

# The LHA Community Transformation Plan

## Introduction

The LaGrange Housing Authority (LHA), in its capacity as the Community Based Developer (CBD), is pleased to submit this Community Transformation Plan (the Plan) to the Georgia Department of Community Affairs (DCA). This plan is included as part of the application for 9% Low Income Housing Tax Credits by Phoenix Landing 2016, LP (Phoenix). While the Plan does not build on an existing Community Revitalization Plan, it does meet all the DCA requirements in order to be considered an official Quality Transformation Plan. The Plan encompasses the City of LaGrange Voting District 2 (but NOT Voting District 1), which includes part or all of the following Census Tracts: 9604, 9605.01, 9607, 9608, 9609.01 and 9609.02 (see attached map). The Plan also employs the community based non-profit Community Action for Improvement (CAFI) as the Community Quarterback. LHA has worked with CAFI, as well as with West Georgia Star (WGS) and several organizations from LaGrange College (LC), for several years to provide services for LHA residents, as well as for residents of the greater community in Voting District 2. These services will be detailed later in the Plan.

The Plan has received input, via surveys of the community and public meetings, from the City of LaGrange and from residents of both the LHA and the surrounding community in Voting District 2. Furthermore, it involves the demolition of existing housing and the building of new housing as set community policy goals. Implementation measures, time frames and identified resources will be discussed at length in the Plan. The Plan will specifically address Public and Private Engagement with the appropriate Transformation Partners as well as Citizen Outreach to the low-income population of

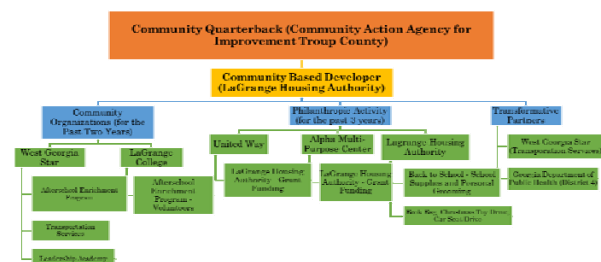
Plan Area (Voting District 2). LHA and Phoenix will further show that points should be given for a Community Improvement Fund, a Long-Term Ground Lease and Third Party Capital Investment.

## Transformation Team

**\*See Appendix 1**

### Community Based Developer - Housing Authority of LaGrange

Housing Authority of the City of LaGrange (LHA) is a public body with the statutory mission of providing affordable housing assistance for low-income families in Troup County, Georgia, including the City of LaGrange. That assistance presently takes the form of ownership and operation of public housing financed with funds provided by the U. S. Department of Housing and Urban Development (HUD) under the U. S. Housing Act of 1937, as amended. LHA manages its properties in accordance with HUD rules and regulations. The LHA is a High Performer under the U.S. Department of Housing and Urban Development's Public Housing Management Assessment Program.



### Mission:

*To provide opportunities that build strong families and individuals through education, cultural and social awareness, while increasing economic stability, in a cohesive and diverse community.*

### Goals:

*Family Self Sufficiency & Decentralize Poverty*

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The LHA currently owns, manages and serves 420 public housing units located on two distinct sites within the City of LaGrange's voting District 2. These sites are currently known as the Ben Harvey Hill and Lucy Morgan developments. The Ben Hill development, constructed in the 1950s, is located 201 Chatham Street within the City limits of LaGrange, Georgia, and is situated on approximately 18 acres consisting of 238 public-housing units, 53 apartment buildings, one administrative building, and one community center. The Lucy Morgan development, constructed in the 1950s, is located 611 Borton Street within the City limits of LaGrange, Georgia, and is situated on approximately 17 acres consisting of 182 public-housing units, 50 apartment buildings, one administrative building, and one community center.

In 2014, the LHA Board of Commissioners hired Zsa Zsa Heard as the Chief Executive Officer of the LHA and under the leadership of Mrs. Heard, a dramatic rebranding and transformation efforts was started which focused on the following areas:

- Organizational Transformation
  - Externally
  - Internally
- Resident Transformation toward self-sufficiency
- Public Housing Transformation toward new revitalized structure
- Community Transformation toward revitalization

## Organizational Transformation

### External Perception Enhancement

LHA was granted the opportunity to change the perception of the housing authority through an educational campaign aimed at community stakeholders in particular as well as the general surrounding community. LHA communicated new ideas using new visual concepts that included new logos, for LHA and West Georgia Star, and a new slogan. The goal of this campaign was to change perceptions of LHA and public housing in the marketplace and to stimulate new conversations regarding the revitalization of the organization. By updating the logo and slogan, LHA elevated the brand and introduced a new and distinctive voice and visual identity to support community marketing efforts. In addition to the re-branding/educational efforts, LHA's non-profit arm, West Georgia Star, became very active in implementing health, wellness and self-sufficiency programs. Through LHA and West Georgia Star's educational and supportive services outreach campaigns, LHA has been able to transform the mindset of residents, the stakeholders and the general surrounding community in a short period of time.

### Internal Organizational Transformation

Under the leadership of Mrs. Heard, the LHA staff has been required to attend a variety of trainings, conferences and seminars designed to advance the housing authority toward its goal to be a leading affordable housing developer and manager in LaGrange /Troup County. LHA's commitment to HUD – RAD has increased its staff's understanding of the financing and management issues associated with the Low Income Housing Tax Credit Program, as well as general affordable housing funding resources. LHA is currently engaged in a RAD transformation process that focuses on implementing the best practices from public

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housing Low Income Housing Tax Credit development. Please see more detail below about HUD-RAD and the public housing transformation of LHA.

## Resident Transformation towards Self-Sufficiency

**West Georgia Star** is the resident service program provider for LHA and provides community-based service programs that promote health/wellness and self-sufficiency. These services are primarily provided by a combination of volunteers and referring agencies. The program regularly operates 10 hours per day, 5 days a week. Weekend services are provided as needed. These community based services are provided onsite at Lucy Morgan and Ben Hill and various other sites. Services provided include, but are not limited to:

- After School Enrichment
- Transportation Services
- Health and Nutrition Training
- Life Skills Training
- Career Development
- Adolescent Growth Skills
- K-12 School Readiness
- Case Management
- Clothing Disbursement
- GED Tutoring
- Fitness Training
- Grief Counseling
- Food Commodity Distribution
- Financial Management

All services listed above are provided by West Georgia Star or under a contractual partnership with an existing agency. The above services are currently being funded by the LHA. LHA is aware of the need for sustainable self-provided residential services. Therefore, as a component of the HUD-RAD conversion process, the housing authority is shifting its focus to establishing

on-going fund raising campaigns, financial partnerships and revenue generating strategies that will allow for LHA run programs that maintain the current level of services to the residents.

## Public Housing Transformation to Multifamily Affordable Housing

In 2015, the LHA and Vantage Development partnered in order to seek out the development opportunities under the HUD – Rental Assistance Demonstration Program. In mid-2015, LHA received a Commitment for Housing Assistance Payment (CHAP) contract through the Rental Assistance Demonstration (RAD) program. RAD allows LHA to convert from traditional Public Housing development to long-term Project Based Section 8 Housing Assistance Payments (HAP) contracts. The Public Housing Transformation Strategy will convert all 420 units over a 5-6 year period. Due to the various programmatic and underwriting requirements of the available affordable housing resources, the proposed rehabilitation of Lucy Morgan will be done in two phases and the proposed new construction of Ben Hill will be done in three phases as described below:

**Lucy Morgan Phase I** (located at 500 Revis Street) will be renovated utilizing:

- 4% low- income housing tax credit equity
- tax-exempt bonds
- seller financing
- HOME funds from The Georgia Department of Community Affairs in conjunction with the Kresge Foundation's Health and Wellness and Sustainability Initiative
- Housing Authority's capital and operating reserve funds
- possible FHLB- AHP funds.

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Phase I will include (13) one-bedroom units, (32) two-bedroom units, (22) three-bedroom units and (18) four- bedroom units with construction hard cost estimated at approximately \$82,000 per unit. The hard construction cost will include major HVAC system replacements, replacement of floor and interior finishes, appliance and energy efficient upgrades and replacement of sewer and water laterals to the sewer/water mains. The total development cost is approximately \$12MM.

## ***A Note Regarding the Kresge Foundation Development and Health and Wellness Initiative:***

In May 2016, LHA and its development partner, Vantage Development, submitted information to DCA regarding the proposed Lucy Morgan I development. This information was eventually submitted to the Kresge Foundation as part of nationwide competitive application process. DCA's application included 6 other housing authority developments and requested \$10MM in development funding, which would be matched dollar by dollar by DCA. The submitted information from LHA included a development description narrative, underwriting assumptions, financing sources, Memoranda of Understandings (MOUs) with local service providers and letters of support from community stakeholders.

Please see the following excerpt from DCA's competitive application to the Kresge Foundation:

*"DCA, in partnership with the Georgia Health Policy Center(GHPC), Southface, and the PHA development teams themselves,*

*seeks to improve the ability of PHA's to address residents' social determinants of health through better quality housing and access to services. DCA has pursued this model because of the belief that lasting change can be best produced through collaboration."*

In the fall of 2016, DCA was given the opportunity to participate with the Kresge Foundation and its development and health and wellness initiative. In January 2017, Lucy Morgan Phase I was awarded a preliminary commitment of \$2,500,000 from DCA. Anticipated closing (start of construction) for Lucy Morgan Phase I is estimated to be in September 2017.

As part of the Kresge Foundation proposal, LHA provided support letters from various organizations that assist the housing authority with its residential services offered to the residents. We have included the support letters in effort to show the wide range of support the LaGrange Housing Authority has in the LaGrange area, and more importantly to provide evidence of the past work of the LaGrange Housing Authority.

***\*See Appendix 2 showing the support letters submitted with the Kresge Foundation.***

**Lucy Morgan Phase II** (located at 611 Borton Street) will be financed similar Lucy Morgan II. By dividing the entire Lucy Morgan development into two phases, it allows the Housing Authority the opportunity to significantly rehabilitate the units while leveraging its capital and operating reserve funds over time and over its entire housing portfolio of 420 units. Time allows the housing authority to seek the various affordable housing finance

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sources, such as, 4% LIHTCs, FHLB –AHP grants, Housing Trust funds and DCA HOME funds. Also, developing Lucy Morgan in phases allows the housing authority to deploy developer fees as financing for the remaining units needing resources. Phase II will consist of 89 units and the anticipated construction hard cost estimated at approximately \$82,000 per unit. The final unit mix will be determined after the completion of the Environmental PHASE I. Again, as in Lucy Morgan Phase I, the hard construction cost will include major HVAC system replacements, replacement of floors, upgraded interior finishes, appliance and energy efficient upgrades and replacement of sewer and water laterals connecting to the sewer/water mains. The total development cost is approximately \$12MM. Anticipated closing (start of construction) for Lucy Morgan Phase II is estimated for late October or early November 2018.

## **Ben Harvey Hill Homes – Proposed Phoenix Landing Development with adjacent Linear Park**

Ben Hill consists of 238 units and LHA and has received a multi-phase RAD CHAP Award that divides the development into three separate phases. The first phase will be renamed Phoenix Landing and will consist of 70 units targeting the elderly population currently residing at Ben Hill and Lucy Morgan. The Ben Hill site is located on approximately 30 acres and LHA owns a parcel of vacant land adjacent to the current Ben Hill site. This land fronts on Whitesville Road and is approximately 6-7 acres of developable land based on the community stakeholder's desire for improvements along Whitesville Road, LHA

is proposing a development plan consisting of 70 units of new construction targeting seniors at 55 years and older. The new development will be called **Phoenix Landing**. The unit mix will consist primarily of 21 - 1 bedrooms, 40 - 2 bedrooms and 9 -3 bedrooms. The total development cost will be approximately \$12 MM. If awarded in December 2017, anticipated closing will be April- May 2018.

The development plan includes demolishing 10 buildings from the Ben Hill development fronting Whitesville Road. The demolition would take place after the newly constructed units are completed. Through demolition of the building along Whitesville Road, an opportunity is created to beautify the area by creating a linear park extending from the corner of Whitesville Road and Handley Street to the end of the proposed senior development (approximately Mobile Home Drive). The linear park will include streetscaping, walking trails and bike trails providing connection to the downtown area. LHA sees the linear park and Ben Hill Phase I as the beginning point of revitalization of the Whitesville Corridor. LHA sees the Ben Hill Phase I (Phoenix Landing) development acting as bridge connecting the downtown redevelopment endeavors with the Great Wolf Recreational Park along Whitesville Road.

The proposed Phoenix Landing is largely financed by utilizing 9% LIHTC equity and the Housing Authority's capital /operating reserve. As part of the 9% LIHTC application process, and in order to involve community stakeholders, LHA has received financial commitments from the City of LaGrange and the Callaway Foundation, in the combined amount of \$600,000 to assist in demolishing the existing buildings and constructing the Linear Park and



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improvements to streetscaping along Whitesville Road.

## **Community Transformation**

Since 2014, the LaGrange Housing Authority, under the leadership of Zsa Zsa Heard, has been a vital contributor to the City of LaGrange's and Troup County's future development planning committees, such as, The City of LaGrange's Comprehensive Plan 2015-2035, City Council Transportation Committee and the LaGrange Gateway Corridor Planning Committee 2016. The LHA has been in discussion with City officials in efforts to remove blight, substandard rental housing and commercial establishments negatively impacting the community. The City of LaGrange has been in discussion with the LaGrange Housing Authority regarding the re-development/re-purposing of closed schools and other blighted property. It should also be noted, the LHA has been involved in philanthropic activity around the community of LaGrange. These activities have included financial support of the United Way and the Alpha- Multi-Purpose Center. Also, included as part of this philanthropic activity, are annual community sponsored activities that assist the youth with school supplies, personal grooming and other charitable activities assisting families.

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## Successful Partnership with Community Organization

### Community Organization 1 - West Georgia Star

**West Georgia Star (WGS)** is a non-profit organization that was founded by the LaGrange Housing Authority in 2012. WGS offers services to the residents of LaGrange Housing Authority's and to residents of the surrounding community. The services are designed to promote health, well-being and self-sufficiency. WGS's mission is to prepare community residents to lead responsible and fulfilling lives by providing mentoring, education, transportation and living support within a safe, structured environment. WGS takes great pride in providing excellent curriculums that make lasting, positive changes in the lives of its clients. WGS's platforms are designed to equip community residents with the vision, motivation, life skills, education, and self-discipline necessary to lead a successful life. WGS applies a strengths-based, person-centered approach to services and engages family, as permitted and appropriate, in its self-sufficiency training process. All services listed are provided by WGS or through a contractual partnership with other agencies. The main goals of WGS are to promote family self-sufficiency, decentralize poverty, and assist clients in obtaining good jobs and earning enough money so they do not need public assistance.

Below are services offered by WGS:

#### After School Enrichment Platform

##### *The Foundation Starts Here*

No organization can sustain itself unless it has a strong succession plan that develops its youth and develops their skills. Monday

through Thursday, WGS offers an after-school enrichment program for students ages 5-18. Focusing on school readiness and incorporating technology into the classroom, the program is staffed with certified teachers. WGS believes that youth development is more than just the information that one receives in a book. Its system continues to foster development through our Youth Leadership Program. Working with children ages 13-18, the Youth Leadership Platform focuses on college preparedness, adolescent growth and leadership skills. Investing in youth is not just a means for keeping children out of trouble. More so, it is a way of maintaining a healthy and vibrant community, full of developing leaders who, once educated, will continue to reinvest in their community and continue to pass on what they have learned to the next generation. See the discussion regarding the participation of LaGrange College and its Servant Scholar Leadership Program and Volunteer students.

#### The Leadership Academy

##### *Tools To Succeed*

In an ever-changing world, the ability to adapt and learn is paramount for survival. To equip clients with the tools needed to keep up in an evolving society, WGS provides training for all residents. Spanning a 12-week series of classes, The Leadership Academy focuses on multiple aspects of life: biological, physical, mental, and emotional. The skills learned in this series not only help clients manage and cope with day-to-day situations, but also stimulates their self-esteem and reasoning abilities to function within society. The positive reinforcement gained through WGS's holistic approach allows clients to learn effective communication skills, become more financially literate, advocate for their own health care and spiritual well-being, thus creating a stronger, more aware community.

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## Transportation Services

### *A Community On The Move*

Ease of mobility was a large concern for the residents of LaGrange Housing Authority. Without adequate and affordable transportation options, many residents were missing opportunities to continue their education, to work and provide for their families, and get to the medical facilities that are necessary to maintain a healthy lifestyle. In 2015, LHA began to examine the challenges that faced the residents and looked to provide a solution for them. What started as a small endeavor of 34 trips in 2015 has quickly grown and given way to a fully functional transportation program that provides over 1000 trips monthly. The set routes allow residents access to all Troup County Schools, various employers, banks and government facilities, as well as facilities that provide child care, dental, healthcare, and mental health assistance. LaGrange has certainly become a community “on the move!”

## Garden Club

### *Watch Me Grow*

“Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime.” The installation of our Garden Club does just that. Created in March of 2015, the Garden Club is a resounding success throughout the community. In addition to providing access to fresh fruits and vegetables, the garden space also serves as a place for residents to interact and get to know each other better, serving a common purpose to the betterment of the community. The garden allows youth to understand the benefit of learning to provide affordable, fresh, and nutritious items for themselves, as well giving them a space that allows for the interaction with older generations. Activities like seeding, watering, and garden maintenance, do not just grow a way to sustain the food source of

the community, but they also sustain generational respect and a way to pass on the value of the land to the youth.



#### — Our Success Secret

The journey began in January 2015, when eight Residents accepted the call and came forward to become initial members of the West Georgia Star Gardening Club. They started this journey by attending the first annual West Georgia Cooperative work shop that was held at the Callaway Center in February 20, 2015 in LaGrange, Georgia. Residents received education on growing organic gardens, soil conservation and the importance of soil testing.

## Award Winning News Letter

### *Providing Information*

For back to back years 2015 and 2016, a statewide award was given by the Georgia Association of Housing and Redevelopment Authorities. Officials selected the monthly newsletter produced by WGS for residents as their newsletter of the year for medium-sized public housing authorities. The news letter was judged on layout, content and readability. This qualified WGS for the National Association of Housing and Redevelopment News Letter of the Year which was awarded to WGS at NAHRO's Southeastern Regional Council. West Georgia Star is dedicated to providing meaningful support and programs for residents of LaGrange Housing Authority and the surrounding community. Through the newsletter, West Georgia Star can communicate monthly activities held at the Housing Authority.

## West Georgia Star App

### *The Evolution Continues*

Technology continues to evolve at an increasing rate, and WGS, as an organization, had to be able to keep up with that speed. As a result, the WGS app was created. The app allows for continuous communication with not just LHA residents,



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but also surrounding communities. It allows WGS to stay connected to the area and bring

that world directly to LHA residents with a simple tap of an app. As part of the app, a calendar of events shows activities throughout the area and gives residents an opportunity to get involved and become an active member of the community. With many people no longer using traditional “snail mail” and conventional advertising items such as flyers, the app allows WGS to connect to residents in real time and create a social environment that manifests into real life connections among the residents.

## Volunteer Program

### *A Little Love*

West Georgia Star has partnered with LaGrange College (LC) to provide volunteer services with several different organizations on the LC campus. The program currently receives volunteers from the Black Student Union, LC Servant Scholars, and Federal Work Study Students. Volunteers come in between their scheduled classes to provide tutoring to the After School Enrichment Platform. They also plan their own lessons that focus on character building and life skills that the students need for later in life. The volunteers help both inside and outside of the classroom. LC volunteers help at West Georgia Star sponsored events throughout the year. They also sponsor several activities at the LC campus that students are able to attend

## Partnerships

### *Teamwork Makes the DreamWork*

With following local partnerships, WGS is able to provide a vast array of services to the LaGrange/Troup County community:

- BB&T

- LaGrange College: Servant Scholars, Black Student Union, Financial Aid and Affordability
- Home Depot
- Communities in Schools
- Clark Atlanta Educational Talent Search
- Peach State
- Amerigroup
- WellCare
- Feeding the Valley
- City of LaGrange
- Success by 6 (partnership in progress)
- Troup Transformation
- Homelessness Coalition
- Accountability Courts
- West Georgia Technical College
- LaGrange Art Museum
- Jule Collins Smith Museum of Fine of Art (Auburn, AL)
- American Home Shield (partnership in progress)
- Harmony House
- Delta Sigma Theta Sorority
- Twin Cedars: Darkness to Light, Circle of Care, Troup County Prevention Coalition
- Girl Scouts of America (Troop 462)
- PNC Bank
- The Ester Project Ministries
- Splendid Events
- Teachable Moments Learning Center
- Pride and Joy Learning Center
- Child Care Network Head Start
- Community Action for Improvement
- LaGrange Troup County Parks and Rec
- West Point Parks and Rec
- Troup County School System
- Alpha Phi Alpha Fraternity Center (Drug and Alcohol Prevention)
- Upskale Hair Salon
- Three Rivers

*\*See Appendix 2A*

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## Community Organization 2- LaGrange College

### History

LaGrange College (LC) is the oldest private college in Georgia, with a rich history spanning more than 175 years. In 1831, LaGrange began as a women's academy that was housed in a large white building just down the street from the current campus. A few years later, in 1851, the campus moved to its present location on "the Hill," which is the highest geographical point in the city of LaGrange. The college changed its name to LaGrange Female College in 1851, then to LaGrange College in 1934. The school officially became coed in 1953.

LaGrange has retained Methodist ties throughout its history. Today LaGrange College is part of the North Georgia Conference of the United Methodist Church.

### LaGrange College Mission

LC supports students in their search for truth. An ethical and caring community valuing civility, diversity, service and excellence, LC prepares students to become successful, responsible citizens who aspire to lives of integrity and moral courage. Through an interdisciplinary, broad-based general education curriculum, rigorous study in the major disciplines, innovative learning opportunities and integrative co-curricular programs, LC students encounter experiences that challenge and inspire them to develop intellectually, socially, and spiritually. An ethical and caring community valuing civility, diversity, service and excellence, LaGrange College prepares students to become successful, responsible citizens who aspire to lives of integrity and moral courage. Aware of the global nature of 21st -century learning and living, the college provides multiple opportunities for students to experience distant cultures and diverse peoples through study-away options, language study, internships, and a wide exposure to cultural-enrichment events – all in the context of academic

study and action that foster responsible, sustainable stewardship.

### LaGrange College Vision

LaGrange College will be distinguished as a college that transforms the lives of its students and its communities.

### Servant Scholars Leadership Program and Volunteer Program

The LaGrange College Servant Scholars program is a groundbreaking effort that brings academically gifted and highly motivated students together to study and to serve.

Servant Scholars are chosen by a faculty committee after a thorough application process during the spring of the sophomore year. The following fall, 12 LC juniors and 12 seniors move into the newly renovated Broad Street Apartments, located midway between campus and downtown LaGrange, and begin a two-year focus on scholarship directed at addressing community concerns.

Throughout their junior year, the Scholars participate in individual field experiences with local service agencies and provide updates to the college community through the Scholars Forum. During spring semester, Scholars make a proposal for a yearlong project based on their field experience, a project that will develop a long-term, research-based commitment to change in areas of concern within the community.

During their senior year, the Servant Scholars implement a yearlong group service project and at the end of the year, present the results of that endeavor.

### LC Servant Scholar Leadership Program and Volunteer Program - Afterschool Enrichment Program

Over the past 2 years, West Georgia Star has partnered with LaGrange College to provide volunteer services with several different

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organizations on the LaGrange College campus. West Georgia Star currently receives volunteers from the Black Student Union, LaGrange College Servant Scholars, and Federal Work Study Students. Volunteers come in between their scheduled classes to provide tutoring to the After-School Enrichment Platform. They also plan their own lessons that focus on character building and life skills that the students need for later in life. The volunteers help both inside and outside of the classroom. LaGrange College volunteers help at West Georgia Star sponsored events throughout the year. They also sponsor several activities at the LC campus that our students are able to attend.

**\*See Appendix 3 for information demonstrating the success of the program**

## Philanthropic Activities

The LaGrange Housing Authority has been a financial partner to several non-profit organizations located within District 2. Two of those non-profits (United Way- Troup Bell and the Alpha Multi-Purpose Center, Inc.) have received substantial funding over a three-year period.

### United Way- Troup Bell (Building Early Learners For Life)

#### Mission and Community Priorities

United Way's mission is to unite organizations and individuals to make the community a better place to live by:

- Identifying the needs of local families, children and disadvantaged
- Encouraging the community's participation in not-for-profit responses
- Stimulating the community's financial generosity
- Acknowledging the efforts and accomplishments of the community
- Evaluating the results of the programs

United Way's Targeted Community Priorities:

- Fostering Independence
- Nurturing Children
- Providing Basic Needs
- Strengthening and Supporting Families

## Nature of Philanthropic Activity between LaGrange Housing Authority and United Way – Troup BELL

From the period of 2012 -2014, LHA and United Way of West Georgia have partnered, under the Troup BELL program, in an effort to work with families (parents and children) in the areas of education, health and wellness assessments and assisting parents in employment services. The health and wellness programs consist of the following assessments:

- Speech
- Hearing
- Counseling
- Family Therapy
- Physical Therapy

Over this period of time, the BELL administrative team worked closely with the LaGrange Housing Authority's West Georgia Star Community Coordinator to identify the families in need of Troup BELL services within the housing complex, and get families assessed, and assigned to a certified parent educator. During this period, Troup Bell program administered service to 144 families residing at the LaGrange Housing Authority on a yearly basis.

The LaGrange Housing Authority sponsored and underwrote the activities of the Troup BELL program over a three-year period in the amount of approximately \$400,000. In mid-2015, it was discovered that one of the employees of Troup BELL embezzled funds from the program and it was at that time LHA stopped the funding the education endeavor. In 2017, LHA has recouped an undisclosed amount of funds from United Way due to the embezzlement of funds from one of its employees.

A breakdown of the funding grant to Troup Bell is as follows:

- 2012 - \$161, 534
- 2013 - \$254, 476
- 2014 - \$13,355

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**\*See Appendix 4 for supporting documentation of this plan**

## **Alpha Multi-Purpose Center, Inc.**

### **Background and Services Provided**

The Alpha Multi-Purpose Center, Inc. was organized and founded in 1993 as a non-profit organization working in the City of LaGrange with the mission of increasing the educational, cultural and historical experiences of disadvantage youth. At one time the organization was located at the Dawson Street School located at 200 North Dawson Street which is less than a mile from downtown LaGrange. In 2017, the organization relocated to 115 East Cannon Street in a building that was formerly the Boys and Girls Club of LaGrange. The new location is located in the voting District 2 of the City of LaGrange. Under the leadership of Oliver N. Greene, a retired school teacher, the Alpha Multi-Purpose Center has been actively engaged in impacting the lives of the marginalized youth through educational activities, including educational, cultural and historic tours. The funds sustaining the Alpha Multi-Purpose Center are from program service revenue, contributions, gifts and grants. Below are some of the significant accomplishments and activities engaged in and targeted by the Alpha Multi-Purpose Center:

### **Philanthropic Activity between LHA and the Alpha Multi-Purpose Center**

The LHA has partnered with the Alpha Multi-Purpose Center in an effort to provide an environment and opportunities for parents and children to successfully deal with the stresses of life existing in their communities. The partnership between the LaGrange Housing Authority and the Alpha Multi-Purpose Center was ratified through an open RFP process (see RFP in the Appendix) in which the LaGrange Housing authority granted \$50,000 to the Alpha Multi-Purpose center over a three-year period. Alpha Multipurpose Center, Inc. program consisted of five ten week sessions using the following educational based programs: "Too Good For Drugs and Violence". The lessons to be covered included the following:

- goal setting,
- managing emotions,
- decision making,
- assertiveness,
- communications,
- conflict resolution,
- bonding & relationships,
- respect for self
- maximizing life & minimizing stress
- anti-drug information

See supporting documentation in the Appendix section of this plan Number 3.

Pre-and post-test designed The Mendez Foundation will be administered at the beginning and ending of each ten-week session and will be evaluated by the Center For Community Studies of LaGrange, GA.

### **Philanthropic Activity between LHA/West Georgia Star and Residents at Ben Hill and Lucy Morgan**

#### **LHA Partnering with Positive Contributions in "Back to School" Event**

Over the past 9 years, The LaGrange Housing Authority, through its non-profit arm, West Georgia Star has partnered with Positive Contributions, a local organization, in providing school children with school supplies and personal grooming consisting of haircuts for the men and hair styling for the women. This has been an annual event that has garnered huge support from the community. As you will see by the articles in the appendix section of this Transformation Plan, this event has serviced several thousand children over its 9 year span.

**\*See Appendix 4 for related articles**



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## LHA Sponsored Events for Residents of the Ben Hill and Lucy Morgan Developments

- Car Seat in conjunction with Public Health Department – See article attached in Appendix 5
- Christmas Toy Drive
- Father's Day Initiative- See article in Appendix 5

## Selection by City of LaGrange in a Community Driven Initiative

Under the leadership of Zsa Zsa Heard, CEO, the LaGrange Housing Authority has been a very involved with community driven initiatives organized by the City of LaGrange and its various community stakeholders. These activities have focused on affordable housing, education, safety, transportation, health and wellness and employment. The LaGrange Housing Authority is well represented on the following committees or boards of community stakeholder organizations in the LaGrange and Troup County area. These committees and Boards consist of the following:

- Troup County Racial Trust Building Initiative
- City of LaGrange Rotary Club
- LaGrange College Board Member
- City of LaGrange Comprehensive Plan Committee
- Gateway Corridor Improvement Committee

From a housing development perspective, the LaGrange Housing Authority has been working with the City of LaGrange in redeveloping or repurposing abandoned historical schools and other buildings owned by the City. The LHA has worked hand in hand with the City to address slum landlords and commercial operations that create a negative impact on the community. Also, as part of future affordable housing efforts, the LHA has purchased foreclosed blighted property to be used as part of a public housing home ownership transition strategy. This public housing transition

plan, coupled with the redevelopment efforts under the HUD –Rental Assistance Demonstration Program, has pushed the LHA to the forefront of the affordable housing development community in LaGrange.

From a community transformation perspective, the LHA and its non-profit affiliate, West Georgia Star, have had a major impact within the community of LaGrange. These activities are documented throughout this Transformation Plan. Under the leadership of Mrs. Heard, the LHA has been at the forefront of community driven initiatives that are organic, authentic and holistic in their efforts to transform the buildings, infrastructure and the lives of residents in District 2 and the larger area of the Lagrange/Troup County.

**\*See Appendix 6 for the following:**

- Letter selecting the LaGrange Housing Authority as the “Community Based Developer”
- City of LaGrange Resolution of Support

## Community Quarterback – Community Action For Improvement

### Background and Services

Community Action Agencies are private nonprofit or public organizations that were created by the federal government in 1964 to combat poverty in geographically designated areas. Status as a Community Action Agency is the result of an explicit designation by local or state government.

A Community Action Agency has a tripartite board structure that is designed to promote the participation of the entire community in the reduction or elimination of poverty. Community Action Agencies seek to involve the community, including elected public officials, private sector representatives, and especially low-income residents, in assessing local needs and attacking the causes and conditions of poverty.



# The LHA Community Transformation Plan

While most poverty-related organizations focus on a specific area of need, such as job training, health-care, housing, or economic development, Community Action Agencies reach out to low-income people in their communities, address their multiple needs through a comprehensive approach, develop partnerships with other community organizations, involve low-income clients in the agencies' operations, and administer a full range of coordinated programs to have a measurable impact on poverty. **Community Action for Improvement (CAI) is located in the voting District 2 of the City of LaGrange.**

## Social Services

Social Services may be able to help if citizens are experiencing a crisis such as illness, job loss or divorce and need emergency financial assistance. CAI provides financial assistance to pay a portion of rent, mortgage or utility bills or other emergency situations. In addition, qualified clients in emergency situations may receive help with prescription medication or prescription glasses.

## Weatherization

The Weatherization Assistance Program (WAP) reduces energy costs, provides energy efficiency education, and addresses health and safety concerns. Household energy use reductions and the resulting energy cost savings are significant, with average savings in excess of 20 percent.

Weatherization makes homes more energy efficient through a series of energy-conservation measures. Homes that have been weatherized require less energy to heat and cool, resulting in lower utility bills and a higher standard of living.

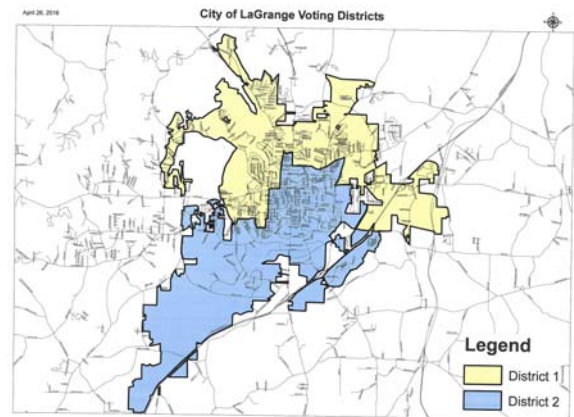
CAFI is very familiar with the work of all the Transformation Project Team members and has working relationships with the LaGrange Housing Authority, West Georgia Star, Alpha Multi-Purpose Center, Georgia Department of Public Health District 4 and LaGrange College. CAFI has been involved with the planning process and has attended the public meetings discussing the proposed development of Phoenix Landing as well as the concerted effort of gathering input from the

community and designing the implementation strategies. We look forward to this holistic transformative approach to increasing resident's access to housing, education, transportation, employment and health and wellness for the residents in District 2.

**\*See appendix 6A**

## Defined Neighborhood

The Transformation Plan's defined area will be voting District 2 (see map)



**\*See Appendix for larger map**

# The LHA Community Transformation Plan

## COMMUNITY ENGAGEMENT AND OUTREACH

### Public Meeting Information

Public meetings were held on the following dates as noted below.

Participants	Meetings	Date	Location	# of Attendees
LHA, CAFI, VD, WGS	Meeting #1	4/19/2017	First Baptist Church Fannin street	65
LHA, CAFI, VD, WGS	Meeting #2	4/25/2017	Lucy Morgan Community Building	13
LHA, CAFI, VD, WGS	Meeting #3	4/26/2017	Ben Hill Community Building	22
LHA, CAFI, VD, WGS, GPDH-4	Meeting #4	May 22, 2017	Ben Hill Community Building	15

This information from the 4-public meeting held within the last 4-5 weeks. These meetings were held at the First Baptist Church (Fanning Street) Benjamin Harvey Hill Homes, Lucy Morgan Housing Development, and LaGrange Housing Authority.

During the public meetings, the agenda consisted of discussion on the proposed Phoenix Landing development, the adjacent linear park, the proposed Lucy Morgan development, and overall discussion of the objectives of the Community Transformation Plan.

Part of our discussion of the Community Transformation Plan was inquiry of the community's challenges as it relates to education, transportation, health and employment. The residents of the community had concerns safety,

better living conditions, transportation, and traffic concerns due to oversized vehicles on Whitesville Road.

**\*See Appendix 8 for the public meeting information**

### LaGrange Housing Authority Community Survey

#### Executive Summary

The LaGrange Housing Authority (LHA) hired the Center for Community Studies, Inc. to conduct an on-line survey focused on Quality of Life issues within the City of LaGrange with emphasis on the city council District 2 residents.

The survey focused on topics related to Quality of Life, Concerns, Affordability of Healthcare, Transportation Access, Employment Opportunities, and other areas of community life.

A total of 415 surveys were completed. Of those 186 lived in District 2.

#### Methodology

The validity of the survey was established through the review and pilot testing of the questions. This was accomplished through the review of questions by professional evaluators and subsequently, targeted residents. The survey was published on-line on May 9, 2017. The survey was released through the following organizations' members and community residents:

- Troup Family Connection Members and Agencies
- First Baptist Church
- Sheriff's Department
- LaGrange Police Department
- Troup County Government
- City of LaGrange
- Troup County School System
- Chamber of Commerce and their members
- LaGrange Housing Authority Staff/Residents
- Social media sharing

Additionally, hard copies of the survey were distributed to the residents of the Housing

# The LHA Community Transformation Plan

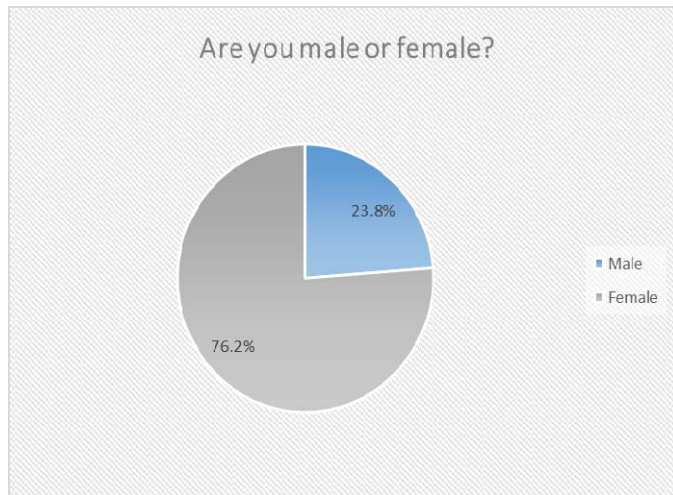
Authority. This summary includes only those residents in the City of LaGrange District 2.

## Respondent Demographics

### Gender

Most respondents were female as seen in the chart below

Figure 1



### Ethnicity

Over half of the respondents self-identified as African-American.

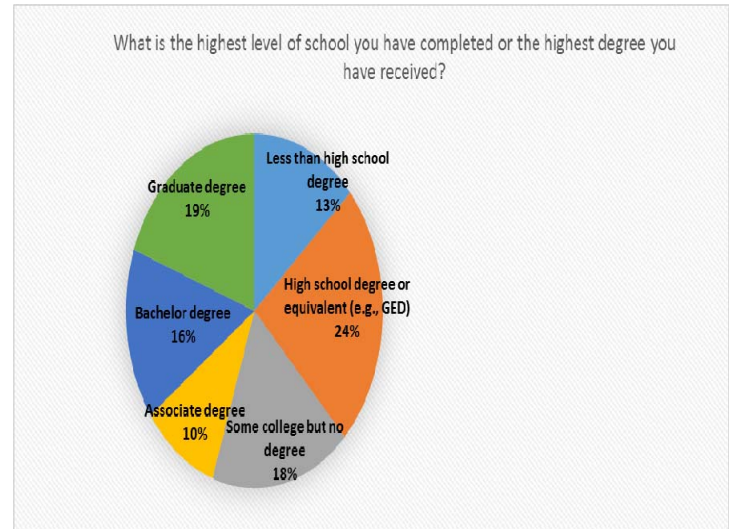
Table 1

Are you White, Black or African-American, Hispanic, American Indian or Alaskan Native, Asian, Native Hawaiian or other Pacific islander, or some other race?		
Answer Options	Response Percent	Response Count
White	39.9%	72
Black or African-American	55.0%	100
American Indian or Alaskan Native	0.0%	0
Hispanic	0.0%	0
Asian	0.0%	0
Native Hawaiian or other Pacific Islander	0.0%	0
From multiple races	3.0%	6
Some other race (please specify)	2.1%	4
answered question		182
skipped question		4

## Highest Level of Education

63% of the respondents attained education beyond high school.

Figure 2



## Overall Findings

### Community Quality of Life

The survey asked residents how “Satisfied” with a variety of community quality of life issues ranging from healthcare related questions to roads. The highest levels of Satisfaction were with:

- Accessibility of Post-Secondary Education
- Accessibility of Dental Services
- Availability of information about community services
- Accessibility of childcare
- Maintenance of roads, streets and highways

The highest levels of Dissatisfaction were with:

- Availability of public transportation
- Availability of safe places to walk and bike
- Accessibility of healthcare
- Accessibility of elder care
- Accessibility of mental health services

### Personal Concerns of Quality of Life

Respondents were asked for to rate their concerns for their personal quality of life. Those issues with the highest levels of concerns are:

- Affordability of healthcare

# The LHA Community Transformation Plan

- Affordability of mental health services
- Availability of public transportation
- Availability of jobs that pay enough to meet basic household needs
- Affordability of elder care
- Abuse/misuse of illegal drugs
- Abuse/misuse of prescription drugs
- Drinking and Driving

## Healthcare

Respondents were asked about how they access healthcare and any barriers they have for accessing healthcare. 21% of the respondents reported they did not have health insurance in the last 12 months. When asked “why,” 70% stated they could not afford premiums.

40% of respondents reported they or a family member should have seen a doctor/medical provider but did not. When asked “why,” they stated they, “had no means to pay for the service” or “did not have health insurance.”

30% of the respondents indicated they skipped filling a prescription. When asked why, they stated they, “had no means to pay for the prescription” or “did not have health insurance that covered the prescription.”

Respondents supplied the same reasons for skipping services from a mental health provider or a dental care provider.

61% of respondents indicated that someone in their household has medical debt.

Over 80% of residents are concerned with illegal drug use, abuse of prescription drugs as well as drinking and driving.

## Public Transportation

The majority of the sample indicated they have a personal vehicle. However, survey respondents indicated they are dissatisfied or concerned about the lack of public transportation. Respondents indicated the most common barrier for using their own vehicle is the high price of gas or the car is in disrepair.

Individuals without a personal vehicle stated they use vans, taxi services, or catch rides with friends or family members.

## Jobs and Income

The majority of respondents are employed full-time. Some indicated they worked one or two part-time jobs. Less than 10% are unemployed. Less than 50% of respondents stated it is “Difficult” or “Somewhat Difficult” to meet expenses related food, household expenses, other bills, and/or transportation expenses.

70% of the sample stated they spend at least 30% of their income on housing expenses- mortgage, rent, property taxes, utilities and insurance.

## Safety

61% of respondents were either “Very Concerned” or “Somewhat Concerned” about their personal safety in their own home. They also indicated they were “Very Concerned” or “Somewhat Concerned” about the safety of their neighborhood either during the day or after dark.

84% of residents expressed high levels of concern about Family Violence or abuse against adults and children.

**\*See Appendix 9**

## Transformation Partners – West Georgia Star and Georgia Department of Public Health District 4

The Lagrange Housing Authority has engaged West Georgia Star and the Georgia Department of Public Health District 4 (GDPH-4) to be Transformation Partners in the development and implementation strategies related to improving access to transportation and health and wellness. As noted earlier, WGS is the non-profit service arm of the LaGrange Housing Authority that has provided important services for the residents of the housing authority since its inception. Due to LHA’s activity and impact upon the residents living in the District 2, health and wellness discussion strategies with the Georgia Department of Public Health have been on-going for several years. Based on recent meetings discussing the Transformation Communities Plan, both LHA and GDPH-4 decided now was the time to solidify this relationship by joining forces in providing services. GDPH-4 has agreed to do work



# The LHA Community Transformation Plan

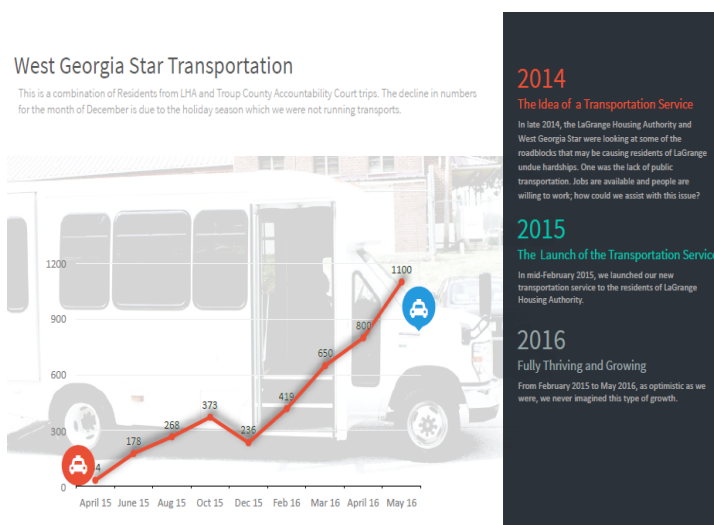
with the LaGrange Housing Authority as part of DCA's Healthy Housing Initiative and will provide on-site preventive health screenings and or Wellness Services at the proposed Phoenix Landing development.

Below is a narrative of WGS and GDPH-4 and their contribution to the Transformation Team:

## West Georgia Star- Transportation Partner

### *A Community On The Move*

Ease of mobility was a large concern for the residents of LaGrange Housing Authority. Without adequate and affordable transportation options, many residents were missing opportunities to continue their education, to work and provide for their families, and get to the medical facilities that are necessary to maintain a healthy lifestyle. In 2015, LHA began to examine the challenges that faced the residents and looked to provide a solution for them. What started as a small endeavor of 34 trips in 2015 has quickly grown and given way to a fully functional transportation program that provides over 1000 trips monthly. The set routes allow residents access to all Troup County Schools, various employers, banks and government facilities, as well as facilities that provide child care, dental, healthcare, and mental health assistance.



## Georgia Department of Public Health District 4 – Health and Wellness Partner

The Georgia Department of Public Health (DPH) funds and collaborates with eighteen separate public health districts throughout the state. District 4 Public Health is comprised of 12 counties in west Georgia: Butts, Carroll, Coweta, Fayette, Heard, Henry, Lamar, Meriwether, Pike, Spalding, Troup and Upson.

### **VISION STATEMENT**

*District 4 Public Health's vision is to provide easier access to quality health services, engage in strong community partnerships, and promote healthy behaviors for everyone that we serve.*

### **MISSION STATEMENT**

*District 4 Public Health's mission is to lead the way for our communities to live healthier and safer lives.*

**Below is the listing of the services provided by GDPH-4:**

### **Women's Wellness**

Public Health is proud to offer patient centered services that provide our patients with tools and information needed to manage or prevent pregnancies as well as establish effective personal health goals.

When visiting, you will enjoy a variety of services and benefits that demonstrate our commitment to health care delivery and improving your personal health. We offer low-cost high-quality services.

*Comprehensive family planning services include:*

- Health history and physical exam
- Pregnancy testing and counseling
- Reproductive life planning
- Counseling and education
- Provision of effective contraception methods/birth control options
- Laboratory testing
- Treatment and referral services
- Follow-up on abnormal pap smears
- Screening and treatment for Sexually Transmitted Infections (STIs) and HIV/AIDS

### **Pregnancy Services**



# The LHA Community Transformation Plan

## Perinatal Case Management (PSM)

This program assists any pregnant woman eligible for Medicaid in gaining access to needed medical, nutritional, social, educational and other services. The target group is pregnant women under the age of 21 and any other pregnant woman at risk for adverse outcomes. Case management is provided by registered nurses, with the assistance of LPNs and HSTs, both within the health department as well as in the client's home. The Georgia Department of Medical Assistance sets specific guidelines for billing and participation.

## Pregnancy Related Services (PRS)

This program helps to reduce infant mortality and maternal and infant morbidity by providing two types of home visits to Medicaid eligible clients. This program may only be provided if requested by the mother in the early post-partum period. The first 2 visits are postpartum related and provide the mother and infant with medical assessments and teaching. Case management assures access to services such as WIC, well child-care and maternal postpartum checks. The second 2 visits assess developmental status of the infant and teach the mother how to recognize illness and prevent accidents. Case management promotes immunizations and well child check-ups. The Georgia Department of Medical Assistance sets specific guidelines for billing and participation. This program is offered through 6 counties.

## Babies Born Healthy (BBH)

This program promotes the delivery of healthy babies to indigent and uninsured or underinsured women who are not eligible for Medicaid based upon income and/or documentation of United States citizenship. Case management assures access to prenatal care, nutritional services and social services provided by various community partners. The district office and county clinics work with physicians and hospitals to provide these women with prenatal care including selected laboratory and ultrasound services. Funds are allocated through the state office and managed by the district office. Clients may access this program through the 10 main county health departments.

Name	Number of Classes Attended	Percentage of Classes Attended	Accomplishments
Student 1	18	69%	
Student 2	18	69%	
Student 3	11	42%	Gained employment while attending classes, also working on GED.
Student 4	25	96%	
Student 5	4	15%	Completed Troup Trained Program and gained employment at LaCosta Company.
Student 6	4	15%	Completed Troup Trained Program and gained employment at LaCosta Company.
Student 7	1	4%	Gained Employment while attending classes
Student 8	24	92%	Graduated from Columbus State University with her Bachelor's Degree in Nursing
Student 9	19	73%	
Student 10	5	19%	Gained employment while attending classes.
Student 11	23	88%	
Student 12	19	73%	
Student 13	23	88%	

## Existing Challenges as defined through the Community Engagement Process

The community was engaged through variety of public outreach methods. The process included local non-profit service organizations, public meetings, and surveys to gather information about the quality of life in District 2.

## Local Organizations

Troup Family Connect did an assessment and found the following Challenges to accessing community resources includes:

- Transportation
- Lack of technology – internet
- Lack of communication
- Lack of Childcare
- Lack of centralized Services
- Lack of education

## From Surveys

Based on the Center for Community Studies, Inc. on-line survey, the highest levels of dissatisfaction were:

- Availability of public transportation
- Availability of Safe places to walk and bike
- Accessibility of healthcare
- Accessibility of elder care
- Accessibility of mental health services

# The LHA Community Transformation Plan

## Public Meetings

This information from the 4-public meeting held within the last 4-5 weeks. These meetings were held at the First Baptist Church (Fanning Street) Benjamin Harvey Hill Homes, Lucy Morgan Housing Development, and LaGrange Housing Authority.

The residents of the community had concerns safety, better living conditions, transportation, and traffic concerns due to oversized vehicles on Whitesville Road.

## Resources Available for District 2

Below is list of organizations that provide social services to the residents in district 2.

United Way has completed a study to see what resources are out there to serve the elderly community. Below is a diagram/sheet to show how the elderly utilize these organizations/resources.

United Way of West Georgia, Inc. Agencies	
CHARITY NAME	# Seniors helped
Active Life Center	1458
American Red Cross - Georgia Three Rivers Chapter	335
Yellow Jacket District, Chattahoochee Council Boy Scouts of America	
Boys and Girls Club of West Georgia	
Camp Viola	22
CASA of Troup County	
Communities in Schools	
Foster Grandparent Program	23
Good Shepherd Therapeutic Center	5
Hogansville Empty Stocking Fund	
Hogansville Senior Center	244
Interfaith Food Closet	672
LaGrange Empty Stocking Fund	
LaGrange Personal Aid	1261
Literacy Volunteers	12
Maidee Smith Early Care and Learning Center	
Girl Scouts of Greater Atlanta Council, Inc.	
Salvation Army	53
Self-Help Harbor	32
Senior Companions	30
Special Olympics	
Troup County Child and Family Advocacy Council	80
Troup County Counsel on Aging/LaGrange Senior Center	
<b>Total Seniors served by agencies in 2017</b>	<b>4227</b>

- West Georgia Star
  - Prepare community residents to lead responsible and fulfilling lives by providing mentoring, education, transportation and living support within a safe, structured environment.
- Georgia Department of Public Health – District 4
  - To protect the lives of all Georgians
  - Lead agency in preventing disease, injury, and disability; promoting health and well-being.
- Alpha Multi-Purpose Center
  - Increasing the educational, cultural, and historical experiences of disadvantage youth.
  -
- LaGrange College
  - Distinguished as a college that transforms the lives of its students and its communities.
- United Way
  - To unite organizations and individuals to make the community a better place to live by and identifying the needs of local families, children and disadvantaged
- Community Action for Improvements
  - Seeks to involve the community, including elected public officials, private sector representative, and especially low-income residents, in assessing local needs and attaching causes and conditions of poverty.

# The LHA Community Transformation Plan

## Community Transformation Goals and Implementation Strategies

### Existing Plans

The following are The City of LaGrange's existing plans.

- Comprehensive Plan 2015-2035
- LaGrange Gateway Corridor Plan
- Thread Trail Master Plan

*\*See appendix 10 for more detail*

The above-mentioned plans resulted in a community wide investment as noted below.

## Recreation, Commercial Infrastructure, Employment Investments

### Gateway Corridor

Lafayette Parkway, Hamilton Road and Whitesville Street are the City of LaGrange's major corridors into town and create key connections to Interstate 85. The Mayor and Council commissioned a study to analyze the existing conditions and develop a vision plan. The motivation for the project is to enhance the aesthetics of the gateways into LaGrange's core and to strategically organize growth of the city for the future.

### Hamilton Road Widening

Over the next several years, Georgia Department of Transportation plans to add three lanes to Hamilton Road from its intersection at Morgan Street to Auburn Avenue near Lukken Industrial Drive. The project has been in the making for 26 years and construction will begin after the acquisition of the properties, which could take up to two years.

### Thread Trail Master Plan

The Thread is a trail network consisting of 29 miles of multi-use trail connecting key destinations - downtown, neighborhoods, parks, the college and the hospital. The goal of the Thread is to enhance the health and overall quality of life for the citizens and visitors to LaGrange. The group guiding adoption and implementation plans to begin

construction of the first trail segment in early 2017. The Model Mile, known as the Granger Park Thread, is projected to begin in March. The first page of the trail is now complete. The second Phase will run adjacent to Lucy Morgan and anticipating on construction in September 2017.



### Tom Hall Parkway

Tom Hall Parkway begins at the intersection of Whitesville Road and WHAT STREET and continues northeast to the intersection at Hamilton Road. The roadway will provide access to the Great Wolf Lodge and future commercial development. Construction of the parkway began in July 2016 and is expected to be completed by the summer of 2017. On October 11, 2016, the Mayor and Council voted to commemorate the work of the late City Manager Tom Hall by naming the road Tom Hall Parkway.

### Great Wolf Lodge and Conference Center

This development is a first-class destination resort, providing families with nearly 500,000 square feet of entertainment offerings and lodging amenities to enjoy, all under one roof. The centerpiece of the resort will be more than 93,000 square feet of indoor water park. It will create more than 600 jobs and represents an investment of approximately \$170 million. In addition, a city owned conference center will be built on site and be operated by Great Wolf Lodge. It is expected that the Great Wolf Recreational facility will attract 500,000 visitors a year.

# The LHA Community Transformation Plan



## Downtown Development in District 2

### Callaway Foundation Master planned Downtown Development (Wild Leap Brewery)

Wild Leap Brew Company announced plans to open a craft brewery in the former Westbrook Tire building in the south part of downtown. Construction is underway and renovations are scheduled to be completed by the summer of 2017. This project will bring tourists to the downtown area and complement the amphitheater and a Marriott hotel. See construction of the Marriott hotel and Wild Leap Brewery below



## Companies Moving to District 2

### Sentury Tire

Sentury Tire, a China based tire manufacturer, announced plans for a \$530 million tire factory in LaGrange. Sentury expects the plant to create more than 1,000 jobs in production, sales, marketing, warehousing and distribution. The company expects to start production in 2018, with a projected output of 12 million passenger and light truck tires per year.

### COMPANY

### Duracell

Duracell announced the production of AA and AAA batteries will be moved from Lancaster, S.C., to LaGrange. This will create 50 new jobs here, and brings roughly \$95 million dollars of investment. LaGrange was chosen to be the site of the consolidated U.S. operations because of its future land expansion potential, strategic transportation positioning and adjacency to the recently expanded Duracell LaGrange Business Center. See picture of Duracell below.



# The LHA Community Transformation Plan



## Jindall Films

Jindall Films develops and manufactures specialty films. In 2017, the company plans to relocate its U.S. research and development center and national headquarters to their LaGrange facility. Investing \$180 million, the relocation will create 240 new jobs.

## Nesper

Nesper manufactures stamped metal products used for switches and relays. In 2016, they announced a 10,000 -square-foot expansion. This will create an investment of \$1 million with the expectation of creating 12 jobs.

## Community Stakeholders

- City of LaGrange – Linear Park demo and construction
- Callaway Foundation – Linear Park demo and construction

**\*See Appendix 11 for support letters and commitment of the Linear Park**

## Call For Rehabilitation of Affordable Housing

This Community Transformation Plan contains proposed affordable housing developments that include the redevelopment of Lucy Morgan and new construction of the proposed Phoenix Landing. Along with these developments, the LaGrange Housing Authority owns property in District 2 that was previously bighted and foreclosed property that had all the site infrastructure work completed. The LaGrange Housing Authority plans to develop public housing transitional single family homes. The City of LaGrange has engaged LaGrange Housing Authority in the possibility of repurposing closed schools in the City of LaGrange. Below are the proposed plans for LaGrange Housing Authority regarding Phoenix Landing and Lucy Morgan.

## LaGrange Housing Authority Proposed Public Housing Transformation

**Lucy Morgan Phase I** (located at 500 Revis Street) will be renovated utilizing 4% low- income housing tax credit equity, tax- exempt bonds, seller financing, HOME funds from The Georgia Department of Community Affairs' in conjunction with the Kresge Foundation's Health and Wellness and Sustainability Initiative, Housing Authority's capital and operating reserve funds and possibly FHLB-AHP funds. Phase I will include (13) one-bedroom units, (32) two-bedroom units, (22) three-bedroom units and (18) four- bedroom units with construction hard cost estimated at approximately \$82,000 per unit. The hard construction cost will include major HVAC system replacements, replacement of floor and interior finishes, appliance and energy efficient upgrades and replacement of sewer and water laterals to the sewer/water mains. The total development cost is approximately \$12MM. Anticipated closing (start of construction) for Lucy Morgan Phase I is estimated to be in September 2017.

**\*See Appendix 12 - Site Plan for Lucy Morgan I**



# The LHA Community Transformation Plan

## **Ben Hill Homes – Proposed Phoenix Landing Development with adjacent Linear Park**

Ben Hill consists of 238 units and LHA and has received a multi-phase RAD CHAP Award that divides the development into three separate phases. The first phase will be renamed Phoenix Landing and will consist of 70 units targeting the elderly population currently residing at Ben Hill and Lucy Morgan. The Ben Hill site is located on approximately 30 acres and LHA owns a parcel of vacant land adjacent to the current Ben Hill site. This land fronts on Whitesville Road and is approximately 6-7 acres of developable land.

*Based on the community stakeholder's desired improvements along Whitesville Road, LHA is proposing a development plan consisting of 70 units of new construction targeting seniors at 55 years and older.*

The plan would include demolishing 10 buildings from the Ben Hill development fronting Whitesville Road. The demolition would take place after the newly constructed units are completed. Through demolition of the building along Whitesville Road, space is created and the plan is to beautify this space along Whitesville Road by creating a linear park extending from Whitesville Road/Handley Street and ending at the end of the proposed senior development (approximately Mobile Home Drive). The linear park will include streetscaping, walking trails and possibly bike trails providing connection to the downtown area. LHA sees the linear park and Ben Hill Phase I as the start of revitalizing the Whitesville Corridor. With the City and community stakeholders investment in southern downtown (north on Whitesville Road from Ben Hill) and Great Wolf Recreational Park (south on Whitesville Road from the Ben Hill site), LHA sees the Ben Hill Phase I (Phoenix Landing) development acting as bridge connecting the downtown development endeavors and the Great Wolf attraction along Whitesville Road.

**See Appendix 9 - Site Plan for Phoenix Landing** preventive health screenings and or Wellness Services at the proposed Phoenix Landing development.

## **Prioritization Process**

Based on our action with local non-profits organizations that focus on meeting the needs of the community, the public meetings details, and the online survey and from the experience of the LaGrange Housing Authority and West Georgia Star the transformation team has concluded the following three (3) areas as top priorities.

- Transportation
- Safety
- Healthcare (Access to healthcare and the affordability of Healthcare)

The transformation team selected two high priorities and selected to build upon transportation and healthcare. We have partnered with West Georgia Star, focusing on their transportation services and GDPH-4 for health care services. Georgia Department of Public Health – District 4 has a campaign to educate and screenings. Studies have shown that people that are low income are marginalized from the health care institutions, therefore educational campaigns and bringing medical care to the residents.

## **Transportation Implementation Plan and Strategy**

West Georgia Star currently serves the residents of LaGrange Housing Authority and Troup County Accountability Office.

Troup County Accountability Office contracted West Georgia Star transport 20 people a week to mental health facility, drug court and felony court appointments. Troup County Accountability Office offers interventions for individuals who have issues requiring treatment for substance abuse and/or mental health problems. Accountability Courts reduce incarceration and recidivism rates, decrease the burden on taxpayers, restore families, save lives, and make our communities safer.

# The LHA Community Transformation Plan

## Goals

West Georgia Star has plans to move forward and increase the transportation serves for District 2.

Assist Boys and Girls Clubs and Twin Centers Youth Services both have contracted with West Georgia Star to transport youth to sports actives, culture, and historic events.

Leap Program Contracts West Georgia Star for churches, fraternities, and sororities for community based actives, field trips and education purposes.

West Georgia Star has applied to the department of transportation so they can have the ability to accept Medicaid to expand the services to the elderly. The types of services would include, dialyses treatments and non-emergent medical facilities. They are also working to include transitional centers which will assist in the incarcerated being reintegrated back into society. They assist this population with employment transportation, interviews, applications daily work needs, groceries, medical, banking and socialization (church, community functions).

West Georgia Star assist with the Homeless Transportation by providing transportation to the homeless in the winter month (temperature drops below 40 degrees).

Moving forward West Georgia Star is shifting its focus to establishing on-going funding. Part of their plan is the conversion from public housing platform to the multi-family HUD/RAD platform which will allow them to use their developer fee earned for compacity building, residential services and affordable housing development opportunities. If awarded a tax credit allocation for Phoenix Landing, LHA will set aside developer fee in the amount of \$50,000 and \$7,500 per year from the Community Investment Funds. LHA will also have on-going fund raising campaigns, financial partnerships and revenue generating strategies that

will allow for LHA to run programs that will maintain the current level of transportation services.

## Health and Wellness Implementation Plan and Strategy

Since LaGrange Housing Authority has embarked on the HUD/RAD Multi-family development platform, the housing authority has presented development opportunities for Lucy Morgan and Ben Hill. The first phase of this development strategy has been awarded to participate with DCA and the Kresge Foundation in a health and wellness development initiative. The Phoenix Landing development is being submitted for 2017 9% Tax Credits to DCA under at Qualified Allocation Plan that is encouraging the development of affordable housing in the context of community transformation and revitalization. The combination of DCA/Kresge and Transformational Communities Initiative in the 2017 QAP presents the housing authority with the unique opportunity to create a sustaining health and wellness community campaign. Below is an account of the health and wellness transformational partner, GDPH-4.

GDPH-4 has agreed to do work with the LaGrange Housing Authority as part of DCA's Healthy Housing Initiative and will provide on-site preventive health screenings and or Wellness Services at the proposed Phoenix Landing development.

Troup County Health Department:

- Health Risk Assessments
- Biometric Screenings
- Nutrition Assessment
- Adult Vaccine Evaluation

Licensed public health nurses will be present and obtain vital signs and other services as appropriate and under health nurse protocol. Nutritionists will provide healthy eating initiatives and Health educators will assist will all aspects of care as needed.

# The LHA Community Transformation Plan

Part of GDPH-4 Health and Wellness Initiative is centered health educational campaign. The Health Education Campaign which promotes the awareness of hypertension, BMI/obesity, diabetes, cholesterol, nutrition, and assessment for community resources.

Funding of GDPH-4 health and wellness and education campaign will be subsidized by GDPH-4, which is part of their mission, the Community Investment Fund, and developer fee earned from Phoenix Landing equity closing.

Implementation of this strategy will start at the equity closing of Phoenix Landing.

Under DCA/Kresge Foundation healthy wellness initiative the LaGrange Housing Authority has agreed to fund (\$75,000) a Residence Service Coordinator onsite to implement connections between residents and health series, support

outcome tracking, and continue fostering new relationships with health-focused organizations.

If Phoenix Landing is funded, the Transformational Team's goal is to combine the work performed by GDPH-4 and DCA/Kresge Foundation work with Lucy Morgan I and expand this effort to residence of District 2.

# The LHA Community Transformation Plan

## **Appendix 1 – Organizational Chart**

# The LHA Community Transformation Plan

## **Appendix 2 – Support Letters**



# The LHA Community Transformation Plan

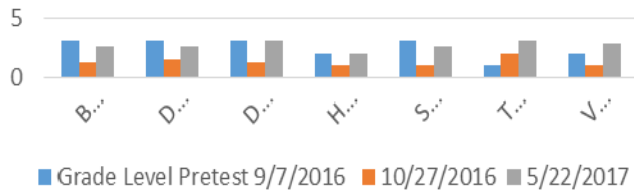
## **Appendix 2A – West Georgia Stars**

# The LHA Community Transformation Plan

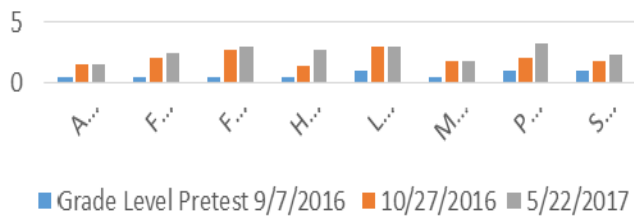
## **Appendix 3 – Afterschool Enrichment**

# The LHA Community Transformation Plan

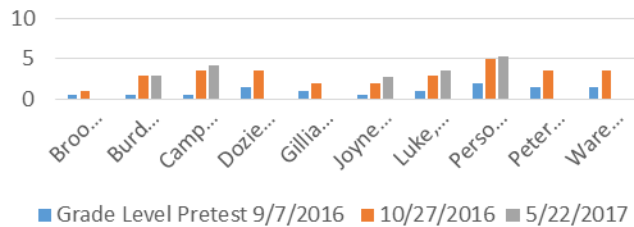
## Second Grade



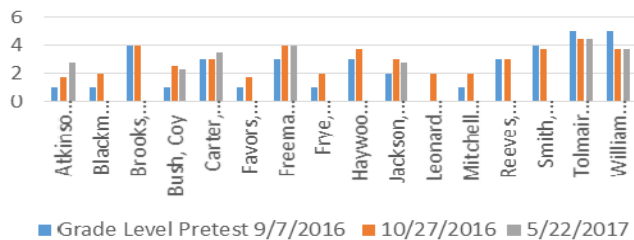
## Third Grade



## Fourth Grade



## Fifth Grade



# The LHA Community Transformation Plan

## **Appendix 4 – Philanthropic Activities**



# The LHA Community Transformation Plan

## **Appendix 5 – Back to School**

# Back to school with a new 'do

By [bni](#)  
[Email the author](#)

Published 12:00 am Saturday, August 1, 2015

Donny Karr

dkarr@civitasmedia.com



Dave Simpson of Northside Barber Shop cuts the hair of student Hezekiah Hudson, 8, at the William Griggs Recreation Center on Aug. 10, 2014, during the seventh annual Haircutz 4 Kidz. This year's event is set for 1 p.m. Aug. 9 at Williams-Griggs Recreation Center.

[http://lagrangenews.com/wp-content/uploads/2015/08/web1\\_0811Haircutz1.jpg](http://lagrangenews.com/wp-content/uploads/2015/08/web1_0811Haircutz1.jpg)

Dave Simpson of Northside Barber Shop cuts the hair of student Hezekiah Hudson, 8, at the William Griggs Recreation Center on Aug. 10, 2014, during the seventh annual Haircutz 4 Kidz. This year's event is set for 1 p.m. Aug. 9 at Williams-Griggs Recreation Center. File photo

LaGRANGE — As local children prepare to begin another school year, one organization is making sure students enter their classrooms in style.

Positive Contributions is hosting its eight annual Hair Cutz 4 Kidz event on Aug. 9 at Williams-Griggs Recreation Center. Michael Fannin, a third grade teacher at Callaway Elementary School, began the program as part of an effort to help children as much as he could outside the classroom.

# The LHA Community Transformation Plan

“I was blessed to grow up with parents who made sure I had school supplies and a fresh hair cut before school started each year,” said Fannin. “I just want to give kids that same opportunity because, sometimes, that can make a huge difference in a student’s learning experience.”

Hair Cutz 4 Kidz has grown from a small gathering in its first year to a back to school bash featuring food, water slides and games for kids to play in addition to free hair cuts and school supply giveaways.

“The first year we had it, one of our organization’s members, Tonya Boyd, actually drove around and found kids from around the neighborhoods to bring in and get their hair cut or styled,” said Fannin. “Last year, we probably had about 1,000 kids show up.”

The event offers free hair cuts for boys and free hairstyles for girls, as well as free backpacks and other school supplies for children in grades K-12.

“I thought about how I could make kids better in other ways besides teaching,” said Fannin. “I thought that this was a great thing to do because I’m helping to provide them with the means to succeed in school.”

The event is sponsored by Positive Contributions, West Georgia Star and The Connector.

“I have to give a special thanks to all of my volunteers, barbers and beauticians,” said Fannin. “I also want to thank Chad Cooper of West Georgia Star. He is a valuable friend and asset.”

Hair Cutz 4 Kidz begins 1 p.m. on Aug. 9 at the Williams-Griggs Recreation Center. Attending children can get free hair cuts and hairstyles, along with free hot dogs, hamburgers and popcorn from 1 to 5 p.m. School supplies will be distributed 5 to 6 p.m. Children must be present in order to receive school supplies.

## **IF YOU GO**

Hair Cutz 4 Kidz begins 1 p.m. on Aug. 9 at the Williams-Griggs Recreation Center. Attending children can get free hair cuts and hairstyles, along with free hot dogs, hamburgers and popcorn from 1 to 5 p.m. School supplies will be distributed 5 to 6 p.m. Children must be present in order to receive school supplies.

*Donny Karr is a reporter at LaGrange Daily News. He may be reached at 706-884-7311, ext. 2154.*

# The LHA Community Transformation Plan

## Father's Day Initiative

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## Forum: Man up, dads

By [bni](#)

[Email the author](#)

Published 12:00 am Tuesday, June 16, 2015

## The LHA Community Transformation Plan



Attendees address a forum on the importance of fatherhood on Saturday at the Benjamin Hill Apartment Homes on Whitesville Road. Lonnie Thornton Jr., standing, left, was master of ceremonies for the event, which was hosted by West Georgia STAR, the nonprofit arm of the LaGrange Housing Authority.



## The LHA Community Transformation Plan



LaGrange police officer Johnny Byrd speaks on the “when he became a man,” Saturday at a forum on the importance of fatherhood on Saturday at the Benjamin Hill Apartment Homes on Whitesville Road. The event was hosted by West Georgia STAR, the nonprofit arm of the LaGrange Housing Authority.

## The LHA Community Transformation Plan



LaShawn Beasley of LaGrange speaks about fatherhood during a forum Saturday at the Benjamin Hill Apartment Homes on Whitesville Road. The event was hosted by West Georgia STAR, the nonprofit arm of the LaGrange Housing Authority.

# The LHA Community Transformation Plan



Xaden Clark, son of Courtney Clark of LaGrange, speaks at a forum on the importance of fatherhood Saturday at the Benjamin Hill Apartment Homes on Whitesville Road. The event was hosted by West Georgia STAR, the nonprofit arm of the LaGrange Housing Authority.

A local nonprofit held a forum on the importance of involved fatherhood Saturday at the Benjamin Hill Apartment Homes on Whitesville Road.

More than 40 people attended the Father's Day Initiative hosted by West Georgia STAR, the nonprofit arm of the LaGrange Housing Authority, including civic leaders, educators and law enforcement officers.

"I just wanted to speak a little bit on the role of a man and my experience growing up without a father in my life, being raised by a single mother," said speaker Jacob Tucker, who works with West Georgia STAR.

"Being a black male myself, I feel like it makes it tougher to reach the qualities it takes to be called a man," Tucker told the crowd. "I grew up, for most of my life without a father ... I always thought to myself, 'what did I do to make him not love me, make him not care about somebody who he had a part in creating? What did I have to do make him want to be there for me, to come to my football games and my graduations?'"

Tucker said it wasn't until he grew older that he learned he didn't do anything wrong, but rather it was his father who was slighted.

"Now, I realize he's the one that's missing out on this joyride," Tucker said. "I see that God put me in this situation to make me a stronger man and be the person that my father wasn't."

While Tucker spoke about the challenges of growing up without his dad, others talked about their experiences growing into fatherhood and the challenges that went along with it. Lonnie Thornton Jr., a youth outreach coordinator with West Georgia STAR and a local 5th grade teacher, acted as master of ceremonies during the forum and asked several attendees when they knew they had reached manhood.

# The LHA Community Transformation Plan

“I can tell you the exact year that I became a man,” answered attendee and LaGrange police officer Johnny Byrd. “It was 1986, that was the year that my daughter was born. I was going to Fort Valley State at the time, and (my parents) told me, ‘don’t worry, we will take care of her.’ After about a month of her living there, I realized it was not their responsibility, it was my responsibility. So at that time, I left school and paid my own bills and took care of my child myself because that was my responsibility as a parent. That’s when I realized I’d become a man.”

Being a father isn’t just about paying bills and being a man, though, said attendee Dialleo Burks, head varsity football coach at LaGrange High School. It’s also about having the right attitude.

“We have to stay positive because sometimes things are going to go wrong,” Burks said. “Kids are not perfect, so you have to make sure you provide input from positive males and other people in the family.”

Troup County Sheriff James Woodruff also spoke at the event, and said only cooperation between the community, the clergy, law enforcement and neighbors be the positive influence young people need.

“Young people are going to follow something,” the sheriff said. “It’s either good or it’s bad, but they’re going to follow something. Our young people are our future, our next generation that’s coming along. If we don’t train them right, if we don’t show them the right direction, then where is LaGrange and Troup County and the state of Georgia going to be?”

Speaking about juvenile delinquency, Woodruff said, “there’s no easy answer. We didn’t get here overnight and we won’t get out of here overnight. But it starts with one person doing one thing at a time to move us forward.”

The forum, organized by Inetha Hatten of West Georgia STAR, is part of President Barack Obama’s fatherhood initiative, said Zsa Heard, executive director of the housing authority.

“We want people to feel good about their community here (in the housing authority),” Heard said.

For more information or resources about responsible fatherhood, visit [www.fatherhood.gov](http://www.fatherhood.gov). The website includes tips for parents, suggested family activities and other information.



# The LHA Community Transformation Plan



## Car seat giveaway in LaGrange draws dozens

By [bni](#)  
[Email the author](#)

Published 12:00 am Monday, July 27, 2015

Staff report



# The LHA Community Transformation Plan



Used car seats sit in a parking lot at the Benjamin Hill Apartments off Whitesville Road during a car seat give away Saturday. Volunteers gave away more than 80 donated seats to people in need as part of a back-to-school program.

[http://lagrangenews.com/wp-content/uploads/2015/07/web1\\_CarSeats1.jpg](http://lagrangenews.com/wp-content/uploads/2015/07/web1_CarSeats1.jpg) Used car seats sit in a parking lot at the Benjamin Hill Apartments off Whitesville Road during a car seat give away Saturday. Volunteers gave away more than 80 donated seats to people in need as part of a back-to-school program. Tyler H. Jones | Daily News

LaGRANGE — Local and regional law enforcement, along with West Georgia STAR, the nonprofit arm of the LaGrange Housing Authority, gave away more than 80 new car seats to people in need Saturday on Chatham Street.

The back-to-school giveaway featured a roll-over crash simulator and instructions from the Georgia State Patrol on how to safely and properly install a car seat, along with food, inflatable play areas and face painting.

GSP handled the distribution of the donated car seats, which have come from various organizations including Atlanta Fire and Rescue and the Governor's Office of Highway Safety, according to GSP Sgt. 1st Class Maurice Rains, commander of the local GSP post.

The LaGrange police and fire departments were also on hand with a police cruiser and a fire truck for kids to explore.

Inetha Hatten, one of the event's organizers, said she was pleased with how the event came together.

"I think it went great, there was a lot of excitement," she said. "It's the first time they (Atlanta Fire and Rescue) ever came to LaGrange. It's usually done in Atlanta."

Hatten said she'd like to make the event an annual program, and is working with the car seat donors to try to bring them back next year.

# The LHA Community Transformation Plan

“In fact, I’m waiting now to find out if they’re going to have funds so they can come back next year,” she said.

In 2008, a total of 14,154 children ages 6 through 8 years in Georgia were involved in vehicle crashes. Of those, 10 were killed and 1,755 were injured. Only 12 percent of these children reportedly used a supplemental restraint, such as a child safety seat or a booster seat, in addition to the adult seat belt, according to the Governor’s Office of Highway Safety.

Hospitalization charges for 248 children hospitalized in traffic-related injuries totaled about \$7 million in that same year. Some 5,111 emergency room visits stemming from motor vehicle crashes incurred another \$5 million in expenses, according to the Governor’s Office of Highway Safety.

Georgia law requires that every driver who transports a child 8 years of age and younger in a passenger automobile, van or pickup truck must restrain the child in a child safety seat.

Reach the LaGrange Daily News by calling 706-884-7311.

# The LHA Community Transformation Plan

## **Appendix 6 – Letter of Selection for LHA and Resolution of Support**

# The LHA Community Transformation Plan

## **Appendix 6A – CAFI**

# The LHA Community Transformation Plan

## **Appendix 7 – Voting District**



# The LHA Community Transformation Plan

## **Appendix 8 – Public Meeting**

# The LHA Community Transformation Plan

## **Appendix 9 - Surveys**

# The LHA Community Transformation Plan

## **Appendix 10- Existing Plans**

# The LHA Community Transformation Plan

## **Appendix 11 - Off-site Improvements**

# The LHA Community Transformation Plan

## **Appendix 12– Site Plan**



# The LHA Community Transformation Plan

