preventing disease and disability.
Health	Houston Healthcare	Central Georgia	To improve the healthcare of the communities we serve by providing patient-focused, high quality, cost-effective services while promoting health and wellness.
Transportation / Housing	Warner Robins Community Development Department	Warner Robins	To enhance the quality of life in the City of Warner Robins by helping our community strengthen itself and develop towards its full potential.

Central Georgia Technical College

Central Georgia Technical College is a unit of the Technical College System of Georgia, and has provided quality education with a focus on meeting the demands of the region's workforce for over 40 years. The College offers more than 190 degree, diploma, and certificate programs and serves more than 9,000 students each year. The College's Warner Robins campus is approximately eight miles south of the Defined Neighborhood.

First Baptist Church of Garmon Street

First Baptist Church has had a presence in the neighborhood for decades and offers a wide variety of community-focused programming available to all neighborhood residents including afterschool tutoring, mentoring for youth, Zumba fitness classes, and social opportunities for senior citizens.

Georgia VECTR Center

Georgia VECTR (Veterans Education Career Transition Resource) Center serves veterans, their families, and members of the community at large through programs designed to assist with transitions from military service into colleges, technical education, or the civilian workforce. VECTR is a collaboration between the University System of Georgia and the Technical College System of Georgia and provides career counseling, educational coaching and workforce training to help its students access jobs in high-demand and strategic industries.

Houston County Board of Education

The Houston County School System educates approximately 29,000 students in Kindergarten through 12th grade. Five of the School System's 39 campuses are located in the Defined Neighborhood: C.B. Watson Primary, Pearl Stephens Elementary, Huntington Middle, Warner Robins High, and the Crossroads Center. The services and afterschool activities and

supports offered at these five schools are an integral part of the services offered to children and youth in the neighborhood.

Houston County Health Department

the Houston County Health Department is a unit of the Georgia Department of Public Health. The Department operates a clinic facility in Warner Robins, but also provides extensive screening and education services at various locations throughout the county. These services include free flu shots offered in all Houston County schools and other services such as blood pressure checks, CPR training, lab tests, and dietician consults provided in community centers and similar facilities across its service area.

Houston Healthcare

In addition to operating two accredited acute care hospitals in the middle Georgia region, Houston Healthcare has also been a leader in community-focused health services through its EduCare programming. EduCare offers a variety of classes, seminars, and support groups often for free or at a low cost and in community-based locations throughout Houston County. In 2014, the Georgia Hospital Association awarded Houston Healthcare's EduCare program the Community Leadership Award.

Warner Robins Community Development Department

The City's Community Development Department administers federal funds received from the U.S. Department of Housing and Urban Development under the Community Development Block Grant (CDBG) program. An annual grant amount of approximately \$500,000 is sub-allocated to partner organizations providing services such as home rehabilitation and repair as well as to fund public transportation through Warner Robins Transit and True Light Transportation.

THE COMMUNITY'S VISION

Residents who attended the two public forums were engaged in a visioning exercise to reach toward consensus around the current state of their neighborhood and what they would like their neighborhood to be like five years in the future. Meeting attendees were first asked to think of one word to describe their community as it exists today. The responses have been organized into a word cloud illustrating the relative strength of the different ideas expressed.

My Neighborhood TODAY is...



Significant in this illustration is the fact that there are generally two competing conceptions. Some used the words *Neglected*, *Old*, *Unsafe*, and *Rundown* while others took a different view, describing the neighborhood as *Good*, *Cooperative*, *Safe*, and a *Sanctuary*. This serves as a reminder to the Transformation Team to consider the assets and resources currently existing in the neighborhood as a foundation to build on.

The second step in the visioning exercise was to ask the attendees to think about their neighborhood five years in the future. Imagining

their best hopes for the neighborhood's future, attendees were again asked for a one-word response to describe their vision for the future of the neighborhood.

In the FUTURE, I want my Neighborhood to be...



Evident in these responses is an overwhelming desire for a neighborhood that is safe. The words *Beautiful*, *Connected*, and *Developed* also appeared relatively frequently. In the second public forum, attendees provided additional input around these four concepts for the future. The additional input added clarity around these terms.

Safety in the sense residents used it in this exercise generally referred not to direct crime prevention strategies, but to the sense of security that comes from knowing one's neighbors. Also, measures to make the built environment safer to navigate (bike lanes, walking trails, narrower streets, improved pedestrian signaling) were cited many times. When exploring the word *Beautiful* more deeply, residents described a desire for the community to be orderly, with a "flow" and cohesive development, perhaps enforced through building guidelines and covenants. Trees, flowers, and litter removal also figured into the discussion. The

word *Connected* was described as meaning personal connections between neighbors – and the neighborhood features and amenities (playground, community center, parks, a performing arts theater) that make such connections possible. Finally, *Developed* referred primarily to the infrastructure and establishments that bring activity to a community, such as dining and entertainment venues. Some also called for equitable resources, particularly schools, as the neighborhood begins to develop.

COMMUNITY RESOURCE ACCESS AND CHALLENGES

The two public forums conducted in the development of this Community Transformation Plan followed a format designed to solicit input on residents' current levels of access to health, education, employment, and transportation services and their challenges in accessing those services. Based on the input received, the challenges were prioritized by the project team in order to inform the access plan and Challenge Worksheet appearing on the following pages.

Current Levels of Access

Residents of the Defined Neighborhood frequently access health, wellness, and related services, but seldom do so within their neighborhood. Most receive care through Houston Healthcare facilities which are nearby, but just outside the neighborhood boundaries. First Baptist Church of Garmon Street offers wellness opportunities through its Zumba fitness classes and also periodically hosts health services including blood pressure screening, flu shots, and prescription assistance. While these services at First Baptist are offered and available, many residents were not aware of them.

The discussion around utilization of education services primarily focused on enrichment and other supports outside the traditional school day. Many of those with children in their households reported that they regularly use afterschool services, as often as five days per week. Concerns with the available services included quality, safety, and the challenge level applied. Parents reported that better communication from the schools and with their children's teachers would

allow them to better avail themselves of services that are available.



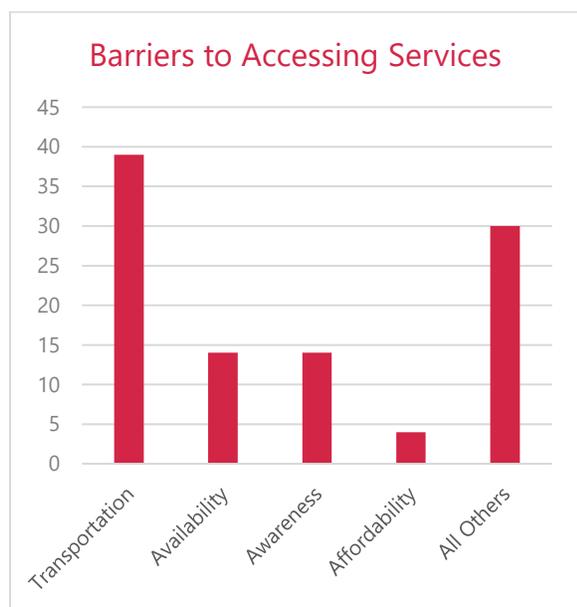
Few participants in the public forums use or had recently used employment services and none were aware of any such services available within their neighborhood. After a short presentation by VECTR, many seemed impressed with the employment programs and services available through that organization. The VECTR Center has been open less than a year, so it stands to reason that neighborhood residents may not yet be fully aware of the employment services available there.

Most residents present at the forum owned a car that met their transportation needs. Of those residents without a personal vehicle, few reported using public transportation. More often, these residents walked, rode with friends, or used Uber or a taxi service to get around.

Challenges to Access

At the public forum, attendees were asked to write on a Post-It note the greatest barrier they faced to

accessing services in each of the four service areas. These responses were grouped into like categories and tallied. Because many barriers cut across service areas (e.g. those for whom transportation is a barrier are likely to face transportation difficulties in accessing healthcare as well as employment services), the responses were all merged together without regard for the service area they were associated. Transportation was the most commonly-named barrier, appearing 39 times among the responses.



Transportation was followed by availability and awareness, each occurring 14 times. Availability in this case refers to someone not being able to access a particular service because it is not offered in the Defined Neighborhood. Awareness means that the forum participant wasn't sufficiently aware of available services and thus is unable to access them. The affordability of services surfaced four times in the responses. All other responses, (30 in all) were mentioned fewer than four times. These included responses such as not having computer access, the quality of programs available, and the hours services are offered.

Prioritized Challenges

In a final step in the analysis of public input, the top four barriers to accessing services were broken back down into the service areas from which they originated. As an illustration, knowing that awareness of services in general is a significant barrier, this level of analysis drilled down to determine whether awareness of health services was noted more or less frequently than awareness of employment services.

This detailed analysis allowed the prioritization of challenges for the planning of action steps as outlined in the Challenge Worksheet in the next section. In addition to the top five challenges to accessing services in the neighborhood as determined through the public input process, the planning team added a sixth challenge related to the affordability of housing in the Defined Neighborhood. While housing affordability was an issue mentioned by forum attendees, census data and the underlying planning documents underscore this as a need. These six challenges are ranked in the chart below, beginning with the most frequently-cited challenge.

Rank	Challenge
1	Transportation to After-School Activities
2	Awareness of Available Health Services in the Neighborhood
3	Availability of Health Services in the Neighborhood
4	Financial Feasibility and Awareness of After-School Activities in the Neighborhood
5	Availability of Employment Services in the Neighborhood
6	Lack of Affordable Housing

ACCESS PLAN

After completing the compilation and analysis of input from the public forums, the planning team presented the data to the Transformation Team. The Transformation Partners were urged to consider actions that could be taken to overcome or reduce the six most significant barriers to accessing services. Input from the Transformation Partners was then received by the planning team and, through a collaborative process, the goals and strategies, metrics and milestones were determined.

In the course of development of this plan and consideration of goals and strategies addressing the prioritized challenges, a couple of partnerships were highlighted. In most cases, the partnerships already existed, but by working together on this plan, they were extended or formalized. These partnerships include:

- Although Houston County Family Connection and the Phoenix Center have a history of collaboration on various different projects, the two organizations partnering together in the Community Quarterback role represents the formalization of a partnership that has existed for some time.
- The Houston County Health Department and Houston Healthcare frequently work together, however, under this plan, they have both agreed to provide complementary health and wellness services at the Pennrose project site in alternating months to ensure a monthly health or wellness service will be offered to

Pennrose's residents and the community. The two organizations worked closely together to develop a program model and a list of services each is able to offer at the site.

- In addition to a history of working together, the Health Department and Houston Healthcare have also both worked with First Baptist Church in the past to offer health screenings and other services as part of the church's community programming.
- And finally, a new partnership developed through this planning process has been that between the VECTR Center and Pennrose Properties, whereby the multifamily rental housing to be developed by Pennrose directly across the street from VECTR will expand convenient and affordable residential options for VECTR's students. These housing units will allow VECTR to make its innovative programs available to more students from out of the middle Georgia area who otherwise may not be able to arrange housing while enrolled full time in VECTR's programs.

The collaborative planning process has revealed a well-networked and eager sector of nonprofit and institutional partners in Warner Robins who are ready to take on the challenge of community transformation in downtown Warner Robins. Building on assets within the community and existing relationships between Transformation Partners, this Community Transformation Plan is well-positioned for successful implementation.

Challenge Worksheet

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed		
Transportation to After-School Activities	1	Identify at least one measurable goal for increasing future residents' access to resources.							
		Goal #1 (at least one): Public transportation options are expanded							
		1	Solution #1 (at least one): Add a bus stop on Wall Street at the project site						
		1	Bus stop added	Bus stop added		Warner Robins Community Development Department	\$500 for signage		
		Narrative of Progress in Accomplishing Goal #1, Solution #1 (to be completed by the CQB annually for five years following the placed-in-service date)							
		Solution #2 (possible second, etc.):							
		2							
		Narrative of Progress in Accomplishing Goal #1, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)							
		Goal #2 (possible second):							
		2	Solution #1 (at least one):						
1									
Narrative of Progress in Accomplishing Goal #2, Solution #1 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)									

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed	
			Solution #2 (possible second, etc.):					
		2						
		Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)						
		Identify at least one measurable goal for catalyzing improved access to such resources for the Defined Neighborhood as a whole						
		Goal #1 (at least one): Public transportation options are expanded						
		1	Solution #1 (at least one): Provide CDBG funding to support costs of operating existing public transit service					
		1	Amount of funding allocated for public transportation	Minimum of \$30,000 per year allocated for public transportation	Warner Robins Community Development Department	\$30,000 annually in CDBG funds		
		Narrative of Progress in Accomplishing Goal #1, Solution #1 (to be completed by the CQB annually for five years following the placed-in-service date)						
			Solution #2 (possible second, etc.):					
		2						
Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)								
Goal #2 (possible second): Increase usage of existing after-school van transportation provided by First Baptist Church								
2	Solution #1 (at least one): Financially support the costs of van operation related to after-school tutoring and educational programming from Community Improvement Fund.							

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed		
			1	Number of passengers transported	10 students transported per weekday	First Baptist Church of Garmon Street	\$4,000 annually from Community Improvement Fund		
			Narrative of Progress in Accomplishing Goal #2, Solution #1 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)						
			Solution #2 (possible second, etc):						
			2						
			Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)						
Awareness of Available Health Services in the Neighborhood	2	Identify at least one measurable goal for increasing future residents' access to resources.							
		Goal #1 (at least one): Increased numbers of residents use health services available in the neighborhood							
		1	Solution #1 (at least one): Marketing material and flyers regarding health fairs and other health and wellness events are provided to on-site property management staff for distribution to residents.						
		1	Number of promotions	At least 2 annual health or wellness events promoted to residents	Family Connection, First Baptist, Houston County Health Department, Houston Healthcare, Phoenix Center	Staff time			
		Narrative of Progress in Accomplishing Goal #1, Solution #1 (to be completed by the CQB annually for five years following the placed-in-service date)							
Solution #2 (possible second, etc.):									

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed		
			2						
		Narrative of Progress in Accomplishing Goal #1, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)							
		Goal #2 (possible second):							
		2	Solution #1 (at least one):						
			1						
		Narrative of Progress in Accomplishing Goal #2, Solution #1 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)							
		Solution #2 (possible second, etc.):							
			2						
		Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)							
		Identify at least one measurable goal for catalyzing improved access to such resources for the Defined Neighborhood as a whole							
Goal #1 (at least one): Increased numbers of residents use health services available in the neighborhood									
	1	Solution #1 (at least one): Resource Guides updated with complete information about all available health and wellness services and distributed throughout neighborhood.							
		1	Number of Resource Guides distributed	1,000 Resource Guides distributed within the neighborhood	Family Connection, Phoenix Center	Staff time, \$500 in printing costs			

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed
			Narrative of Progress in Accomplishing Goal #1, Solution #1 (to be completed by the CQB annually for five years following the placed-in-service date)				
			Solution #2 (possible second, etc.):				
		2					
			Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)				
			Goal #2 (possible second):				
		2	Solution #1 (at least one):				
		1					
			Narrative of Progress in Accomplishing Goal #2, Solution #1 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)				
			Solution #2 (possible second, etc.):				
			2				
		Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)					
Availability of Health Services in the Neighborhood	3	Identify at least one measurable goal for increasing future residents' access to resources.					
		Goal #1 (at least one): Establish a monthly health screening program					
	1	Solution #1 (at least one): Houston County Health Department and Houston Healthcare coordinate to provide a monthly health screening and wellness education program at the project site.					

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed		
			1	Number of residents participating	Average of 10 residents per month participate in screening/education program	Houston County Health Department, Houston Healthcare	Staff time		
			Narrative of Progress in Accomplishing Goal #1, Solution #1 (to be completed by the CQB annually for five years following the placed-in-service date)						
			Solution #2 (possible second, etc.):						
			2						
		Narrative of Progress in Accomplishing Goal #1, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)							
		Goal #2 (possible second):							
		2	Solution #1 (at least one):						
		1							
		Narrative of Progress in Accomplishing Goal #2, Solution #1 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)							
		Solution #2 (possible second, etc.):							
2									
Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)									
Identify at least one measurable goal for catalyzing improved access to such resources for the Defined Neighborhood as a whole									

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed	
		Goal #1 (at least one): Establish a monthly health screening program						
		1	Solution #1 (at least one): Houston County Health Department and Houston Healthcare coordinate to provide a monthly health screening and wellness education program at the project site.					
		1		Number of residents participating	Average of 10 residents per month participate in screening/education program	Houston County Health Department, Houston Healthcare	Staff time	
		Narrative of Progress in Accomplishing Goal #1, Solution #1 (to be completed by the CQB annually for five years following the placed-in-service date)						
		Solution #2 (possible second, etc.):						
		2						
		Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)						
		Goal #2 (possible second):						
		2	Solution #1 (at least one):					
		1						
Narrative of Progress in Accomplishing Goal #2, Solution #1 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)								
Solution #2 (possible second, etc):								
2								
Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)								

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed		
Financial Feasibility and Awareness of After-School Activities in the Neighborhood	4	Identify at least one measurable goal for increasing future residents' access to resources.							
		Goal #1 (at least one): Increased participation in after-school activities in the neighborhood							
		1	Solution #1 (at least one): Marketing material and flyers regarding after-school tutoring, enrichment, and other activities are provided to on-site property management staff for distribution to residents.						
		1		Number of promotions		At least 3 annual promotions to residents in August, January, and May	Family Connection, First Baptist, Phoenix Center	Staff time	
		Narrative of Progress in Accomplishing Goal #1, Solution #1 (to be completed by the CQB annually for five years following the placed-in-service date)							
		Solution #2 (possible second, etc.):							
		2							
		Narrative of Progress in Accomplishing Goal #1, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)							
		Goal #2 (possible second):							
		2	Solution #1 (at least one):						
		1							
		Narrative of Progress in Accomplishing Goal #2, Solution #1 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)							
		Solution #2 (possible second, etc.):							
		2							

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed	
		Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)						
		Identify at least one measurable goal for catalyzing improved access to such resources for the Defined Neighborhood as a whole						
		Goal #1 (at least one): Increased participation in after-school activities in the neighborhood						
		1	Solution #1 (at least one): Resource Guides updated with complete information about all available education and after-school services and distributed throughout neighborhood.					
		1	Number of Resource Guides distributed	1,000 Resource Guides distributed within the neighborhood	Family Connection, Phoenix Center	Staff time, \$500 in printing costs		
		Narrative of Progress in Accomplishing Goal #1, Solution #1 (to be completed by the CQB annually for five years following the placed-in-service date)						
		Solution #2 (possible second, etc.): Increased financial support for after-school programs and supplies						
		2	Amount of new funding secured	\$50,000 Community Improvement Fund established	Pennrose Properties	Community Improvement Fund		
		Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)						
		Goal #2 (possible second):						
2	Solution #1 (at least one):							
1								
Narrative of Progress in Accomplishing Goal #2, Solution #1 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)								

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed	
			Solution #2 (possible second, etc):					
			2					
		Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)						
Availability of Employment Services in the Neighborhood	5	Identify at least one measurable goal for increasing future residents' access to resources.						
		Goal #1 (at least one): Increased numbers of residents use employment services available in the neighborhood						
		1	Solution #1 (at least one): Coordinate and hold an annual job fair at the project site.					
			1	Job fair held	Job fair held	Family Connection, VECTR Center	Staff time	
			Narrative of Progress in Accomplishing Goal #1, Solution #1 (to be completed by the CQB annually for five years following the placed-in-service date)					
		2	Solution #2 (possible second, etc.):					
			2					
			Narrative of Progress in Accomplishing Goal #1, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)					
		Goal #2 (possible second): More residents are aware of VECTR and other employment services already available within the neighborhood.						
		2	Solution #1 (at least one): Resource Guides updated with complete information about all available employment services and distributed throughout neighborhood.					
1	Number of Resource Guides distributed		1,000 Resource Guides distributed within the neighborhood	Family Connection, Phoenix Center	Staff time, \$500 in printing costs			

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed	
			Narrative of Progress in Accomplishing Goal #2, Solution #1 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)					
			Solution #2 (possible second, etc.):					
		2						
			Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)					
			Identify at least one measurable goal for catalyzing improved access to such resources for the Defined Neighborhood as a whole					
			Goal #1 (at least one): Increased numbers of residents use employment services available in the neighborhood					
		1	Solution #1 (at least one): Coordinate and hold an annual job fair at the project site.					
		1	Job fair held	Job fair held	Family Connection, VECTR Center	Staff time		
			Narrative of Progress in Accomplishing Goal #1, Solution #1 (to be completed by the CQB annually for five years following the placed-in-service date)					
			Solution #2 (possible second, etc.):					
2								
	Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)							
	Goal #2 (possible second): More residents are aware of VECTR and other employment services already available within the neighborhood.							

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed	
		2	Solution #1 (at least one): Resource Guides updated with complete information about all available employment services and distributed throughout neighborhood.					
			1	Number of Resource Guides distributed	1,000 Resource Guides distributed within the neighborhood	Family Connection, Phoenix Center	Staff time, \$500 in printing costs	
		Narrative of Progress in Accomplishing Goal #2, Solution #1 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)						
		Solution #2 (possible second, etc.):						
		2						
		Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)						
Lack of Affordable Housing	6	Identify at least one measurable goal for increasing future residents' access to resources.						
		Goal #1 (at least one): Develop new affordable multifamily rental housing						
		1	Solution #1 (at least one): Pennrose Properties will use Low Income Housing Tax Credits as a financing mechanism to develop new affordable multifamily rental housing.					
			1	Units placed into service	90 new affordable units placed into service	Pennrose Properties	LIHTC allocation	
		Narrative of Progress in Accomplishing Goal #1, Solution #1 (to be completed by the CQB annually for five years following the placed-in-service date)						
		Solution #2 (possible second, etc.):						
2								
Narrative of Progress in Accomplishing Goal #1, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)								

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed		
		Goal #2 (possible second):							
		2	Solution #1 (at least one):						
		1							
		Narrative of Progress in Accomplishing Goal #2, Solution #1 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)							
		Solution #2 (possible second, etc.):							
		2							
		Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)							
		Identify at least one measurable goal for catalyzing improved access to such resources for the Defined Neighborhood as a whole							
		Goal #1 (at least one): Rehabilitate existing affordable housing							
		1	Solution #1 (at least one): Using CDBG funds, the City of Warner Robins Community Development Department will fund organizations to repair and rehabilitate homes for low- and moderate-income households.						
1	Number of repairs and/or rehabs completed	5 home repairs or rehabs completed annually	Warner Robins Community Development Department	CDBG funding					
Narrative of Progress in Accomplishing Goal #1, Solution #1 (to be completed by the CQB annually for five years following the placed-in-service date)									
Solution #2 (possible second, etc.):									

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed	
			2					
		Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)						
		Goal #2 (possible second):						
		2	Solution #1 (at least one):					
		1						
		Narrative of Progress in Accomplishing Goal #2, Solution #1 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)						
Solution #2 (possible second, etc):								
2								
Narrative of Progress in Accomplishing Goal #2, Solution #2 (if applicable) (to be completed by the CQB annually for five years following the placed-in-service date)								

APPENDIX

1. TRANSFORMATION PARTNER MEETING DOCUMENTATION
2. PUBLIC FORUM DOCUMENTATION
3. COMMUNITY-BASED DEVELOPER PARTNERSHIP LETTERS
4. COMMUNITY QUARTERBACK LETTERS
5. TRANSFORMATION PARTNER LETTERS
6. UNDERLYING PLANS AND STRATEGIES

WARNER ROBINS TRANSFORMATION PARTNERS MEETING
SIGN-IN SHEET
March 9, 2017

NAME	ORGANIZATION	PHONE NUMBER	EMAIL ADDRESS
Christina Sikes	Houston Co. Health Dept	(478) 218-2000	Chris.sikes@dph.ga.gov
Bonnie Romines	Houston Healthcare	(478) 975-6750	brromines@hhc.org
Prisilla Raffield	Houston Healthcare	(478) 549-7744	praffield@hhc.org
JIMMY FARRELOTTA	CENTRAL GA TECH	478 550 5171	JFARROTT@CENTRALGATECH.EDU
Stephen Thudlin	Houston County BOE	478 988 6248	stephen.thudlin@hcbce.net
Charles Wheatley	City of Warner Robins	404-543-9844	charles.wheatley@developwr.com
Sherri Windham	City of Warner Robins	478-302-5518	swindham@wrqa.gov
Joseph C. Richardson	VECTR	478-218-3913	joe.richardson@msg.edu
Jeff Scruggs	CGTC	(478) 218-3333	jscruggs@centralgatech.edu
Amon Martin	Revenue Projects	(478) 885-2413	Amartin@parrvose.com
DOUGLAS WOMACK	HOUSING AUTHORITY	478-335-1977	dve@aol.com
SONYA JENKINS	DEPARTMENT OF ADVANCEMENT OF WR	478-320-3263	sjenkins@developwr.com
			** New Group

WARNER ROBINS TRANSFORMATION PARTNERS MEETING
SIGN-IN SHEET
March 23, 2017

NAME	ORGANIZATION	PHONE NUMBER	EMAIL ADDRESS
Christina Sikes	H. B. Health Dept	(478) 218-2000	chris.sikes@dph.ga.gov
Rosney Henry	First Baptist Church Garden Street	(478) 396-6396	RosneyHenry@cox.net
JIMMY FAIRCLOTH	CGTC	478-218-3385	JFAIRCLOTH@CENTRALGA.TECH.EDU
Trish ROSS	VECTR	478-218-5914	patricia.ross@uga.edu
Joseph L. Richardson	VECTR	478-218-3913	joe.richardson@uga.edu
Charles Whitley	Warner Robins Convention Center	404-543-9841	charles@urbanis-usa.com
Psyllia Beffield	Houston Healthcare	(478) 542-7744	praffield@hnc.org
Tias Foss	HE Family Connection	478-973-2622	Kidsjourney@gmail.com
Jeremy Gray	Mosaic Planning	404-831-1395	jeremy@mosaiccommunityplanning.com
Melissa Mailloux	Mosaic Planning	770-366-7893	melissa@mosaiccommunityplanning.com
Amon Martin	Penrose Properties	(478) 585-2413	Amon@Penrose.com
Sonya Jenkins	Development Authority of Marietta	478-920-3263	sjenkins@developwr.com
Tanya Simmons	Penrose Center	478-954-9285	Tanya.Simmons@penrosecenter.com

Appendix 2: Public Forum Documentation



Agenda
Warner Robins Community Transformation Plan
Public Forum #1
Thursday, April 13, 2017
6:00 PM
City Hall, Pre-Council Chambers

- I. Welcome (Jeremy)**
 - a. Sign-In Sheets
 - b. Handouts

- II. Introductions (Jeremy)**
 - a. Development Authority of the City of Warner Robins
 - b. Pennrose Properties
 - c. Transformation Partners

- III. Development Site Master Plan Overview (Amon)**

- IV. Community Transformation Plan Overview (Jeremy)**

- V. Planning Exercise 1 – Community Visioning**
 - a. One-Word Cards

- VI. Planning Exercise 2 – Service Utilization**
 - a. Health/Wellness
 - b. Education
 - c. Employment
 - d. Transportation

- VII. Planning Exercise 3 – Barriers to Access**
 - a. Post-It Notes

- VIII. Adjourn**
 - a. Reminders: Sign In, Handouts
 - b. Follow-Up: Second Public Forum – Thursday, May 4

Mosaic Community Planning, LLC – At the Intersection of People and Places
195 Arizona Avenue NE, Suite 123, Atlanta, GA 30307 | 404.831.1395 | www.mosaiccommunityplanning.com



Agenda
Warner Robins Community Transformation Plan
Public Forum #2
Thursday, May 4, 2017
6:00 PM
City Hall, Pre-Council Chambers

- I. Welcome**
 - a. Sign-In Sheets

- II. Introductions**
 - a. Community Quarterback Presentations

- III. Community Transformation Plan Overview**
 - a. Project Background
 - b. Neighborhood Map
 - c. Transformation Partners

- IV. Planning Exercise 1 – Community Visioning**

- V. Indicators of Need**

- VI. Discussion of Barriers to Accessing Services**
 - a. Health/Wellness
 - b. Education
 - c. Employment
 - d. Transportation

- VII. Adjourn**
 - a. Reminders: Sign In, Handouts

Mosaic Community Planning, LLC – *At the Intersection of People and Places*
195 Arizona Avenue NE, Suite 123, Atlanta, GA 30307 | 404.831.1395 | www.mosaiccommunityplanning.com



Public Forum Sign-In Sheet

Date: Thursday, April 13, 2017

Location: Warner Robins City Hall

Name	Organization (if Applicable)	Phone	Email	Address
Jeremy Gray	Mosaic Planning	404-531-1355	jeremy.mosaiccommunityplanning.com	
Hosten GRAHAM		478-3207004	HONADA@AOL.COM	
James Eubank	Eubank, LLC	478-27-1778	jellen.3188@yahoo.com	920 Morris Dr
Walter Bunch		478-983-2913		
DAVID CRUSHAW	Resident	478-328-3592	dcrushaw@cox.net	203 Wynn Place, WR
JEFF HOLDEN	Resident	478-929-4005	R04FUN@MAIL.COM	205 Wynn Pl, WR
Juanita Duke	Resident	478-956-4862	Juaneduke@windstream.com	115 Greeneagle, Byron 31008
Helen E. Simon	Resident	478-929-3718	faith4910@yahoo.com	437 Woodland Dr. WR 31088
Ada M. Lee	Retired	478-923-6324		110 Granddewey Way WR 31088
Elizabeth Henry		478-953-6876	eahenry@cox.net	310 Estates Way
DAVID DAWSON	EMERSON PROPERTY SOLUTIONS INC	478-328-7070	DAVID@EMERSONPROPERTY SOLUTIONS.COM	101 S OAKS LANE
Becky WALTERS		↓	↓	301 Klauk Circle
Angel Peterson		478-217-8497	peterson.curgel@91@gmail	102 Astor Street
Ethel Jackson		478-322-9507		102 Astor Street
Columbus & Diane Brown		478-78-320-0910	cbgator@cox.net	231 Dunmurry Pl 31073
Ernestine Pethics		478-923-9427		
Shirley Mitchum		478-922-8374		108 Maulden Ct WR 31093
Gordon Hicks	Bus Owner	334-4565	Hicks.gordon@cox.com	PO Box 7094

Blake West
John Mills
Carey Scott
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922-2347
478-922-4548
computer-RESUME@G
Retired
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MI 48137
317 Markwood Dr Warner Robins Ga

W.R. Hunter

BRENDA BEAMON 678-620-9350 about62000@yahoo.com
102 Don J Pl W.R. 31093

Raymond Hunter - City - 478-442-4216 - Raymond Hunter @ us.af.mil - 110 Grant St, Warner Robins GA 31528

Alvin Stanley 1138 Dunbar Rd 478-953-3903 alvin.stanley@yahoo.com
W.R.

Dr. Joseph C. Richardson GAVECTOR 478-397-3490 joe.richardson 306 George Francis Court
Bonaire, GA. 31005



Public Forum Sign-In Sheet

Date: Thursday, April 13, 2017

Location: Warner Reprints City Hall

Name	Organization (if Applicable)	Phone	Email	Address
Lisa Hart	FBC	478-213-5851	phart1943@outlook.com	100 Robinhood Dr. Warner Reprints, GA 31088
Ann May Miller		478-922-9738		109 North Warner St 31093
MIKE DAVIS	city			
Carol Thomas				
Wanda Lee?		478-560171		210 GARMON ST W.R. GA 31088
Rev Josh B. Kavin	First Baptist Church	714-0523	JBKIRVIN@HOTMAIL.COM	110 SPARTAN ST - 31088
DAVID JONES	CITY	478-284-6762		142 PLEASANT HILL CT
BILL LANIER	CITY	478-923-4499	RICH LIFE 40@AT.NET	
Donna		478-370-3263	Sjenkins@developwr.com	
Sonya Jenkins	DAWR	478-954-9901	claussta-developwr.com	
Eric Lanbston	DAWR	478-218-8737		103 County Ct Kathleen, Ga. 31047
Rosalee G. Lee		478-922-9941		109 JONES on ST W.R. 31088
Brinson Cain		478-302-5571	Kidjourney1@gmail.com	
Tian Toss	HCFC	478-988-6246	Stephan.Aublin@hick.net	
Stephan Tushko	HCBOE			
Randy Toms	city of WR	478-988-1002	debrahlinew@phoenix.com	940 Hwy 96 DR
Deborah Kinlaw	Phoenix Health Ctr.	478-988-9505		210 GARMON ST
Don Parkers	First Post	478-543-7744		
Priscilla Raffield	Houston Healthcare	478-543-9841	Raffield@huc.org	109 Preston Blvd 31095
Charles Whately	Chronics		charles@chronics.com	

Wooden Winger
Rodney Henry
923-8747
First Baptist Church 210 Baker St.
502 Marshall Ave
Warrenton, OR
rhenry@cox.net

Change in the way we think about the world



Public Forum Sign-In Sheet

Date: May 4, 2017
 Location: Warner Robins City Hall

Name	Organization (if Applicable)	Phone	Email	Address
Jeremy Gray	Mosaic Planning	401-531-1395	jeremy@mosaiccommunityplanning.com	
Amon Martin	Penrose	470-985-2413	Amartin@Penrose.com	
Charlie Scott	1st Baptist	478-418-3615	charliescott1st@gmail.com	
Rodney Henry	1st Baptist	478-396-6396	rhenry@cbk.net	
Dr. Joe Richardson	VECTR Center	478-397-3490	joe.richardson@engr.edu	
Seannette Hughes				
Tian Foss	HC Family Connection	478-302-5379	Kidsjourney@gmail.com	
PATRICIA STANLEY	IMPACT CTR GA	478-213-6418	pstanley17@yahoo.com	
ALVIN STANLEY	FOR HIS GLORY ^{GLORY} CHRISTIAN	478-442-2142	alvin.stanley@yahoo.com	
Beth Jones	Bowston Health	478-923-9771	bjones@hbc.org	
David Jones	NEIGHBOR	478-284-6762		
Columbus Brown	ISS Baptist	478-955-2578	cbgator@cox.net	
Deborah Kinlaw	Phoenix Center	478-988-1002	deborahkinlaw@phoenixcenterhhs.com	
Bohdana Conyers	Connections On the Parkway	478-225-2684	boconyers002@yahoo.com	
DIRK DECKER	City of Warner Robins	478-952-8941	ddeck13@gmail.com	
Goran Hiles	ALL-AMERICAN	478-334-4865	hilesgorden003@G	
Sampa Jenkins	Development Authority WR	478-330-3363	sjenkins@developmentwr.com	
Charles Whitley	Development Authority WR	404-573-9841	cwhitley@developmentwr.com	



Warner Robins Community Forums

Your Opinion Counts!

The Development Authority of the City of Warner Robins is preparing a Community Transformation Plan for the neighborhoods generally south of Watson Boulevard and east of Pleasant Hill Road. The Plan will focus on improving access to transportation, education, health, and employment services in this area.

Please plan to attend the community forums for a discussion of these important issues. Your input will inform and help shape fair housing in the City for years to come!

Public Forum #1:

Thursday, April 13, 2017 at 6:00 PM

Public Forum #2:

Thursday, May 4, 2017 at 6:00 PM

Location

Pre-Council Chambers of City Hall
700 Watson Blvd, Warner Robins, GA 31093

Children Welcome and Refreshments Provided

For more information or for any special needs relating to accessibility, vision impairment, hearing impairment or foreign language assistance, please contact The Economic Development Department of the City of Warner Robins at (478)293-1013.



Warner Robins Community Forum

Last Chance - Your Opinion Counts!

The Development Authority of the City of Warner Robins is preparing a Community Transformation Plan for the neighborhoods generally south of Watson Boulevard and east of Pleasant Hill Road. The Plan will focus on improving access to transportation, education, health, and employment services in this area.

This is the second of two public forums scheduled on the Community Transformation Plan – it's your last chance to learn about the plan and share your input! Please plan to attend for a discussion of these important issues. Your input will inform and help shape housing and services in the City for years to come!

Final Public Forum:
Thursday, May 4, 2017 at 6:00 PM

Location
Pre-Council Chambers of City Hall
700 Watson Blvd, Warner Robins, GA 31093

Children Welcome and Refreshments Provided

For more information or for any special needs relating to accessibility, vision impairment, hearing impairment or foreign language assistance, please contact The Economic Development Department of the City of Warner Robins at (478)293-1013.

Houston Home Journal

Houston County's Legal Organ Since 1870
1210 Washington Street P.O. Box 1810
Perry, Georgia 31069
478 987-1823
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Georgia, Houston County

Personally appeared before me this date, Cheri M. Adams, Publisher of Houston Home Journal, Perry, Georgia, the Official Legal Organ of Houston County, Georgia who certifies that the Legal Notice

Miscellaneous

was published in Houston Home Journal on the following dates:

3/29/2017
4/05/2017

This April 5, 2017


Cheri M. Adams

Publisher of the
Houston Home Journal
Perry, GA 31069

Sworn and subscribed before me
this April 5, 2017


Kerri Wright
Notary Public, Houston County



My Commission expires November 23, 2018

141669
Comm Transf Plan
City of Warner Robins

DEVELOPMENT AUTHORITY OF THE CITY OF WARNER ROBINS PUBLIC NOTICE OF COMMUNITY FORUMS FOR A COMMUNITY TRANSFORMATION PLAN

The Development Authority of the City of Warner Robins is preparing a Community Transformation Plan for two neighborhoods generally south of Watson Boulevard and east of Pleasant Hill Road. The Plan will identify transportation, education, health, and employment services available in this area, along with challenges residents have in accessing these services. The Transformation Plan will also identify strategies and partner organizations to overcome these challenges.

The process is heavily influenced by the opinions, and perceptions of local residents, who are invited to attend two community forums open to the general public. In these forums, the public will be encouraged to consider a vision for their community's future and offer input regarding services currently provided in the community as well as barriers to accessing those services. Both forums will be held in the Council Chambers at the City Hall, 700 Watson Boulevard, Warner Robins, GA 31053.

Public Forum #1
Thursday, April 13, 2017
6:00 PM

Public Forum #2
Thursday, May 4, 2017
5:00 PM

Other Information

For more information or for accommodation of any special needs relating to accessibility, vision impairment, hearing impairment or foreign language assistance, please contact the Economic Development Department, of the City of Warner Robins at (478) 293-1013, 141669 3/29-4/5



HOUSTON & PEACH

APRIL 14, 2017 4:33 PM

Warner Robins hearing aimed at transforming neighborhood

BY WAYNE CRENSHAW
wcrenshaw@macon.com

WARNER ROBINS — Residents of a southeast section of Warner Robins are invited to a public hearing aimed at finding ways to improve the area.

The hearing by the Warner Robins Development Authority is set for 6 p.m. Thursday in the precouncil chambers at City Hall. A second hearing will be held at the same time and location on May 4.

The area being targeted is bordered by Watson Boulevard, Armed Forces Boulevard, South Pleasant Hill Road and Russell Parkway.

Jeremy Gray, a consultant to the development authority, said the hearings are part of creating a community transformation plan for the designated area. The plan focuses on improving four services determined by the Georgia Department of Community Affairs, which are education, transportation, health and employment.

Gray said representatives of organizations that are over those areas will be at the meeting. People who live in the target zone are invited to give thoughts on challenges they have in relation to those four areas.

"This is a good opportunity for people to have their voices heard about services," Gray said. "We will have at the table the partners who can deliver the services."

The plan will be submitted to the Department of Community Affairs as a part of a developer's application for tax credits to build a housing complex near the Veterans Education Career Transition Resource Center, or VECTR. The housing development would include units at reduced rates for low-income residents, and the developer, Pennrose, has also promised free units for veterans who are attending VECTR.

The city has granted a letter of support for the development and will donate the land for it, but Pennrose is paying all of the construction costs. Although the tax credit application is the primary reason for creating the transformation plan, Gray said it is also part of the ongoing effort to improve that part of town, which includes the city's tax allocation district.

The low-income housing tax credits are highly competitive, and many of them are turned down. Last year the city supported two projects that were turned down, and to improve the chances of getting an application approved, this year the city is supporting only the project near the VECTR center, Mayor Randy Toms said.

Wayne Crenshaw: 478-256-9725, @WayneCrenshaw1



Facebook Posts
March 27, 2017

Development Authority of Warner Robins, Georgia
@DevelopWR

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Development Authority of Warner Robins, Georgia
March 27 · 🌐

We want to hear from you... Warner Robins, Georgia
#developWR

Warner Robins Community Forums
Your Opinion Counts!

The Development Authority of the City of Warner Robins is preparing a Community Transformation Plan for the neighborhoods generally south of Watson Boulevard and east of Pleasant Hill Road. The Plan will focus on improving access to **transportation, education, health, and employment services** in this area. Please plan to attend the community forums for a discussion of these important issues. Your input will inform and help shape fair housing in the City for years to come!

Public Forum #1:
Thursday, April 13, 2017 at 6:00 PM

Public Forum #2:
Thursday, May 4, 2017 at 6:00 PM

Location
Pre-Council Chambers of City Hall
700 Watson Blvd, Warner Robins, GA 31093

Children Welcome and Refreshments Provided

For more information or for any special needs relating to accessibility, vision impairment, hearing impairment or foreign language assistance, please contact The Economic Development Department of the City of Warner Robins at (478)293-1012.

Organization in Warner Robins, Georgia
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April 13, 2017

Development Authority of Warner Robins, Georgia
@DevelopWR

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Development Authority of Warner Robins, Georgia
April 13 · 🌐

Come and be apart of the conversation!
April 13, 2017 @ 6pm in the Pre-council board room in City Hall.

The Development Authority of Warner Robins, Georgia is preparing a Community Transformation Plan for the neighborhoods generally south of Watson Boulevard and east of Pleasant Hill Road. The Plan will focus on improving access to transportation, education, health, and employment services in this area....
See More

Warner Robins Development Authority holding public forum Thursday

Whether it's housing, shopping, parks, or entertainment in Warner Robins, the Warner Robins Development Authority is asking for your opinions. Madison Cavalchire has...

2

Organization in Warner Robins, Georgia
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April 13, 2017

Like Follow Share ...

Development Authority of Warner Robins, Georgia added 4 new photos. April 13 · 🌐

We would like to thank you Warner Robins residents for coming out and participating in the community forum! Your input is very valuable to the process of our Community Transformation plan! We look forward to see you at our next event May 4th @6pm at City Hall!

Like Comment Share

3

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Organization in Warner Robins, Georgia
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May 2, 2017

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Development Authority of Warner Robins, Georgia added an event. May 2 at 9:39am · 🌐

This is the second of two public forums scheduled on the Community Transformation Plan-its your last chance to learn about the plan and share your input! Please plan to attend for a discussion of these important issues. Your input will inform and help shape housing and services in the City for years to come.

The Development Authority of Warner Robins, Georgia is preparing a Community Transformation Plan for the neighborhoods generally south of Watson Blvd. and east of Pleasa... See More

Warner Robins Community Forums
Your Opinion Counts!

MAY 4 Warner Robins Community Forum
Thu 6 PM · Development Authority of Warner R... Community ★ Interested

Like Comment

1

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Organization in Warner Robins, Georgia
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Appendix 3: Community-Based Developer Partnership Letters



April 28, 2017

Ms. Laurel L. Hart
Georgia Department of Community Affairs
60 Executive Park South, NE
Atlanta, GA 30329

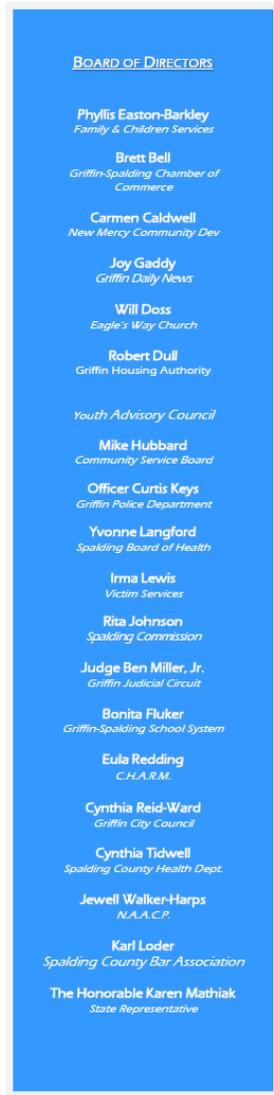
RE: WR Redevelopment – 90 Units, Located at the intersection of Wall Street and S. Armed Forces Blvd Warner Robins, GA 31088 – Tax Parcel No. 0W005A 011000
2017 9% LIHTC Application Letter of Support

Dear Ms. Hart,

Since 1988, The Spalding County Collaborative Authority for Families & Children, Inc. (Spalding Collaborative), has been involved in improving the conditions and lives for at-risk children, families and communities. Spalding Collaborative is a local non-profit organization. Our goal is that all citizens of Spalding County are safe, educated, healthy and community-minded with goals of improved literacy, improved health outcomes and the elimination of poverty.

The Pennrose-Griffin Housing Authority (GHA) Development Team has partnered with the Spalding Collaborative over the last four years to address the challenges of the Meriwether Homes site and Park District neighborhood. The Pennrose-GHA team has worked with the various community leaders and community resources to facilitate the Spalding Collaborative's goal that all citizens of Spalding County are safe, educated, healthy and community-minded with goals of improved literacy, improved health outcomes and the elimination of poverty. As the redevelopment of the Meriwether Homes/Park District has progressed, our partnership with Pennrose-GHA has continued to incorporate the Educational Prosperity Initiative. The Educational Prosperity Initiative began in 2010 when GHA, Southern Crescent Technical College, Chamber of Commerce, Spalding Regional Hospital, the City of Griffin, Spalding County, the Salvation Army and the Spalding Collaborative partnered with the Meriwether Homes and Park District neighborhood to implement an initiative that goes beyond the bricks and mortar to effect change within the community. Through the Educational Prosperity Initiative the following programs are provided to provide residents in the community access to services that improve literacy, improving health outcomes and the elimination of poverty:

- Backpack Food for Kids Program
- Griffin-Spalding County Schools Mentoring Program
- Moore & Anne Street Elementary Afterschool Tutoring Program
- CHARMS Afterschool Program
- Adult Literacy / GED Classes
- Scholarships for Young Scholars Program at UGA – Griffin Campus
- Healthy Life Community Gardens
- Scholarships for Kids University Summer Program at UGA
- Zero Robotics Summer Program for Middle Schoolers at UGA Griffin Campus
- Resident Assistance Program (Let's RAP)



SPALDING COUNTY COLLABORATIVE AUTHORITY FOR FAMILIES & CHILDREN, INC.
424 W Taylor Street Suite 123 P.O. Box 701 Griffin, GA 30224 (678) 632-8176 FAX (706) 484-2764 e-mail SpaldingCollaborative@gmail.com
FEI #58-2602454 IRS 501(c)3 Nonprofit Organization www.SpaldingCollaborative.com

Ms. Laurel L. Hart
Georgia Department of Community Affairs
April 28, 2017
Page 2

The Spalding Collaborative has been very excited about the partnership with the Pennrose-GHA development team in the redevelopment of the Meriwether/Park District neighborhood, particularly because of the strong emphasis placed on children and youth and education. Together with Pennrose-GHA, Spalding Collaborative builds and strengthens family and community partnerships that promote student leadership and healthy youth development in the schools serving the neighborhood.

Through the partnership with the Pennrose-GHA team, the Spalding Collaborative's core goals are being achieved in this neighborhood. We will be realizing educational opportunities, a very safe home environment, improved health, and the elimination of poverty none of which would be possible without strong community partnerships from Pennrose-GHA, the City and this community that supports our goals. The redevelopment of Meriwether Homes and the resulting partnership with the Pennrose-GHA team furthers the Collaborative's goals by creating awareness, encouraging enrollment and creating access in our programs. With the on-site health and wellness rooms being developed inside the Phase II and Phase III buildings, our providers will be able to provide health and wellness services to more than 165 residents on-site that was not previously available at the former Meriwether Homes site. Additionally, the meeting and activity spaces provide the opportunity for educational, wellness and other services to residents on-site by our many partners. The three current phases of development represent nearly 400 residents with services on-site and/or within easy access of the site. These additional facilities and services greatly enhance the Spalding Collaborative's focus to the Meriwether/Park District residents helping to eliminate the barriers to quality education and transportation services in Spalding County, Georgia.

We look forward to continuing our long-standing relationship and helping the Pennrose-GHA team build a new community with a strong culture of education, employment and community development for all current and future residents in Griffin, starting at birth and all the way into adulthood.

Sincerely,



Regina Abbott, MPA, Executive Director
SPALDING COUNTY COLLABORATIVE
AUTHORITY for FAMILIES & CHILDREN, INC.



William Booth, *Founder*
Andre Cox, *General*
Commissioner Don Bell, *Territorial Commander*
Major Charles Powell, *Divisional Commander*
Lieutenants Tim & Paula Blevins, *Corps Officers*

April 30, 2017

Ms. Laurel L. Hart
Georgia Department of Community Affairs
60 Executive Park South, NE
Atlanta, GA 30329

RE: WR Redevelopment – 90 Units, Located at the intersection of Wall Street and S. Armed Forces Blvd
Warner Robins, GA 31088 – Tax Parcel No. 0W005A 011000
2017 9% LIHTC Application Letter of Support

Dear Ms. Hart,

The Salvation Army has been involved with the Pennrose-Griffin Housing Authority (GHA) development team over the past four years as a partner and a collaborator. We appreciate the unique relationship that we have with the Pennrose-GHA team as we work together to revitalize this community. The redevelopment efforts of the Meriwether Homes has increased the collaboration of Pennrose-GHA with the Salvation Army in the neighborhood and created the potential for more interaction with residents through on-site programming and services. The Pennrose-GHA team works directly with the Salvation Army to coordinate community activities, promote programs and services at the Salvation Army and refers and sponsors residents for enrollment which help to ensure the success and effectiveness of our programs within the community.

Located in the Park District and immediately adjacent to the Meriwether development, the Salvation Army has been empowering neighborhood residents through spiritual direction and wide range of social services, educational and business development programs and youth sports programs since our founding in 1912.

In partnership with the Pennrose-GHA team, The Salvation Army Center currently provides a wide variety of both youth and senior programs that support the Meriwether/Park District residents. As of the end of April, 2017, the Center provides 23 at-risk youth with after school programs. Six of these are residents living in the Meriwether (Oaks at Park Pointe) development participating in the afterschool program. We are currently taking applications from the community for our seven-week Summer Day Camp program. We have already distributed more than 20 applications to parents in the community. The proximity of the Meriwether/Park District development provides easy access for residents to local programs that are focused on improving health and fitness, reducing criminal delinquency behavior in youth and reducing truancy. As we continue to work with Pennrose-GHA team on the redevelopment of Meriwether community, we continue to see improvement and gains in the areas of health/wellness and education. As it relates to Health & Wellness, we are working

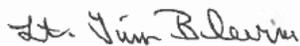


Griffin, GA Corps, P.O. Box 798, Griffin, GA 30224 p: (770) 412-6561 f: (770) 412-6598
*...there is no equal to that of *doing the most good* to the most people in the most need." Evangeline Booth

with the Pennrose -GHA team to develop a walking trail on a Salvation Army parcel, where residents of the Meriwether community will have direct access. This shared amenity, in addition to our existing playground, will give the residents of Meriwether access to healthy activities in their community regardless of their participation in the Salvation Army structured programs. Since the opening of Phase I of Meriwether/Oaks at Park Pointe, the Pennrose-GHA team has been actively involved in its collaboration/partnership with the Salvation Army and the community activities. This additional involvement and expansion is projected to continue as Phase II progresses with lease-up and Phase III is completed. By working in partnership, we are able to reach more families and have a greater impact on the surrounding neighborhood.

The Salvation Army is excited about our partnership with Pennrose-GHA and this opportunity to revitalize our community, and we look forward to continue our service of support to the neighborhood residents.

Sincerely,



Lieutenant Tim Blevins
Corps Officer

Appendix 4: Community Quarterback Letters



— HOUSTON COUNTY —
family connection

Tian Foss, MA - ECE
Executive Director
202 N. Davis Drive PMB 718
Warner Robins, GA 31093
Office Phone: 478-302-5577
Email: kidsjourney1@gmail.com

April 28, 2017

Amon Martin
Senior Developer
Pennrose Properties, LLC
675 Ponce de Leon Avenue NE, Suite 8500
Atlanta, GA 30308

REF: WR Redevelopment Phase I – Community Quarterback for the Community Transformation Plan

Dear Mr. Martin:

I am writing on behalf of Houston County Family Connection to express our support for the community transformation efforts underway in south Warner Robins. We are not only excited to see the community benefit from the affordable housing development and social services planned in this neighborhood, but are also pleased to take on the role of Community Quarterback offering leadership to the transformation effort. As Community Quarterback, Houston County Family Connection looks forward to working closely with the city's Development Authority and the other transformation partners to coordinate services within the community aimed at an overall goal of community transformation.

In our 25 years of operation, Houston County Family Connection a local non-profit, has been a primary convener of collaborative strategic planning and service delivery within the Houston County community. In fact, our Mission Statement clearly speaks to this role: "Together community partners work to limit duplication and overlapping of services, then coordinate more efficient and effective service delivery, and ultimately, better results for families in Houston County, Georgia." Our Teen Maze to reduce juvenile recidivism, Resource Mapping to identify and support the needs of children and parents, Health Fairs, Nutrition Education, and Meet me at the Market events all underscore our commitment to work with residents of downtown Warner Robins around issues of health and education. We have been actively involved in coordinating services in this community and are excited to work with the Project

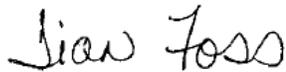
Team. Our role as a Community Quarterback for the Community Transformation Plan is a natural fit for our organization.

Through this letter of intent, we acknowledge specific roles and responsibilities we will fulfill as the Community Quarterback. In the event the development proposal is funded, we expect our role to include:

- Leading Warner Robins' transformation initiative, coordinating with the transformation partners to ensure delivery of services in a successful and sustainable way.
- Ensuring that residents of the defined neighborhood are aware of the services offered in the community, are included, and served.
- Serving as a single point of contact for the participating transformation partners.
- Collecting from the transformation partner's data documenting their work toward the goals outlined in the Community Transformation Plan.
- Annually updating and submitting to the Georgia Department of Community Affairs a "Challenge Worksheet" documenting progress toward the transformation plan's goals.

We look forward to working with you to achieve improved outcomes for Warner Robins residents through community partnerships.

Sincerely,



Tian Foss
Executive Director
Houston County Family Connection, Inc.



May 16, 2017

Amon Martin
Senior Developer
Pennrose Properties, LLC
675 Ponce de Leon Avenue NE, Suite 8500
Atlanta, GA 30308

REF: WR Redevelopment Phase I – Community Quarterback for the Community Transformation Plan

Dear Mr. Martin:

I am writing on behalf of Phoenix Center Behavioral Health Services to express our support for the community transformation efforts underway in Warner Robins. We are not only excited to see the community benefit from the affordable housing development and social services planned in this neighborhood, but are also pleased to take on the role of Community Quarterback offering leadership to the transformation effort. As Community Quarterback, the Phoenix Center looks forward to working closely with the Project Team, City's Development Authority and the other transformation partners to coordinate services within the community aimed at an overall goal of community transformation.

Since becoming established in 1970, the Phoenix Center has provided psychiatric, substance abuse, and developmental disability services to over 30,000 adults, children, and adolescents in the Middle Georgia area. Key to this record of success has been Phoenix Center's pursuit and maintenance of strong partnerships with other local organizations. From universities, community service boards, and the Veterans Administration, to churches, civic groups, and local elected officials, the Phoenix Center sees its partnerships as critical to delivering holistic services that meet the wide-ranging needs of our clients. We currently provide services to residents of downtown Warner Robins in the areas of behavioral health and intellectual developmental disability that improve psychological health, and quality of life through mental health treatment, substance abuse treatment, and family support services including transportation, counseling, evaluation, community access and supported employment. Given this background, our role as a Community Quarterback for the Community Transformation Plan is a natural fit for our organization.

Through this letter of intent, we acknowledge specific roles and responsibilities we will fulfill in partnership with Family Connection as the Community Quarterback. In the event the development proposal is funded, we expect our role to include:

- Leading Warner Robins' transformation initiative, coordinating with the transformation partners to ensure delivery of services in a successful and sustainable way.

940 GA Highway 96 Warner Robins, GA 31088 | ☎ 478-988-1222 📠 478-988-1106

PHOENIXHEALTHCENTER.COM

- Ensuring that residents of the defined neighborhood are aware of the services offered in the community, are included, and served.
- Serving as a single point of contact for the participating transformation partners.
- Collecting from the transformation partners data documenting their work toward the goals outlined in the Community Transformation Plan.
- Annually updating and submitting to the Georgia Department of Community Affairs a “Challenge Worksheet”, for a period of 5-years after the placed in service date, documenting progress toward the transformation plan’s goals.

We look forward to working with you to achieve improved outcomes for Warner Robins residents through community partnerships.

Sincerely,


Deborah Kinlaw, LCSW
Chief Executive Officer



First Baptist Church

May 22, 2017

Amon Martin
Senior Developer
Pennrose Properties, LLC
675 Ponce de Leon Avenue NE, Suite 8500
Atlanta GA 30308

REF: WR Redevelopment Phase I – Community Transformation Plan

Dear Mr. Martin:

I am writing on behalf of the First Baptist Church of Garmon Street to express our strong support for the community transformation efforts underway within our community in Warner Robins. We are not only excited to see our neighbors benefit from the affordable housing development and social services planned in the neighborhoods surrounding our church, but are also happy to join as a key partner in the transformation project.

First Baptist Church has faithfully served the people of Warner Robins for decades and is particularly known for the variety of programs and services we offer the community. Our tutoring ministry provides children in our community with homework help and academic support, encouraging them to become confident, effective, and independent learners. Our Brothers-To-Brothers program reaches out to young men in the Warner Robins community to provide alternatives to street gangs, violence, drugs, and dropping out of school. First Baptist's Great Girls Ministry equips girls to become disciplined young women of grace through teaching self-control and wise decision-making skills. Other programs include Zumba fitness classes, fellowship opportunities for senior citizens, and much more. These programs are open to any interested members of the community and we are pleased to be able to share these services with our neighbors.

Through this letter of intent, we acknowledge specific roles and responsibilities we will fulfill in this partnership. In the event the development proposal is funded, we expect our role as a transformation partner to include:

- Participating with the Community Quarterbacks, Pennrose Properties, LLC and other community organizations in a genuine partnership to address barriers in access to education and services in Warner Robins.
- Continued provision of afterschool tutoring and other youth-focused programming, open to all interested residents of the neighborhood.

210 Garmon Street • Warner Robins, GA 31088 • Phone (478) 923-2279 • Fax (478) 923-9201 • www.fbcgarmon.org

- Working with the Community Quarterback and other partners to strengthen awareness among neighborhood residents of the services offered at First Baptist.

We understand that the designated Community Quarterback will take the lead on overall coordination between our organization and other transformation partners to ensure streamlined delivery of services and will maintain and report data we collect regarding the outcomes achieved by this initiative.

We look forward to working with you to achieve improved education outcomes for Warner Robins residents through community partnerships.

Sincerely,

Josh B. Kirvin, Sr.

Signature

Josh B. Kirvin, Sr.

Pastor



Houston County Health Department

Physical Health

98 Cohen Walker Drive
Warner Robins, GA 31088
(p) 478-218-2000; (f) 478-218-2017
www.northcentralhealthdistrict.com

Date: May 15, 2017

Amon Martin
Senior Developer
Pennrose Properties, LLC
675 Ponce de Leon Avenue NE, Suite 8500
Atlanta, GA 30308

REF – WR Redevelopment Phase I – Healthy Housing Initiative

Dear Mr. Martin:

I am writing on behalf of the Houston County Health Department (a unit of the Georgia Department of Public Health) to express our support for the community transformation efforts underway in Warner Robins. We are not only excited to see the community benefit from the affordable housing development and social services planned in this neighborhood, but are also happy to join the Community Quarterbacks – Family Connection and Phoenix Center – as a key partner in the transformation project. As a public health agency, we are keenly aware of the need to minimize barriers that prevent residents from accessing the healthcare services they need.

The Houston County Health Department operates a clinic facility in Warner Robins, but also provides extensive screening and education services at various location throughout the county. For example, we visit all Houston County schools to provide free flu shots for students and offer other services like blood pressure checks, CPR training, lab tests, and dietician consults, in community centers and similar facilities across our service area. Building on our model of providing services in community settings to reduce barriers to access, we are pleased to offer an expansion of our services to provide a program of regular preventive health screenings and wellness education to be held on site at the community's proposed affordable housing development – WR Redevelopment Phase I, located at 1000 S. Armed Forces Boulevard.

Through this letter of intent, we acknowledge specific roles and responsibilities we will fulfill in this partnership. In the event the development proposal is funded, we expect our role as a transformation partner to include:



We Protect Lives.

- Participating with the Community Quarterbacks, Transformation Partners, and other community organizations in a genuine partnership to address barriers in access to health and wellness services in Warner Robins.
- Provision of health screening and wellness education services to the residents of the WR Redevelopment Phase I at the project site at least one day every other month. We plan to coordinate and alternate our services with those offered by Houston Healthcare in order to ensure monthly service at the project site.
- Health screening and wellness education services may include, but are not limited to blood pressure checks, biometric measurements, women's health exams, STD testing, hypertension and diabetes monitoring, birth control provision, CPR and first aid classes, and safe home education classes.

We understand that the Community Quarterbacks will take the lead on overall coordination between our organization and other Transformation Partners to ensure streamlined delivery of services and will maintain and report data we collect regarding the outcomes achieved by this initiative. We also look forward to working with Pennrose Properties, LLC and the on-site property manager to coordinate services for the residents.

We look forward to working with you to achieve improved health outcomes for Warner Robins residents through community partnerships and preventive health screenings.

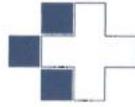
Sincerely,



Signature

Christina Sikes, RN
County Nurse Manager

Georgia Department of Public Health | We Protect Lives



HOUSTON HEALTHCARE

Connecting People, Community and Care

www.hhc.org

May 18, 2017

Amon Martin
Senior Developer
Pennrose Properties, LLC
675 Ponce de Leon Avenue NE, Suite 8500
Atlanta, GA 30308

REF – WR Redevelopment Phase I – Healthy Housing Initiative

Dear Mr. Martin:

I am writing on behalf of Houston Healthcare to express our support for the community transformation efforts underway in downtown Warner Robins. We are not only excited to see the community benefit from the affordable housing development and social services planned in this neighborhood, but are also happy to join the Community Quarterbacks for the Warner Robins Community Transformation Plan as a key partner in this transformative project. As health professionals, we at Houston Healthcare understand that the place where someone lives often determines their level of access to health services. Therefore, the link between stable housing and improved health and wellness indicates that, as a best practice, health and wellness services must be co-located with affordable housing in order to provide a complete foundation of opportunity for low- and moderate-income people to thrive.

In addition to operating two accredited acute care hospitals in the middle Georgia region, Houston Healthcare has also been a leader in community-focused health services through our EduCare programming. EduCare offers a variety of classes, seminars, and support groups often for free or at a low cost and in community-based locations throughout Houston County. Building on this successful track record, we are pleased to offer an expansion of our services to provide a program of regular preventive health screenings and education to be held on site at the community's proposed affordable housing development – WR Redevelopment Phase I – located at 1000 S. Armed Forces Blvd.

Through this letter of intent, we acknowledge specific roles and responsibilities we will fulfill in this partnership. In the event the development proposal is funded, we would expect our role as a transformation partner to include:

- Participating with the Community Quarterbacks, Transformation Partners, and other community organizations in a genuine partnership to address barriers in access to health and wellness services in Warner Robins.
- Provision of health screening and wellness education services at the project site at least one day every other month. We plan to coordinate and alternate our services with those offered by Houston County Health Department in order to ensure monthly service at the project site.

HOUSTON MEDICAL CENTER

1601 Watson Boulevard • Warner Robins, Georgia 31093
478.922.4281

PERRY HOSPITAL

1120 Morningside Drive • Perry, Georgia 31069
478.987.3600

- Health screening and wellness education services may include, but are not limited to blood pressure checks, biometric measurements, blood sugar screening, tobacco cessation programs, child and infant car seat checks, and education classes on managing chronic conditions such as hypertension, diabetes, asthma, and COPD.

We understand that Family Connection and Phoenix Center, as Community Quarterbacks, will take the lead on overall coordination with Houston Healthcare and other Transformation Partners to ensure streamlined delivery of services and will maintain and report data we collect regarding the outcomes achieved by this initiative. We also look forward to working with Pennrose Properties, LLC and the on-site property manager to coordinate services for the residents.

We look forward to working with you to achieve improved health outcomes for south Warner Robins residents through community partnerships and preventive health screenings.

Sincerely,



Charles Briscoe
Chief Operating Officer



18 May 2017

Tian Foss
Executive Director
Houston County Family Connection
202 N. Davis Drive
Warner Robins, GA 31093

Deborah Kinlaw
Executive Director
Phoenix Center Behavioral Health
940 GA State Highway 96
Warner Robins, Ga. 31088

Amon Martin
Senior Developer
Pennrose Properties, LLC
675 Ponce de Leon Avenue NE, Suite 8500
Atlanta GA 30308

REF: WR Redevelopment Phase I – Community Transformation Plan

Dear Transformation Team:

I am writing on behalf of the Georgia Veterans Education Career Transition Resource Center, better known as VECTR, to express our support for the community transformation efforts underway in Warner Robins. We are not only excited to see the community benefit from the affordable housing development and social services planned directly across the street from our new facility in Warner Robins, but are also happy to join you as a key partner in the transformation project.

As a unit of Middle Georgia State University, the Georgia VECTR Center represents an unprecedented and award-winning collaboration between the University System of Georgia and the Technical College System of Georgia to transition veterans and others into Georgia's public postsecondary educational systems and workforce. Our center offers career counseling, educational coaching, and workforce training in high-demand and strategic industries. Additionally, through our many partners, we provide a one-stop-shop for veterans to include full-time veteran service officers from the Georgia Department of Veteran Services, employment assistance through the Georgia Department of Labor, and links to many other community resources. Although our focus and priority is to support Veterans and their family members, our education & training classes are open to non-Veterans as well. We believe our state-of-the-art center and innovative service model is an asset not only to the residents of our own neighborhood here in Warner Robins, but to all Georgians.

Through this letter of intent, we acknowledge specific roles and responsibilities we will fulfill in this partnership. In the event the development proposal is funded, we expect our role as a transformation partner to include:

- Participating with the Development Authority and other community organizations in a genuine partnership to address barriers in access to education and services in Warner Robins.
- Continued provision of career counseling, educational coaching, and workforce training at our facility adjacent to the project site. The partner within the VECTR Center includes the Georgia Department of Veteran Service, Georgia Department of Labor, Veterans Administration, Middle Georgia Consortium, and the United Way's Mission United program.

A Collaborative Effort
University System of Georgia + Technical College System of Georgia

1001 S. Armed Forces Blvd. | Warner Robins, GA 31088 | phone: 478.218.3900 | GAVECTR.org

- Consideration of actions to increase awareness among neighborhood residents of the services offered at VECTR.

We understand that the designated Community Quarterbacks will take the lead on overall coordination between our organization and other transformation partners to ensure streamlined delivery of services and will maintain and report data we collect regarding the outcomes achieved by this initiative.

We look forward to working with you to achieve improved employment and education outcomes for Warner Robins residents through community partnerships.

Sincerely,



Patricia M. Ross, SPHR, SHRM-CP
Colonel (USAF, Ret)
Executive Director
Georgia VECTR Center

Appendix 6: Underlying Plans and Strategies

Plan #1: City of Warner Robins 2012 Redevelopment Plan

<http://www.wrga.gov/DocumentCenter/View/731>

Plan #2: Downtown TAD Master Plan

(available through the Development Authority of the City of Warner Robins)

Plan #3: 2015-2019 Consolidated Plan

<http://www.wrga.gov/DocumentCenter/View/1577>

Note: These three plans are available in full in a separate file containing supporting documentation for the Community Transformation Plan.