

# COMMUNITY TRANSFORMATION PLAN

THE TOWNS AT MILLS CREEK

Prepared for the  
HOUSING AUTHORITY  
OF DEKALB COUNTY,  
GEORGIA

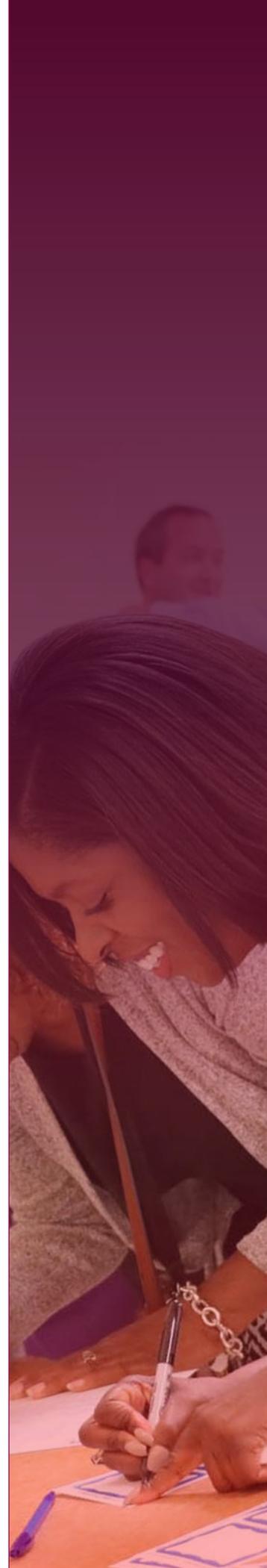
and the  
HOUSING  
DEVELOPMENT  
CORPORATION

By

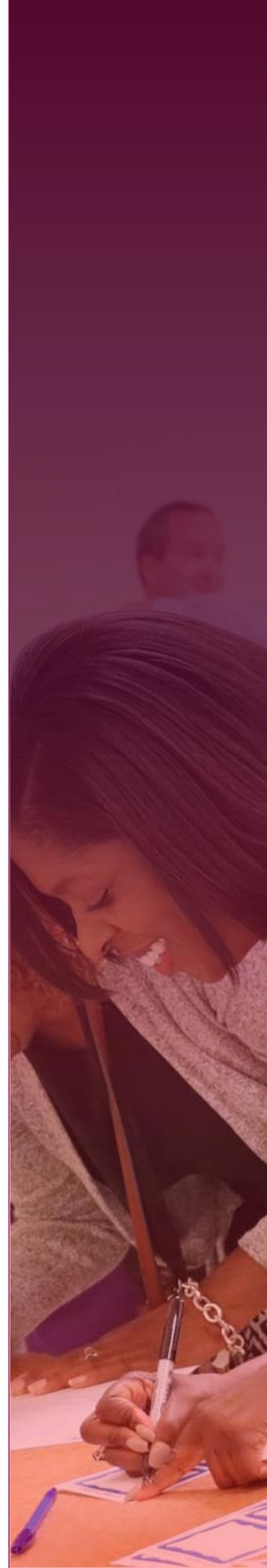


# Table of Contents

INTRODUCTION _____	4
Planning Process Overview _____	4
Community Engagement Overview _____	4
NEIGHBORHOOD PROFILE _____	7
Demographic Profile _____	9
Key Community Assets _____	11
PLANNING CONTEXT _____	13
THE TRANSFORMATION TEAM _____	16
Community-Based Developer _____	16
Community Quarterback _____	19
Transformation Partners _____	21
Education _____	22
Health and Wellness _____	24
Employment _____	25
Transportation _____	26
THE COMMUNITY'S VISION _____	27
Community Resource Access and Challenges _____	29
Prioritized Challenges _____	31
ACCESS PLAN _____	33
Challenge Worksheet _____	35



APPENDIX _____	47
Appendix 1 – Transformation Partner Meeting Documentation _____	48
Appendix 2 – Public Outreach Documentation _____	53
Appendix 3 – Public Forum Documentation _____	65
Appendix 4 – Community-Based Developer Documentation _____	67
Appendix 5 – Community Quarterback Documentation _____	74
Appendix 6 – Transformation Partners Letters of Support _____	76
Appendix 7 – Underlying Plans and Strategies _____	78



# 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 2014, the Housing Authority of DeKalb County (HADC) began the process of replacing the 50-year-old Tobie Grant Manor public housing project with mixed-income family and senior housing developments. The phased redevelopment now includes several communities, namely The Reserve at Mills Creek, The Retreat at Mills Creek (an age-restricted property for seniors), and Mills Creek Crossing, with a fourth a final phase, to be known as The Towns at Mills Creek, proposed. As it continues to develop new multifamily housing in the area, the HADC recognized the need to plan for enhanced coordination and delivery of services for residents of its own properties as well as those living in the surrounding area.

With the decision made to begin work on a Community Transformation Plan, the planning process began with the hire of Mosaic Community

Planning to lead the planning effort. The HADC and its affiliate, the Housing Development Corporation, worked together with the planning team to begin identifying community partners and inviting their participation in the plan. Once these partners had been identified, two public forums were scheduled, 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 the challenges faced by Scottdale residents in accessing services in their community. Working from the community’s prioritized list, the Transformation Partners then offered ideas and committed themselves to a series of goals to address the top-rated challenges. Complete with metrics, milestones, and responsible parties, the list of goals, known as the Challenge Worksheet, is integral to this Community Transformation Plan and will direct the activities of the Transformation Partners into the future.

## Community Engagement Overview

Public and private community and stakeholder engagement was a priority of the planning and visioning process. The Community Engagement planning team developed a marketing plan for promotion of the Community Forums. The team included staff of the Housing Authority of DeKalb County/Housing Development Corporation, Mosaic Community Planning, HADC communications consultant and Green Forest CDC. The team met weekly from early April through May and corresponded on regular basis putting high priority on the community engagement goals of a good community cross section and high turnout for the public meetings. For thorough documentation, please see

## Appendix 1 Transformation Partner Meeting Documentation.

The engagement team identified two prime, accessible locations (Hamilton Recreation Center and Clarkston Library) to hold community meetings on May 2 and May 3, 6:00 PM – 8:00 PM. Public forms of solicitation included print advertisement and a press release provided to the local newspaper (The Champion) and posted on public websites beginning three weeks in advance of meeting dates. A public, legal notice was also posted in the local paper.



Community Transformation Team representatives attended the May 2<sup>nd</sup> meeting. See attendance list in Appendix 1.

Meetings took place in two central neighborhood locations noted above. Assisted transportation services including an HADC van for seniors seating up to 20 people from Spring Chase and Mills Creek. The vans were well utilized with 20 occupied seats on May 2 and 13 on May 3. MARTA bus stops are nearby both locations.

Topics of the May 2 meeting of Transformation Partners included:

- Purpose of the Meeting
- Partner Introduction and Role
- Visioning Exercise

- Access to Community Resources Discussion: Education, Employment, Health and Wellness, Transportation
- Priority Challenges/Barriers to Access
- Next Steps

The full agenda is provided in Appendix 1.



Outreach to citizens also included ads and the press release provided to local newspapers and posted on public websites. Further, personal calls were made to numerous individuals and organizations who received PR flyers and agreed to post at their facility in a visible place. In addition, numerous businesses in close proximity to the meeting locations took flyers for posting.

In addition, Mosaic Planning completed a mass mailing of meeting PR flyers and basic meeting information to nearly 25 local businesses, churches, partners, and housing complexes in the area the 20<sup>th</sup> – 25<sup>th</sup> of April. In turn, property managers posted throughout buildings and on resident doors and businesses, schools, and churches shared the announcements with their publics.

For comprehensive documentation of all PR activities to promote the public engagement, please see Appendix 2: Public Outreach Documentation.



Public meetings occurred on May 2<sup>nd</sup> at the Hamilton Recreation Center and May 3<sup>rd</sup> at the Clarkston Library. Meetings were held in public buildings within the Defined Neighborhood open to all residents. Virtually all of the meeting public relations efforts occurred within the low-income Defined Neighborhood area that appears on page 6. Established residents within HADC's affordable housing communities of Mills Creek and Spring Chase were focal points for posting and distributing flyers. HADC provided van transportation for seniors within these communities.

Meeting facilitators actively engaged everyone in attendance through open discussion, written

comments and specific guided Question and Answer format. All feedback was recorded verbatim and appears in the body of this report. Public relations and advertising efforts were comprehensive to reach as wide an audience as possible. See Appendix 3 for details and evidence of meeting occurrence.

**Mills Creek Community Forums**  
*(formerly Tobie Grant Manor)*

**Your Opinion Counts!**

**The Housing Authority of DeKalb County**  
is preparing a Community Transformation Plan for the neighborhoods off of N. Decatur Road from Scottdale to east of Georgia Piedmont Technical College. 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 DeKalb County for years to come!

**Public Forum #1:**  
Tuesday, May 2, 2017 at 6:00 PM  
**Location:** Hamilton Recreation Center, 3262-B Chapel St, Scottdale, GA

**Public Forum #2:**  
Wednesday, May 3, 2017 at 6:00 PM  
**Location:** Clarkston Public Library, 951 N Indian Creek Dr, Clarkston, GA

*\*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: Mary Bosch, 503.504.6770

# NEIGHBORHOOD PROFILE

---



This Community Transformation Plan covers a neighborhood in largely unincorporated DeKalb County, Georgia, anchored in the west by a community known as Scottdale. Whereas Scottdale (a census-designated place, but not a municipality) is generally considered to be bound on the east by Interstate 285, the Defined Neighborhood for this plan extends east across I-285 to Memorial Drive, and approximately a half-mile beyond, fully encompassing DeKalb County census tracts 220.05 and 221. The area is bound on the west by a railroad line paralleling Church Street, on the south by Rockbridge Road, on the east by Snapfinger Creek, and on the north by a combination of Northern Avenue, Indian Creek Way, Memorial College Avenue, and Memorial Drive.

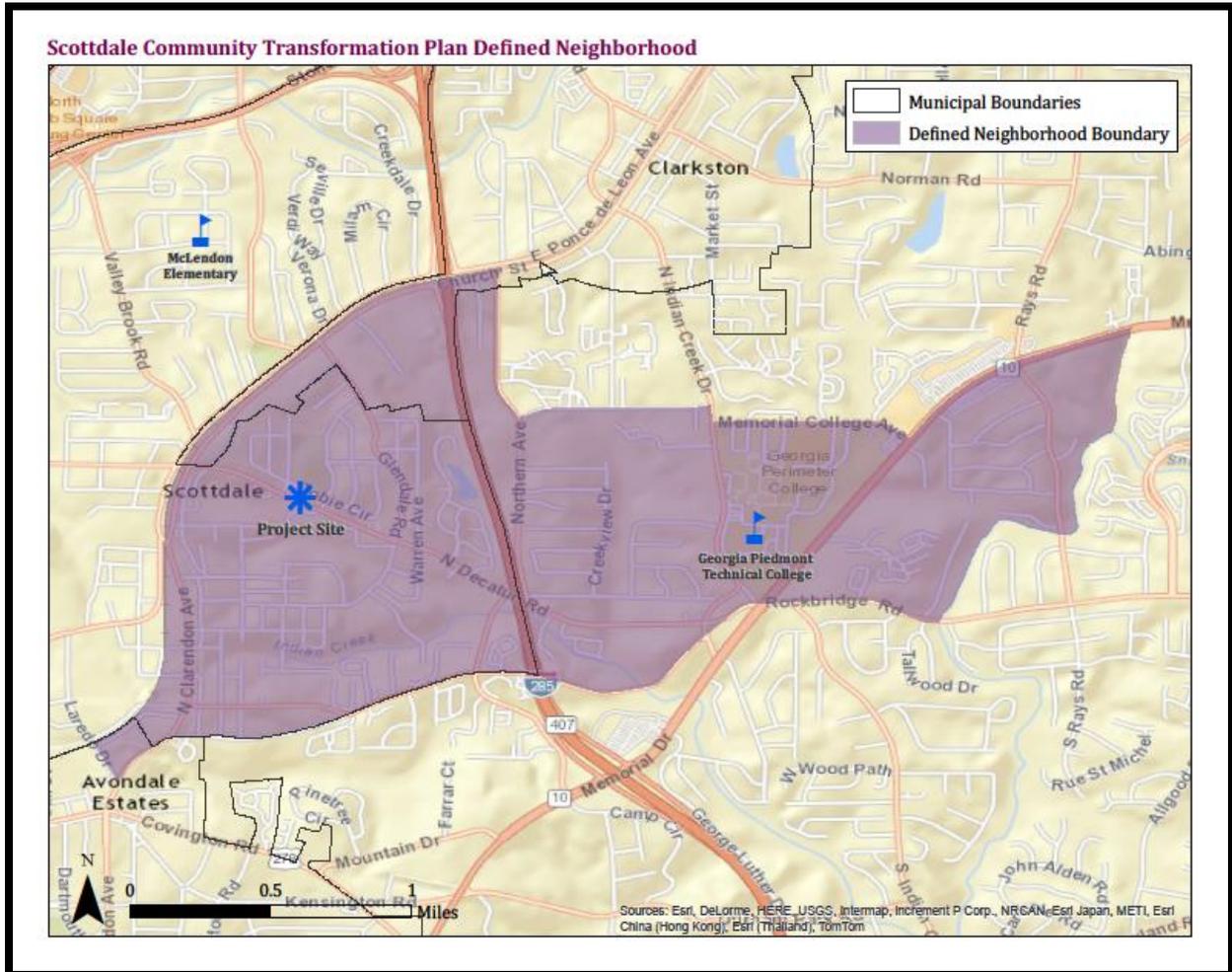


Prominent neighborhood features include the thoroughfares of North Decatur Road, Indian Creek Drive, and Memorial Drive. The Indian Creek corridor is home to significant school campuses for Georgia Piedmont Technical College, Georgia State University Perimeter College, and Clarkston High School. The Memorial Drive corridor consists primarily of retail uses and several nodes of retail exist along North Decatur Road as well. Along Clarendon Avenue and Church Street on the western border of the neighborhood are several industrial uses including a sizeable steel fabricator. Located less than a mile just to the west of the neighborhood is Your DeKalb Farmers Market, a regionally-significant international market that reportedly draws 100,000 customers per week. While outside the Defined Neighborhood, the market's proximity is an important neighborhood amenity.



The balance of the neighborhood is predominantly residential of a type consistent with an inner-ring suburb. There are several subdivisions of large, brick ranch homes built in the 1950s and 1960s and many apartment complexes. Closer to the core of Scottdale is a more urban development pattern, with small 1920s-era cottage-style homes and gridded streets. Some new infill single-family construction is evident in Scottdale, particularly

in the vicinity of Reed Street. Additionally, the redevelopment of the Tobie Grant Manor site into what is now known as the Village at Mills Creek has resulted in 380 new multifamily rental units constructed over the last two years. Lantern Ridge, another newer community located off North Decatur Road and constructed since 2000, contains more than 250 residences, a mixture of single-family and attached townhomes.



## Demographic Profile

The Defined Neighborhood covered by this plan is home to approximately 8,200 residents and 3,400 housing units, containing 1.1% of DeKalb County's population. Since 2000, the neighborhood has experienced a 3% decline in population while Scottdale grew by 9% and DeKalb County by 8%. The population's racial composition is 15% white, 66% Black, 15% Asian, and 4% Latino, making the Defined Neighborhood less diverse than Scottdale, DeKalb County, and the Atlanta Metropolitan Statistical Area. The age distribution within the neighborhood varies slightly from that of Scottdale and DeKalb County. About 10% of the population is 62 years or older as compared to the 8% in Scottdale and 13% in DeKalb County. While having a slightly higher proportion of seniors than the other geographies surveyed, the Defined

Neighborhood is also younger on average, with a median age of 31 years.

The median household income is significantly lower in the Defined Neighborhood (\$33,333) than in Scottdale (\$40,015) and DeKalb County (\$51,376). The percentage of households with incomes under \$15,000 in the neighborhood is 18%. The U.S. Department of Housing and Urban Development estimates the 2017 area median income (AMI) for the Atlanta metropolitan area to be \$69,700. Based on this figure, 60% of the AMI, the level at which a household is considered by HUD to be low-income, is \$41,820. Using a count of households with incomes under \$40,000 from the 2011-2015 American Community Survey, at least 1,712 of the neighborhood's 2,902 households (59%) are estimated to be low-income, with incomes at or below 60% AMI.

Demographic Characteristics				
	Defined Neighborhood	Scottdale CDP	DeKalb County	Atlanta MSA
Population	8,192	10,672	716,331	5,535,837
Population Growth	-3%	9%	8%	31%
Households	2,902	4,076	267,396	1,964,316
Average Household Size	2.8	2.6	2.6	2.8
Age				
Median Age	31.0	32.3	35.1	35.7
Population Age 0-4	11%	9%	7%	7%
Population Age 5-14	15%	16%	13%	15%
Population Age 15-19	5%	5%	6%	7%
Population Age 62+	10%	8%	13%	13%
Race				
White, non-Latino	15%	29%	30%	49%
Black, non-Latino	66%	36%	53%	33%
Asian, non-Latino	15%	20%	6%	5%
Other, non-Latino	0%	4%	3%	2%
Latino	4%	10%	9%	10%
Household Income				
Median Household Income	\$33,333	\$40,015	\$51,376	\$57,000
Under \$15,000	18%	19%	13%	11%
\$15,000 to \$24,999	17%	15%	11%	9%

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

The Defined Neighborhood contains more multifamily housing than the other geographies reviewed, however, single-family homes remain the largest share (48%) of the neighborhood's housing stock. The neighborhood's occupancy rate is low compared to the Atlanta region, but is comparable to that of Scottdale and the county as a whole. Homeowners occupied 39% of the housing units in the Defined Neighborhood while

the county and the region had significantly higher homeownership rates of 55% and 64%, respectively. The median year built for housing in the neighborhood is 1977, which is the same as for Scottdale. Despite being approximately the same age, the median rent for housing in the Defined Neighborhood (\$745) is 27% less than in Scottdale (\$944).

Housing Characteristics				
	Defined Neighborhood	Scottdale CDP	Dekalb County	Atlanta MSA
Housing Units	3,416	4,849	306,218	2,202,308
Occupancy Rate	85%	84%	87%	89%
Tenure				
Owner Occupied	39%	37%	55%	64%
Renter Occupied	61%	63%	45%	36%
Housing Type				
Single-family (detached or attached)	48%	52%	63%	72%
Small multifamily (2-19 units)	42%	32%	24%	16%
Large multifamily (20+ units)	10%	16%	12%	8%
Other (mobile home, boat, RV, other)	1%	0%	1%	3%
Housing Age				
Median Year Built	1977	1977	1980	1990
Housing Cost				
Median Rent	\$745	\$944	\$991	\$977
Median Owner Costs (with a mortgage)	\$1,299	\$1,374	\$1,478	\$1,466
Median Owner Costs (without a mortgage)	\$349	\$322	\$498	\$439

Source: 2011-2015 5-Year American Community Survey

Due to the Community Transformation Plan's focus on health, education, employment, and transportation services, data related to each of these areas was analyzed to help determine potential levels of need. As of the 2015, neighborhood residents were less likely to have completed a four-year degree than those in Scottdale or DeKalb County, with 26% having earned a Bachelor's degree or higher compared to Scottdale's 39% and DeKalb County's 41%. The percentage of those whose highest educational attainment was a high school diploma or its

equivalent was slightly higher in the neighborhood (23%) than in Scottdale (19%) and DeKalb County (21%). The 14% unemployment rate in the Defined Neighborhood is greater than that of Scottdale and DeKalb County (both 11%). Approximately one in seven of the neighborhood's households lacks a personal vehicle, a transportation gap made up for to a large degree by alternative commute options. In the Defined Neighborhood, 11% of workers commute via public transit, walking, taxi, or bike. Of the residents in the Defined Neighborhood, 22%

lacked health insurance coverage, roughly comparable to figures for Scottdale and the county, but higher than the region's share of uninsured residents at 17%. Given the

neighborhood's significant populations of children, youth, and elderly persons, access to healthcare is an important consideration.

Indicators of Service Need				
	Defined Neighborhood	Scottdale CDP	DeKalb County	Atlanta MSA
<b>Educational Attainment (Population Age 25+)</b>				
No high school diploma	21%	20%	12%	12%
High school or equivalent	23%	19%	21%	25%
Some college, no degree	24%	18%	20%	21%
Associate's degree	6%	5%	6%	7%
Bachelor's degree or higher	26%	39%	41%	36%
<b>Health Insurance Coverage</b>				
Uninsured Rate	22%	21%	19%	17%
<b>Transportation</b>				
Households without a vehicle	14%	10%	9%	6%
Workers who commute via public transit, walking, taxi, or bike	11%	12%	11%	6%
<b>Employment</b>				
Unemployment rate	14%	11%	11%	9%

Source: 2011-2015 5-Year American Community Survey

## Key Community Assets

A variety of community assets and resources are available within the plan's Defined Neighborhood. These assets are points of pride for the community and represent important local sources of social services, education, and recreation amenities.

### Georgia Piedmont Technical College

495 N Indian Creek Drive  
Clarkston, GA 30021

Georgia Piedmont Technical College is a unit of the Technical College System of Georgia. Its flagship Clarkston campus is one of nine learning centers operated by the College, which enrolls students in credit programs as well as in adult basic education and continuing education classes.

### Georgia State University Perimeter College

555 N Indian Creek Drive  
Clarkston, GA 30021

Perimeter College at Georgia State University is a primary gateway to higher education for students in the Atlanta metro area and awards associates degrees in 37 different academic programs.

### Hamilton Recreation Center

3262-B Chapel Street  
Scottdale, GA 30079

Operated by the DeKalb County Department of Recreation, Parks, and Cultural Affairs, the Hamilton Recreation Center includes an indoor basketball gym, a performing arts center, a playground, and an adjoining park with a baseball

field. The facility hosts after school and summer camp programming, dances, health fairs, and other community events.

### Partnership for Community Action

815 Park N Boulevard  
Clarkston, GA 30021

The Partnership for Community Action is a Community Action Agency serving DeKalb, Gwinnett, and Rockdale Counties from its Clarkston headquarters. The organization offers Head Start programming to prepare preschool-aged children for success in kindergarten, and also provides other family support and self-sufficiency services.

### Scottdale Early Learning

479 Warren Ave  
Scottdale, GA 30079

Formerly known as Scottdale Child Development and Family Resource Center, Scottdale Early Learning is a fully accredited, high-quality

learning center supporting children up to age five. Services provided include the Scottdale School and a Parents as Teachers program.

### Stone Mountain Trail

The nonprofit PATH Foundation has developed over 260 miles of trail throughout metro Atlanta. The Foundation's 19-mile Stone Mountain Trail connects Centennial Olympic Park in downtown Atlanta to Stone Mountain Park, passing through Scottdale and Clarkston.

### Tobie Grant Recreation Center

644 Parkdale Drive  
Scottdale, GA 30079

The Tobie Grant Recreation Center is operated by the DeKalb County Department of Recreation, Parks, and Cultural Affairs and contains a gym, fitness center, and outdoor park. Activities available at the Center include the LEAP afterschool program as well as summer camps for children and youth.

# PLANNING CONTEXT

No community planning effort truly begins from scratch, but rather builds on underlying plans and strategies. In the case of this Community Transformation Plan, two other notable plans exist, containing strategies and target areas that overlap the Defined Neighborhood. The Kensington-Memorial Drive Overlay Plan envisions an educational and cultural district

centered around the college campuses along Indian Creek Drive. Meanwhile, DeKalb County's 2014-2018 Consolidated Plan designates a Scottdale Target Area where redevelopment efforts and community development funding are focused. Full copies of these plans are linked in Appendix 7 and also available in the plans' supporting documentation.

Underlying Plans & Strategies			
Name of Document	Authoring Entity	Targeted Area	Effective Date
Kensington-Memorial Drive Overlay	Sycamore Consulting for DeKalb County Planning and Sustainability	Tier 5 Educational & Cultural District	3/21/2017
2014-2018 Consolidated Plan	DeKalb County Human and Community Development Department	Scottdale	4/10/2015

Both of these underlying plans have been assessed to determine how their target areas, policy goals, and implementation actions relate to the Defined

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

Assessment of Underlying Strategies		
Plan Component	Discussion	Page Reference
<b>Kensington-Memorial Drive Overlay</b>		
a. A description of the targeted area(s) examined by the strategy	Areas along Memorial Drive extending from Covington Highway to Hambrick Road and along Covington Highway from Memorial Drive to I-285. The Overlay District includes six subareas, called "Tiers". Tier 5 overlaps the portion of the Defined Neighborhood lying between Indian Creek Drive and Memorial Drive.	6
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"> <li>Control the over-saturation of undesirable land uses.</li> <li>Promote safety throughout the Memorial Drive Corridor through a more visible police presence.</li> <li>Create a "Green" and sustainable corridor.</li> </ol>	9 – 10, 15

## Assessment of Underlying Strategies

Plan Component	Discussion	Page Reference
	4. Ensure protection of single-family neighborhoods. Contained within the development priorities for Tier 5, which includes the Defined Neighborhood for this study, is a recommendation for " <u>Multi-family units, Student Housing, Dormitories</u> "	
c. A summary of specific actions that the community has taken in furtherance of the strategy since 5/25/16.	Since completion of the process and recommendations report in March 2017, DeKalb County's Planning and Sustainability Office has completed a draft of the overlay guidelines that will enforce the policy goals. The overlay guidelines are expected to be released for public comment in June 2017.	N/A
<b>2014-2018 Consolidated Plan</b>		
a. A description of the targeted area(s) examined by the strategy	Scottdale is one of five target areas designated in the plan. Target areas, including Scottdale, represent areas of DeKalb County where the majority of low- and moderate-income block groups are located.	79 - 80
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"> <li>1. Complete a minimum of 40 owner-occupied home repairs.</li> <li>2. Identify and work with one new Community Housing Development Organization to build capacity and create affordable units.</li> <li>3. Increase the availability of affordable, permanent, rental housing units for low-to moderate income, elderly, and special needs populations.</li> <li>4. Assist at least 40 residents to become first-time homebuyers.</li> <li>5. Continue raising community awareness about foreclosures and work to develop ways to decrease the problem in the County.</li> <li>6. Collaborate with neighborhood associations and other stakeholders to decrease blight, reduce the number of vacant houses, and improve the condition of the existing housing stock.</li> <li>7. Work with senior homeowners in the County who are in danger of losing their homes.</li> <li>8. Increase the supply of homeless beds in the DeKalb Continuum of Care by 100.</li> </ol>	3
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"> <li>• Committed \$440,000 to a Community Housing Development Organization "CHDO" (NCRAD) to purchase and rehabilitate vacant, foreclosed upon single family homes and sell them to low income first time home buyers;</li> </ul>	N/A

## Assessment of Underlying Strategies

Plan Component	Discussion	Page Reference
	<ul style="list-style-type: none"> <li>• Committed \$1.6 million for the construction of Columbia Avondale Senior Residences, a 92-unit senior housing project.</li> <li>• Provided financing to the DeKalb Housing Authority for the construction of three [3] single family homes to be sold to first time homebuyers.</li> <li>• Committed \$300,000 for the construction of Sterling at Candler, a 170-unit senior property.</li> <li>• Funded rental subsidies in excess of \$100,000 to the DeKalb Housing Authority for rental subsidy to assist households with children who live in substandard hotels to move to appropriate, standard housing.</li> <li>• Assisted 30 first-time home buyers to obtain housing by providing down payment assistance.</li> </ul>	

# THE TRANSFORMATION TEAM

The Towns at Mills Creek Community Transformation Plan provides a unique opportunity to bring together a Team of partners who are already actively serving the Scottdale neighborhood and are eager to collaborate to provide innovative, customized services in the future. The Transformation Partners include:

- Housing Authority of DeKalb County/Housing Development Corporation (community-based developer)
- Green Forest Community Development Corporation (lead/quarterback)
- Georgia Piedmont Technical College – Employment/Education
- DeKalb County Schools - Education
- MARTA - Transportation
- DeKalb Medical – Health and Wellness/Education
- First Step Staffing – Employment

See Appendices 4 and 5 for further details on the Transformation Team.

## Community-Based Developer

Established in 1955, the Housing Authority of DeKalb County (HADC) has a long history of providing affordable housing for DeKalb County residents. However, HADC’s role in the community extends beyond the development and operation of affordable housing; HADC’s reputation is additionally one of longstanding partnership with community organizations in order to ensure its residents’ needs are met holistically. While the HADC is engaged in many successful partnerships with community organizations, two recent examples are highlighted below. In both of these cases, the HADC’s partnerships have taken place in the communities of DeKalb County, the same area as surrounds HADC’s proposed development in Mills Creek.

	Partner #1	Partner #2
Name of Partner	Circles USA (local chapter) located at the Housing Authority of DeKalb County	Resident Services Corporation
Type of Organization:	National Community Development Nonprofit Organization (with local chapters)	County Non-Profit organization dedicating to improving the lives of DeKalb County low income families
Length of Partnership (Years, Months)	2 years, 2 months (March 2015-Present)	Five Years (2012-Present)
Describe the Partner's Mission.	Inspire and equip families and communities to resolve poverty and thrive. We believe strongly that responsibility for both poverty and prosperity rests not only in the hands of individuals, but also with societies, institutions, and communities. It's the	Enhancing the lives of DeKalb County residents through community-based problem solving and neighborhood-oriented strategies that promote self-reliance and self-sufficiency.

	Partner #1	Partner #2
	underlying foundation of the Circles model – engage people and organizations in the community to end poverty.	
What is this Partner's Service Area?	Circles is a national nonprofit organization that has partnered with the Housing Authority of DeKalb County. A local Chapter meets at the Housing Authority of DeKalb County and is run by the Resident Services Corporation. The Circles program is offered to all HADC Housing Choice Voucher participants and low income residents living in HADC's affordable housing communities throughout DeKalb County, including the defined neighborhood.	The service area of the partner encompasses the DeKalb County area including the defined neighborhoods.
Describe the measurable improvement in residents' access to education, health, employment, and/or transportation services resulting from this partnership.	<p>HADC has offered its offices as a meeting place for the local chapter. Employees of HADC, HDC and the Resident Services Corporation (including HADC's President/CEO and Resident Services Corporation's VP) participate as Program "Allies" and on "Resource Teams" to assist Circle Leaders reach their goals (e.g., finding employment, increasing income,</p> <p>Since the implementation of the local Circles chapter at the Housing Authority of DeKalb County, nine Circle Leader families have participated in the program. Between 2015 and 2017, program participants have experienced an average \$7,475 increase in their incomes (a total \$66,623) One of the participants are currently located in a zip code (30032) of an HADC co-owned property (Sterling at Candler).</p>	<p>As a result of HADC's partnership and financial support for Resident Services Corporation, the organization reported that in 2016:</p> <ul style="list-style-type: none"> <li>• 20% of the families involved in its programming reported an increase in wages and/or assets.</li> <li>• 120 participants completed soft and hard skill training.</li> <li>• 70% of families enrolled in the program expressed interest in becoming a homeowner.</li> <li>• 60% of participants decreased debt.</li> <li>• 85% of participants reported an improved quality of life.</li> </ul>

	Partner #1	Partner #2
Describe how this successful partnership (as measured by the measurable improvements in residents' access to education, health, employment, and/or transportation services) will be continued or replicated in the Defined Neighborhood to support the goals of the CTP.	The partnership will bring about increased awareness of the Circles USA program and serve as a local resource and ambassador for local organizations look to start a future Circles programs within the defined neighborhood as a holistic, supportive services program that “inspires and equips communities to end poverty.”	Resident Services Corporation has committed to assisting the Community Quarterback to assist in utilizing its resources and networks to help drive awareness about the Community Transformation activities and programs.

In addition to these and many other partnerships forged between HADC and community-based nonprofits, HADC has also been a significant source of philanthropic support to the Resident Services Corporation, a nonprofit entity whose

mission is to enhance the lives of DeKalb County residents through community-based problem solving and neighborhood-oriented strategies that promote self-reliance and self-sufficiency.

Recipient	Service Area Benefitted	Amount	Purpose	Date(s)
Resident Services Corporation (see attached fact sheet and commitment letter)	Resident Services Corporation's employment, health and education-focused activities cover a service area that encompasses all of DeKalb County, including the defined neighborhoods.	\$180,000 \$289,016 \$490,091 \$457,717	Since the inception of Resident Services Corporation in 2002, the Housing Authority of DeKalb County has contributed non-restricted funds to RSC that Support Administrative and Program Services	FY(2015) – July 1 FY(2016) – July 1 FY(2017) – July 1 FY(2018) – July 1

As a Housing Authority duly created and organized by the State of Georgia pursuant to and in accordance with the Housing Authorities Law and established by the DeKalb County Board of Commissioners to help alleviate the shortage of safe and sanitary dwellings within the County, the

Housing Authority of DeKalb County was created to increase the supply of quality affordable housing in DeKalb County in 1955 (see attached HADC Establishment Resolution by the Housing Authority of DeKalb County).

During a regular public meeting of the Commissioners of Roads and Revenues of the County of DeKalb County in December 27, 1955, the Commissioners established the Housing Authority of DeKalb County to, among other things, address the “shortage of safe and sanitary dwelling accommodations the County of DeKalb, Georgia, available to persons of low income at rentals that they can afford.” While not a Request for Proposals process, the establishment of HADC was a community-driven process that was convened to create an overarching affordable housing entity whose mission is to preserve and create affordable housing throughout DeKalb County, including the defined neighborhood. Shortly after the establishment of the Housing Authority of DeKalb County through this public process, HADC built the Tobie Grant Manor public housing community on roughly 55 acres in the defined neighborhood (in 1966). The multi-phase, mixed-income Village at Mills Creek Community involves the redevelopment of the Tobie Grant Manor community and includes the Towns at Mills Creek Community as the 4th Phase.

## Community Quarterback

Green Forest Community Development Corporation (GFCDC) is committed to serving as the Community Quarterback. Since 2015, GFCDC and HADC have partnered to help create vibrant new communities where everyone has the opportunity to thrive. Key programs include:

- Three-pronged approach to change with high quality mixed-income housing; a cradle-to-college education pipeline; and community wellness programs, all guided by a Community Quarterback leadership group.
- Before and after school programs
- CREW – creating responsible educated and working teens
- Resident and Community Support Program – builds a sense of community, career development, financial literacy
- The First Tee – year-round golf instructions and life skills program

Green Forest Community Development Corporation (GFCDC) is a private, non-profit, faith-based community economic development corporation, governed by a board of directors consisting of residents of the community and business and civic leaders. GFCDC was created in 1996 by Greenforest Community Baptist Church, a leading community oriented organization, to foster economic development and community enhancement for the rapidly changing demographics of South DeKalb County, Georgia. Their service area is South DeKalb County. They are located in the City of Decatur.

## Mission and Activities

The mission of Green Forest Community Development Corporation is to create empowerment and networking for people through economic development, housing, youth, senior and health initiatives, social ministries, education and comprehensive prevention programs for persons of all ages. GFCDC provides technical assistance to the Faith-Based Community including:

- Community Planning and Revitalization
- Creating Educational Opportunities for All Ages
- Providing Family, Youth and Elderly Services
- Business and Commercial Development
- Providing Affordable Housing
- Providing Housing Counseling and Predatory Lending Education
- Counseling Families and Individuals on Homeownership Responsibilities
- Providing Personal Financial Management

Green Forest Community Development Corporation has a proven record of increasing low-income residents access to employment, education, transportation, and/or health and wellness services. Some of their relevant efforts include:

- Homebuyer education: Green Forest Community Development Corporation (GFCDC) has a history of housing, business development and cooperative ventures that benefit the community to include launching the "Call DeKalb H.O.M.E." homebuyer education program that provides Freddie Mac approved homeownership counseling at various community venues within Metro Atlanta and the South DeKalb community.
- Freddie Mac, DeKalb County, Georgia government, Green Forest CDC, National City Mortgage, two minority-owned lending institutions-Citizen's Trust Bank and Infinity Mortgage Corp.-and retail sector participants collaborated on this unique minority homeownership outreach initiative. Wal-Mart and South DeKalb Mall provide the space for educational kiosks which direct potential homebuyers to homebuyer education classes, financial counseling assistance, down payment assistance from the county and mortgage loans from participating lenders. The kiosks are open seven days a week; lenders arrange for loan officers to be available on weekends; Freddie Mac credit education brochures and other materials are available; and mortgage loan applications are accepted and referred to participating lenders.
- Affordable Housing: In 1999 GFCDC was awarded an Affordable Housing Program Loan, a fifteen year (15) direct subsidy/forgivable loan from the Federal Home Loan Bank of Atlanta, for use in housing renovation and community revitalization of the Forest at Columbia. GFCDC has instituted the following programs to benefit the residents of Forest at Columbia: Recreation Services; Tenant Counseling; Provision of twenty-five (25) pre-school scholarships to attend the Greenforest Early Learning Center;

Stipends for AHP eligible residents to receive training in the field of Early Childhood Development from the Greenforest Early Learning Center; Employing six (6) AHP eligible residents to work in the Greenforest Early Learning Center; and creation of The Forest at Columbia Community Technology Center. Additionally, GFCDC is a limited partner and general manager with First Tennessee Bank of the "Forest at Columbia" housing – 161 units for low-to-moderate income multi-family housing that recently underwent a \$9M renovation.

- Strategic Development: GFCDC is the developer of the GreenForest Christian Early Learning Center, an expansion that have more than doubled capacity, and will now offer infant care, too.
- Construction Employment and Apprenticeship Program: GFCDC is in the unique position of being one of the few organizations in the country that has the experience of developing, designing, and administering a construction employment program. Our program provides job skills training in the Construction trades to specialized populations such as parolees, and former welfare recipients.
- Technology Education: Serving to bridge the Digital Divide that exists especially among low-income and minority populations, GFCDC offers after school tutorials, vocational exploration, math and science programming, field trips, educational interventions, and computer technology education to a span of ages in the area.

GFCDC has partnered with diverse local entities on projects addressing education and affordable housing. Some examples include:

- The Forest at Columbia: Partnered with Federal Home Loan Bank of Atlanta on a \$10 million development of low to moderate income apartments and provided support services for residents.
- No Child Left Behind: Partnered with seven schools to provide tutoring for over 400 children from 2007 to 2012.

- Be Smart Kids: Partner with Wachovia Foundation and DeKalb County to develop an early childhood education computer readiness curriculum for kids 18 months to four years of age. More than 1,400 students have participated in the program.

Additionally, GFDC has worked at various community venues throughout Metro Atlanta and the South DeKalb community to offer homebuyer education and counseling programs. Ralph White, the Executive Director, will be the designated representative from Green Forest to manage the required CTP tasks. His contact info is 3299 Rainbow Drive, Decatur, GA 30034, (404) 486-5768.

Green Forest CDC helped promote the Community Forums to their networks and colleagues to encourage attendance of the May 2<sup>nd</sup> and May 4<sup>th</sup> public meetings. Working with the Housing Authority of DeKalb County, Green Forest conducted in-person outreach in the Defined

Neighborhood and disseminated meeting flyers at the Hamilton Recreation Center, Tobie Grant Recreation Center, and Tobie Grant Library. Additionally, Green Forest conducted in-person outreach at its early childhood and K-12 school (Greenforest McCalep Christian Academy) and early childhood education center, which include some family participants that live in the Defined Neighborhood area.

Name of Document	Nature of CQB's Participation	Document Page Reference
Transformation Partner Meeting Agenda, May 2	Introduction, Meeting Participant, Q&A	Appendix, page 48
Meeting Sign-in Sheet, May 2	Record of Meeting Attendance	Appendix, page 51

## Transformation Partners

Partner Category	Name and Type of Entity	Service Area	Mission
Education/ Employment	Georgia Piedmont Technical College Joel Alvarado, Director Community Outreach & Engagement 495 N. Indian Creek Drive, Clarkston, GA, 30021 404.719.9675	DeKalb, Rockdale, Newton, and Morgan counties	Georgia Piedmont Technical College (GPTC) promotes a student-centered environment for lifelong learning and development, encompassing academic and technical education for employment in a global community.

Partner Category	Name and Type of Entity	Service Area	Mission
Education	DeKalb County School District Dr. Vassane Tinsley, Deputy Superintendent for Student Support 1701 Mountain Industrial Boulevard, Stone Mountain, GA, 30083 678.676.0421	DeKalb County	Ensure student success, leading to higher education, work, and lifelong learning
Health	DeKalb Medical Cheryl Iverson, Vice President, Marketing and Communications 2701 North Decatur Road, Decatur, GA, 30033 404.501.5030	DeKalb and Gwinnett Counties	Earn our community's trust every day, through our uncompromising commitment to quality. Vision: In partnership with the best physicians, employees and volunteers, DeKalb Medical will be the healthcare provider of choice by delivering a superior patient experience every time.
Employment	First Step Staffing Twana Roots, Manager of Community Partners and Relations 236 Auburn Avenue, NE, Suite 203, Atlanta, GA 30303 404.439.9830	Metro Atlanta (Fulton, DeKalb, Cobb, and Gwinnett counties)	Employ those who struggle most to break their own cycles of poverty, giving preference to those who have recently experienced homelessness, military veterans, and individuals who have been previously incarcerated.
Transportation	MARTA Rukiya Eady, Chief of Staff 678- 362-3671		To spur economic growth, enhance the lives of all citizens and lead the way to a less congested and more connected future.

## EDUCATION

Georgia Piedmont Technical College  
(<https://www.gptc.edu/>)

### Community Partner Contacts

Joel Alvarado, Director Community Outreach and Engagement (404) 297-9522 ext: 1759; Keith Sagers Executive Director and Special Assistant to the President (404) 297-9522 ext: 1231.

### Background

For more than 50 years, Georgia Piedmont has served a diverse clientele and continues to energize the potential in thousands of individuals, help improve their lives and contribute added value to the economic wealth of the greater community. Today, the college has nine centers of learning in DeKalb, Newton, Rockdale and Morgan counties. Georgia Piedmont Technical College currently has more than 8,000 students

enrolled in credit programs and more than 9,000 in adult education and continuing education classes. More than 250 of GPTC's currently-enrolled students reside in ZIP codes within the Defined Neighborhood.

Academic and technical programs at GPTC cover more than 120 different occupations. There are more than 260 full-time members of the faculty and staff, and part-time faculty and staff number approximately 660.

#### Key programs/services

- Healthy Living Suite classes
- Community and continuing education classes
- Professional Licensing
- Online courses available
- WorkKey programming
- Adult Education including instruction in literacy and English language and basic skills and GED preparation

#### Goals/plans

- Seeking to increase and enhance community outreach

#### Special assets/resources

- The college is a part of the “Achieving the Dream” initiative, a non-governmental reform movement focused on student success within two-year colleges.
- First Year Focus is a student development initiative facilitated by Advising, Career, and Retention Services to help new students prepare for success at college.

DeKalb County School District  
[\(http://www.DeKalbschoolsga.org/\)](http://www.DeKalbschoolsga.org/)

#### Community Partner Contact

Dr. Vasanne Tinsley, Deputy Superintendent for Student Support (678.676.0421); Eileen Houston-Stewart, Chief Communications and Community

Relations Officer, Chief Communications and Community Relations Officer, 678-676-0421

#### Background

DeKalb County School District is Georgia's third largest school system serving nearly 102,000 students with 137 schools and centers that educate more than 24,000 students from 180 countries. The District employs 15,500 people. The mission of the school district is to ensure student success, leading to higher education, work, and life-long learning. Fall 2016 enrollment in the seven schools that serve the community in part or in whole are as follows:

School	Enrollments
Dunaire Elementary	643
Indian Creek Elementary	1,158
McLendon Elementary	447
Druid Hills Middle	921
Freedom Middle	1,157
Clarkston High School	1,540
Druid Hills High School	1,321

Schools in the system have a broad range of community partners including local secondary education institutions, various churches, non-profit organizations including New American Pathways, the Food Bank, and the IRC, and area businesses including Home Depot and Publix. The percentage of students that qualify for free or reduced meals at the seven schools that serve the community ranges from 47% to 100%.

#### Key programs/services

- After School Extended Day Program: Research based, build self-esteem and character, pre-k to 8th grade. After-school programs free of charge including for EL and IRC students.
- Offer tutoring and credit recovery programs for students free of cost

- Emergency drop-in services
- My Brother's Keeper and My Sister's Keeper programming
- Flex Academy Virtual Learning
- "The Bridge" is a talk and entertainment variety show produced by DeKalb County School District High School students that motivates teens to discuss everyday issues affecting their lives, peers and future.
- School Nutrition Services: won Golden Radish Award for Farm to School Accomplishments including over 740,000 meals featuring locally grown items, field trips to visit farms, and 26 edible school gardens.

#### Goals/plans

- Implementing aggressive five-point TRUST Turnaround Schools Action Plan to boost the performance of 26 under performing schools.

#### Special assets/resources

- Five schools in DeKalb County School District (DCSD) have increased student achievement levels enough to exit the state's Focus and Priority lists for underperforming schools.
- Building S.P.A.C.E.S. initiative determines how, where, and why future resources should be dedicated to improve/modernize buildings and infrastructure to help support equity across all schools and communities.

## HEALTH AND WELLNESS

DeKalb Medical Center  
[\(http://www.DeKalbmedical.org/\)](http://www.DeKalbmedical.org/)

#### Community Partner Contact

Cheryl Iverson, Vice President, Marketing, Communications and Corporate Health (404-501-5030 or 404-314-0446)

#### Background

DeKalb Medical is a private, not-for-profit health services provider not-for-profit health care system

with three campuses including their main campus in North Decatur. DeKalb Medical offers a wide range of services including cancer care, maternity services, orthopedics, alcohol and drug abuse, behavioral health services, diabetes, emergency services, physical therapy, senior spectrum, and women's services. The North Decatur campus currently serves more than 70,000 patients every year and is undergoing a renovation of its Emergency Department.

#### Key programs/services

- Senior Spectrum program provides programming including adventure, friendship, and health education programs for seniors over 55 led by physicians. Offers low cost membership to Wellness Center.
- 18,000 SF Wellness Center with lifestyle and fitness programs and facility including an indoor pool and track that accepts Silver Sneakers.
- Wellness-on-Wheels mobile mammography equipment available to employers who want to provide mammography on-site as a service.
- Offer community outreach programming with awareness campaigns and supportive activities and events around Cancer and Cardiovascular disease including: Cancer Survivor's Day, Relay for Life, Cancer Screening Day, and Heart Walk.
- Healthtalks
- Lunch and learn sessions such as Stroke Awareness
- Free basic health screens at festivals
- Special events such as Puberty Rocks series

#### Goals/plans

- Increase the number of people with Primary Care relationship
- Guide efforts to match identified community health needs

## Special assets/resources

- The DeKalb Medical Foundation donates funds to improve the availability and quality of healthcare in the community. The Foundation also offers three different scholarships for employees of DeKalb Medical to pursue additional education, high school graduates who want to pursue a career in healthcare, and to those wishing to pursue a career in nursing.
- New health initiative to proactively engage diabetic patients to seek routine and necessary care including referral to outpatient programs that provide diabetes education.

## EMPLOYMENT

### First Step Staffing

(<http://firststepstaffing.com/>)

#### Community Partner Contacts

Twana Roots, Manager of Community Partners and Relations (404-439-9390 or Cell: 678-374-9635) and Naomi Maisel, Project Manager

#### Background

First Step's mission is to fight homelessness and poverty by helping to employ those with barriers to work force re-entry in light industrial/commercial jobs. In less than 10 years, First Step has assisted more than 7,500 individuals with their first job assignment and had a payroll of \$18 million in 2016. They are the largest nonprofit light-industrial staffing agency in the United States. Currently they assign more than 1,000 individuals per month (roughly 25% of them DeKalb County residents) to jobs and have the lowest turnover rate of any other agency in Georgia. The organization prioritizes those who have recently experienced homelessness, military veterans, and individuals who have been previously incarcerated. Providing people who are homeless a job not only gives them a sense of ownership and pride but also provides a direct

impact to the city by making them taxpaying workers.

#### Key programs/services

- Partner with over 70 referral partners recruit job-ready individuals.
- Specialized job training focuses on five industry segments.
- Temporary job assignments help effectively build workers' resumes, job skills, and self-confidence while providing immediate income that allows workers to search for better long-term opportunities.
- Guarantee on-time employees by providing door-to-door transportation to job sites through contracted 3rd party transportation and public transit passes. Provide bicycles for people whose job sites are within a few miles of MARTA line.
- Provide access to safety equipment (e.g. steel-toe boots), tools, work uniforms, and stable housing.
- Wage incentive plan that rewards employees who consistently show up on time and prepared. The average wage starts at \$9.75 an hour.
- All profits are reinvested in supportive services and programs to help employees and ensure their success at work sites.
- "Next Step" employee mentoring program for those who have been working for more than 90 days to help them achieve on-going success.

#### Goals/plans

- Interested in meeting market need for cleaning, construction, and landscaping work to rehab foreclosed properties with workers who are tenants in affordable housing.
- Developing a comprehensive but concise sector-specific training program for our clients.
- Evaluating expansion into two other cities to scale the First Step model.

### Special assets/resources

- First Step Benefits program fast-tracks individuals with severe disabilities that prevent them from retaining employment for Social Security Disability and Medicaid benefits, thus securing them stable housing and medical treatment. Over 202 clients won SSDI benefits in 2016.

## TRANSPORTATION

### MARTA

([www.itsmarta.com](http://www.itsmarta.com))

#### Contact

Goldie Taylor, Chief Communications Officer  
(404-848-6975)

#### Background

Provides transportation service by bus and rail to 1.7 million residents of Metro Atlanta. MARTA serves more than 500,000 per day with its 101 bus routes and 4 rail lines. Its mission is not only to connect the region but to spur economic growth, enhance the lives of citizens, and lead the way to a less congested and more connected future. Every year MARTA drives reliable transit to \$2.6 billion in economic activity and generates \$1.4 billion people every weekday. The service supports 24,864 jobs. 14 of 18 of Atlanta's fastest growing industry sectors have employees who commute to work using MARTA.

#### Key programs/services

- Disadvantaged Business Enterprise and Program

- Transit Oriented Development Projects that boost economic growth and quality of life in areas surrounding MARTA stations including the Avondale Station.
- MARTA Green Light sustainability initiatives including supporting Atlanta Bike Share.
- New bike racks and repair kiosks with fix-it stands and tire pumps.
- Ride-sharing collaborations with Uber, Lyft, and Zipcar.
- Expansion of Fresh MARTA pop-up farmers markets program.

#### Gang Resistance Education and Training (GREAT)

- Diverse Community Outreach Liaison

#### Goals/plans

- Continue to grow ridership while supporting local community development with TOD projects.
- Passage of half-cents sales tax will generate approximately \$2.5 billion over the next 40 years.

#### Special assets/resources

- MARTA partnered with Decatur Downtown Development Authority and Columbia Ventures to develop TOD at Avondale Station. The project which is now breaking ground will provide 378 market rate apartments, 92 affordable senior apartments, 34 condos, and 41,500 SF retail on 7.7 acres of surface parking.
- MARTA Jazz Mondays at Decatur Station every Monday in May.

# THE COMMUNITY'S VISION

---

After introductions of the meeting purpose and community partners in attendance, a visioning exercise kicked off each community forum and served as a conversation ice breaker. Each community member had a two-sided handout. On one side, the words “My Neighborhood Today” appeared. Participants were asked to write a word or phrase that best describes their neighborhood (i.e. the “defined neighborhood”) as it is today and were given a few minutes to write their responses.

Attendees were then asked to turn to side two of the handout which had the words “My Neighborhood in the Future.” Everyone was asked to reflect on their neighborhood five years in the future and consider changes they hope would happen in their community and write a word or phrase. Volunteers shared their responses and the meeting facilitator posted on the flip chart. The handouts were collected at the meeting conclusion.

## Vision of Neighborhood

Listed below are the comments shared in writing regarding the perceptions of the neighborhood today and a vision for the future.

Today:

- Inaccessible
- Flourishing
- Unsafe
- Safe and clean
- Very calm and peaceful
- Lively
- In transition
- Changing and developing
- Diverse

- Great potential
- I love my community
- Clean and safe
- Transportation options
- New
- Well managed
- Close to where I need to go
- I really like it
- I love my neighborhood
- Quiet and friendly
- Safe and clean
- Dangerous crossing
- Beautiful
- Outside activities



Future in 5 years:

- 24-hour security
- A neighborhood I feel good about
- After school activities
- Better management of public housing
- Better security

- Caution light or a traffic light at N. Decatur Rd. as people cross from Mills Creek
- Connection from Your Place to Tobie Grant
- Crime-free
- Cultural diversity
- Dialysis facility
- Exercise and art instructors
- Family-oriented
- Full ADA accessibility
- Fun, more to do
- Housing to look like people of value live here
- Intergenerational recreation center – swim, arts and crafts programming, games
- More things to aid in rehabilitation for better living, self-care
- More lights
- More neighborhood friendly activities
- More transportation options
- Needs a traffic light
- Neighborhood watch
- Old houses cleaned up
- Park more separated for the children
- Residential association at Mills Creek
- Safe
- Safe and clean
- Safer streets
- Sidewalks
- Streets repaired
- Traffic light
- Traffic light at N. Decatur and Parkdale
- Transportation to go shopping
- Vibrant
- WiFi and computers (w/ residents trained to use them) @ Spring Chase

The word cloud that follows reflects the overall emphasis of comments shared about the vision for the Scottsdale neighborhood



## Community Resource Access and Challenges

Local access to community resources encompasses many aspects of neighborhood residents' life circumstances from their overall health and well-being and having safe and affordable housing to being about to travel to resources, a necessity for most.

During the public forums, community members were asked to comment on their current use of programs or services within each of the four pillars of the Community Transformation Plan: Education, Employment, Health and Transportation. Community Transformation Partners in attendance participated in the discussion answering questions and responding to comments as appropriate—often increasing awareness of existing programs.

## What the Community Said



Taking each issue area individually, the facilitator engaged the audience in a discussion about their utilization of the service. Probing questions included: What types of programs, services or resources were being used? How often? By whom? How did people know about the services? How did they travel to access them? The chart below summarizes the discussion from two community forums in the Scottdale neighborhood.

Current Levels of Access	
Priority Area	Frequency of Use/Insights re: Access
Health and Wellness	<p>JenCare and Fitness Center at Mills Creek are popular. Other top mentioned providers by use: DeKalb Medical (#1), Emory (#2), Grady (#3); Live Healthy DeKalb, Clarkston Health Clinic, Community Center wellness classes, DeKalb Community Service Board for mental health; facilities at Mills Creek</p> <p>Lack of transportation, often late transportation, undependable-MARTA – very challenging for people with mobility issues and challenging health care issues like diabetes, bus to LA Fitness is needed, using public transport you have too long a walk; many say access is 'poor.'</p>
Employment	<p>Many resources identified with fairly good awareness and a moderate use of services: Career Center @ Goodwill, DeKalb Workforce, Camps Hire Youth, AARP Foundation, Ramstad Employment, Senior Connections, Happy Face, YMCA – Summer Youth Program, Clarkston Community Center (weekly job fair), AARP, DeKalb Workforce Development. Use is directly affected by awareness. High interest in services for youth employment.</p>

Current Levels of Access	
Priority Area	Frequency of Use/Insights re: Access
Education	Many participants no longer have children in schools and are not regularly accessing public education facilities. They learned about: Tutoring, tools for life, voting, available for classes and meetings; and programs of Georgia Piedmont, Community Center. Private vehicle most common transport
Transportation	Many depend on public transport, SE Transit, Carpooling, walking, Senior Connections take people to and from senior center and doctor appointments, private vehicle, OWL transportation, MARTA buses run every 20 min, Spring Chase has senior transportation bus. Walking to services would be much easier with cleaned up paths.

Following the discussion on use of and access to services, the facilitator led the participants in a brainstorming activity to identify barriers to accessing community services and programs. Using color-coded post-it notes for each of the four discrete plan themes, everyone identified and wrote challenges to accessing services of concern to them. A general discussion followed and clear issues emerged.

It was recognized that connections may exist among these issues: Transportation might cut across all the topics; or, if an individual has a health care issue they may not be able to use employment services; if children need after school care, this factor impacts parents' flexibility/ability to work and potentially the ability to pay for services. Health education was of interest to many.

Challenges to Access	
Priority Area	Key Challenges and Insights
Health and Wellness	More recreation and wellness classes, a recreation center and pool; improved transportation is critical issue, especially for those especially with serious medical issues; more trails are needed especially for seniors; holistic/alternative medical care. High interest in knowing health care actually covers. Improved communication about all that is available—calling post or auto post, possible phone app, US mail, visible flyers in the buildings, etc.
Employment	Serving youth especially in summer, computer training, cyber training—to encourage home-based employment
Education	Knowing what is available. How should schools communicate about offerings? Web, BCN, local cable, community website, Scottdale Facebook, GPTC- job placement; GED / Adult Education in evenings; after school programs; digital connections; how are we paying attention to truant youth to keep them in schools?  Key interests: Foreign language, computer class, social security, disability resources, nutrition, holistic medicine, pain mgmt., acupuncture

## Challenges to Access

Priority Area	Key Challenges and Insights
Transportation	Light @ N. Decatur & Dangerous for pedestrians, need unified approach, van service to shopping and activities, theatre, sidewalks overgrown, dependability/timeliness of MARTA mobility, transportation and dialysis, getting to senior center without a car is very hard

## Prioritized Challenges

Following the community forums, the facilitator gathered all post-it notes and comment forms and

organized the responses by the categories that appear in the chart below. The numbers within boxes correspond to type and frequency of challenges identified.

	Total Responses	Availability	Awareness	Affordability	Access	None	Themes
Health & Wellness	34	5	6	6	14	3	Pool/warm water, holistic medicine, education on insurance coverage
Employment	35	13	7	1	5	9	Part-time employment, youth employment, senior skill building
Transportation	40	18	1	2	18	1	Dependability, cross stress, improved MARTA mobility, sidewalks, van services
Education	32	8	10	2	6	6	Computer skill building, GAP Piedmont, classes at public skills, tutoring, sewing
Total		44	24	11	43		

## Ranking of Challenges

1. Transportation Reliability and Safety
2. Access to and Awareness of Health and Wellness Services
3. Availability to Employment Services in the Neighborhood
4. Awareness of Education Programming (Part A)
5. Awareness of Education Programming (Part B)

Note: Awareness and Availability challenges are strongly linked; the Awareness of Education Programming issue was divided into two separate challenges to reflect distinct public conceptions of the issue.

## Related Policy Goals

1. Increase MARTA's Awareness of Transportation Challenges
2. Increase Transportation Options
3. Increase Awareness of Health and Wellness Resources
4. Increase Affordable Housing Options
5. Increase Direct Awareness of Education, Employment, and Job Training Services

# ACCESS PLAN

---

The Transformation Team was formed in the weeks prior to the Community Engagement process and includes the following organizations:

- Green Forest Community Development Corporation (lead/quarterback)
- Housing Authority of DeKalb County/Housing Development Corporation (community-based developer)
- Georgia Piedmont Technical College – Employment/Education
- DeKalb County Schools - Education
- MARTA - Transportation
- DeKalb Medical – Health and Wellness/Education
- First Step Staffing – Employment

The planning and marketing team met with partners to discuss the Transformation Plan purpose and process and to ensure their commitment to engaging in the public involvement, the formation and implementation of the plan and working with the Community Quarterback over the next five years to monitor progress and make adjustments in solutions, if necessary. All the partners invited to participate in this transformative, collaborative effort agreed and as an expression of commitment, some even provided a Letter of Support. Letters appear in Appendix 6.

The Transformation Partner Team Meeting occurred on May 2 as part of first Community Forum. As described in the previous sections, community members and partners were engaged in an interactive evening of exercises and discussion regarding community vision, the use of existing services and programs related to the four pillars of the plan and in identification of the key challenges that residents face. Often, partners

shared information about existing resources and future plans for the area.

Many challenges identified cut across all four themes of the Community Transformation Plan not only in terms of community need and interest but also partners willing and able to meet the needs. Making these connections stimulated partner interest in working collaboratively toward the overarching goal of collective positive impact for neighborhood residents. Following the public meetings and summary of the results, members of the planning team met with partners to discuss possible solutions to the challenges and barriers identified. The plan focuses on leveraging existing programs and services and expanding promotion efforts to the residential development and to the broader Defined Neighborhood to increase awareness, use, access and participation. In addition, the plan reflects a strong interest in bringing services directly to residents for ultimate accessibility.

In the interactions among partners as the goals and solutions were being developed, several unique partnerships were formed. These partnerships and the commitments they contain will be key to the successful implementation of the Community Transformation Plan.

Resident Services Corporation, a nonprofit organization and long-term partner of the HADC, has committed to support Green Forest CDC in its role as Community Quarterback by utilizing its own resources and networks to help raise awareness about the activities and programs that will come about as a result of this plan.

The HADC and the Housing Development Corporation have committed to donate \$10,000 from their Towns at Mills Creek developer fees to

the Georgia Piedmont Technical College Foundation to set up a supplemental fund for low income persons in the Defined Neighborhood enrolled in The Next Step Program or other certification and degree programs. Borne out of Community Transformation Plan discussions with Georgia Piedmont Technical College, a local institution in the Defined Neighborhood and a Transformation Partner, the fund would be used to help alleviate the financial burdens that low income students face and are often not covered by existing Federal and State funding when seeking a GED, certification, or degree program. While there is grant funding and scholarships for fees such as tuition and books, there are often additional fees that are not covered (or funding has been maxed out or is otherwise not available to students), such as the GED testing fees, technical college

application fees, emergency transportation (MARTA cards) and child care services (on a limited basis).

Finally, an extension of HADC's successful partnership with Circles USA will bring about increased awareness of the Circles USA program and the important opportunity to offer holistic supportive services to the community. The local chapter, serving as a resource and ambassador for organizations (within the Defined Neighborhood) will assist with an exploration process evaluating the potential to start a future Circles program within the Defined Neighborhood as a holistic, supportive services program that "inspires and equips communities to end poverty."

## Challenge Worksheet

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed
Transportation Availability, Reliability and Safety	1	Resident access to resources					
		Goal 1: Increase awareness and knowledge of resident transportation concerns and opportunities for improvement					
		1	Solution 1: Organize community meetings with transportation service providers/MARTA to exchange information on specific issues and transportation plans/options with improvement; include a 'walkabout' with interested residents to specific locations of safety concern				
		1	Participation in meetings Identification of tactics	Implementation of community meetings and at least one short term solution	MARTA, HADC	Staff time Meeting PR printing costs	
		Narrative of Progress in Accomplishing Goal 1, Solution 1 (to be completed by the CBQ annually for five years following the placed-in-service date)					
		Solution 2: Increase awareness of existing transportation services to meet resident goals					
		2	Increased use of alternative transportation services	Completed information sessions at Mills Creek	MARTA, HADC, and transportation service providers	Staff time	
		Narrative of Progress in Accomplishing Goal 1, Solution 2 (to be completed by the CBQ annually for five years following the placed-in-service date)					
		Goal 2: Increase awareness of and explore potential for other transportation modes/options in addition to MARTA					
		2	Solution 1: Improve awareness of transportation options serving the community through visible and online information board, by promoting MARTA mobility application forms, through discounts on monthly Senior Mobility passes				
1	# of flyers/apps taken	Organized outreach to transp	HADC	Staff time			

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed		
				# of passes # of users	providers; creation of info board, website		Purchase of info rack; web design service		
			Narrative of Progress in Accomplishing Goal 2, Solution 1 (to be completed by the CBQ annually for five years following the placed-in-service date)						
			Solution 2: Investigate organizing resident carpools at the Towns at Mill Creek for improving access to convenience services such as local shopping						
			2	# of carpools # of users	Resident survey; resident meeting; action plan	HADC	Staff time		
			Narrative of Progress in Accomplishing Goal 2, Solution 2 (to be completed by the CBQ annually for five years following the placed-in-service date)						
		<b>Larger neighborhood access to resources</b>							
		Goal 1: Increase options for active transportation within the neighborhood such as walking or biking							
		1	Solution 1: Explore opportunities to repair/clean up and replace existing paths and sidewalks						
		1	Visible trail enhancements; # of trail/path users	Quarterly neighborhood clean-ups	GFCDG	Staff time, clean up materials, hauling debris			
		Narrative of Progress in Accomplishing Goal 1, Solution 1 (to be completed by the CBQ annually for five years following the placed-in-service date)							
Solution 2: Organize neighborhood walks/bike rides on local trails/paths									
2	# of events # of participants	Obtain/print brochures & promote PATH Foundation/ other nearby trails	HADC	Staff time, photocopying costs					

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed
			Narrative of Progress in Accomplishing Goal 1, Solution 2 (to be completed by the CBQ annually for five years following the placed-in-service date)				

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed	
Access to and Awareness of Health and Wellness Services	2	Resident access to resources						
		Goal 1: Improve information sharing, knowledge of and access to health and wellness resources available within the Mills Creek/Spring Chase community						
		1	Solution 1: Increase marketing and promotion of existing health and wellness programs such as Silver Sneakers, Senior Spectrum, primary care services through community information board and community resource website; facilitate sign up for classes within residential communities					
		1		Number of inquiries; increase in users	A 10% increase in users of 3 target programs	DeKalb Medical, HADC	Staff time	
		Narrative of Progress in Accomplishing Goal 1, Solution 1 (to be completed by the CBQ annually for five years following the placed-in-service date)						
		Solution 2: Organize health and education fair to share information about health services, healthy living practices/workshops and potential health screenings						
		2		Number of attendees; increase in users of service	Event planned/implemented A turnout of at least 50 persons	DeKalb Medical, DeKalb Board of Health, HADC, Hamilton Recreation Center	Staff time, PR flyer printing, program materials, refreshments,	
		Narrative of Progress in Accomplishing Goal 1, Solution 2 (to be completed by the CBQ annually for five years following the placed-in-service date)						
		Goal 2: Develop a healthy, well balanced mixed-income and intergenerational residential community						
		2		Solution 1: Increase the number of affordable housing units at Mills Creek				
			Constructed and occupied apartment units	Funding obtained, construction plan completed, development,	GFCD, HADC	LIHTC Allocation		

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed	
					increase of >60 new residents			
		Narrative of Progress in Accomplishing Goal 2, Solution 1 (to be completed by the CBQ annually for five years following the placed-in-service date)						
		Solution 2: Promote the benefits of walking and the use of the sidewalk/path system within the community to encourage more walking						
			Brochures on resource rack/info sharing at Health Fair		Organized walks/bike rides, 20% increase in trail users	DeKalb Medical, HADC-HDC	Staff time	
		Narrative of Progress in Accomplishing Goal 2, Solution 2 (to be completed by the CBQ annually for five years following the placed-in-service date)						
		<b>Larger neighborhood access to resources</b>						
		Goal 1: Increase sharing of and access to information about area health and wellness resources and educational programs						
		1	Solution 1: Extend information and invitation to greater neighborhood to participate in health and wellness events and programs at Mills Creek					
		1	Number of area residents attending		At least 20 participants from adjacent neighborhood in healthy living events	DeKalb Medical, HADC	Staff time, PR material costs	
		Narrative of Progress in Accomplishing Goal 1, Solution 1 (to be completed by the CBQ annually for five years following the placed-in-service date)						
		Solution 2:						
		2						

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed
			Narrative of Progress in Accomplishing Goal 1, Solution 2 (to be completed by the CBQ annually for five years following the placed-in-service date)				
		Goal 2:	Solution 1:				
		2	1				
			Narrative of Progress in Accomplishing Goal 2, Solution 1 (to be completed by the CBQ annually for five years following the placed-in-service date)				
			Solution 2:				
			2				
			Narrative of Progress in Accomplishing Goal 2, Solution 2 (to be completed by the CBQ annually for five years following the placed-in-service date)				

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed	
Availability of Employment Services in the Neighborhood	3	Resident access to resources						
		Goal 1: Increase direct access to education, employment and job training services						
		1	Solution 1: Explore multiple avenues for on-site job services: Host job fair; provide employment coaching; build and publicize a data base of providers; develop a website of programs and resources					
		1	Number of events/year; Attendance at events; Services provided to resident users	Implement at least 2 events At least 25 attendees at each event	Georgia Piedmont, First Step Services, HADC	Staff time, info/resource material printing		
		Narrative of Progress in Accomplishing Goal 1, Solution 1 (to be completed by the CBQ annually for five years following the placed-in-service date)						
		Solution 2: Provide computer skill training on-site to increase opportunities for part time and home based employment						
		2	# of participants, assessment of training, utilization of learning	Assistance offered on quarterly basis by GPTC student interns or volunteers, 15 participants per class	Georgia Piedmont, HADC	Staff time		
Narrative of Progress in Accomplishing Goal 1, Solution 2 (to be completed by the CBQ annually for five years following the placed-in-service date)								
Goal 2: Increase direct access to employment services by offering on-site and online education and job placement opportunities as an amenity for residents and/or as part of the annual resident services program.								

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed
		2	Solution 1: Create community information boards, an information rack or kiosk, a community website and other communication tactics to promote education and job services				
			1	Number of brochures distributed, website hits, program participants	Obtain info rack, organize materials; develop and maintain website; host regular, well promoted visits by employment partner	Georgia Piedmont, First Step Services, HADC	Time and resources
Narrative of Progress in Accomplishing Goal 2, Solution 1 (to be completed by the CBQ annually for five years following the placed-in-service date)							
			Solution 2: Promote GED classes to residents and encourage participation through scholarship offering				
			2	Number of participants and scholarship recipients	Scholarship funds available to selected applicants; Successful completion of GED program by 75% of registrants;	Georgia Piedmont, HADC-HDC	\$10,000 for scholarships; staff time
Narrative of Progress in Accomplishing Goal 2, Solution 2 (to be completed by the CBQ annually for five years following the placed-in-service date)							
			Solution 3: Encourage and promote online learning within the Mills Creek community				
			3	Number of participants	Visibly publicize online skill-building, job-related courses offered by GPTC and other partners each term; Grow participation by 20% over one year period	Georgia Piedmont, HADC/HCD	Staff time
Narrative of Progress in Accomplishing Goal 2, Solution 3 (to be completed by the CBQ annually for five years following the placed-in-service date)							

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed
		Larger neighborhood access to resources					
		Goal 1: Increase access to job training and employment services for greater neighborhood					
		2	1	Solution 1: Publicize employment-related events and selected learning opportunities available at Mills Creek to the entire neighborhood			
				Number of events; Number of participants	Implement 2 events a year; Attract a minimum of 10 members of larger neighborhood	Georgia Piedmont, HADC	Staff time
		Narrative of Progress in Accomplishing Goal 2, Solution 2 (to be completed by the CBQ annually for five years following the placed-in-service date)					

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed	
Awareness of Education Programming (Part A)	4	Resident access to resources						
		Goal 1: Increase awareness of and access to available educational programs and services						
		1	Solution 1: Promote established school programs such as After School Extended Day Program, New American Pathways and Parent Liaison services on-site through a range of tools such as resource website, information board, cross-marketing between local schools and Mills Creek. Provide contact/sign-up info.					
		1	Brochures taken, web hits, # of registrants	Display program materials on-site	DeKalb School District HADC	Staff time		
		Narrative of Progress in Accomplishing Goal 1, Solution 1 (to be completed by the CBQ annually for five years following the placed-in-service date)						
		Solution 2: Actively promote services/events of partners and increase communication and cross-marketing between schools and existing partners such as DeKalb Workforce, International Rescue Committee, Atlanta Community Food Bank, DeKalb Health, Sheltering Arms, United Way and Lions Club, Partnership for Community Action and others						
		2	Visible information about partner services	Display info on school partner events and opportunities for residents	DeKalb School District, HADC	Staff time		
		Narrative of Progress in Accomplishing Goal 1, Solution 2 (to be completed by the CBQ annually for five years following the placed-in-service date)						
		Larger neighborhood access to resources						
Goal 1: Increase access to job training and employment services for greater neighborhood								

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed
		1	Solution 1: Increase promotion and awareness of existing school services within the greater neighborhood through cross-marketing with Community Transformation Partners and website links to community resource website				
			1	Publicity/Information posted in key locations/sites	Display program materials on school website	DeKalb School District	Staff time
		Narrative of Progress in Accomplishing Goal 1, Solution 1 (to be completed by the CBQ annually for five years following the placed-in-service date)					
		Solution 2: For each school within the neighborhood, promote local, school-partner organizations on school website					
		2	Number attending and signing up for services	Display program materials on school website	DeKalb School District	Staff time	
		Narrative of Progress in Accomplishing Goal 1, Solution 2 (to be completed by the CBQ annually for five years following the placed-in-service date)					
Awareness of Education Programming (Part B)	5	<b>Resident access to resources</b>					
		Goal 2: Increase outreach and access to resident international population regarding school services					
		2	Solution 1: Use creative promotion techniques to share key school announcements in multiple languages with parents, students and residents				
			1	Education/community service information boards and racks with brochures, contact info	Identify key info for multilingual sharing and plan to promote	DeKalb Schools, International Rescue Committee	Staff time
Narrative of Progress in Accomplishing Goal 2, Solution 1 (to be completed by the CBQ annually for five years following the placed-in-service date)							
Solution 2:							

Challenge	Rank	Goal(s)	Solution(s)	Metrics	Milestones	Entities Responsible	Resources Committed		
			2						
			Narrative of Progress in Accomplishing Goal 2, Solution 2 (to be completed by the CBQ annually for five years following the placed-in-service date)						
		<b>Larger neighborhood access to resources</b>							
		Goal 2: Increase the use of schools as an access point for school-based and other community services							
		2	Solution 1: Promote opportunities for use of school facilities for meetings, events and educational programming						
			1		# of inquiries and use of school for community events	Post on website	DeKalb School District, HADC	Staff time	
			Narrative of Progress in Accomplishing Goal 2, Solution 1 (to be completed by the CBQ annually for five years following the placed-in-service date)						
			Solution 2:						
			2						
		Narrative of Progress in Accomplishing Goal 2, Solution 2 (to be completed by the CBQ annually for five years following the placed-in-service date)							

# APPENDIX

---

1. TRANSFORMATION PARTNER MEETING DOCUMENTATION
2. PUBLIC OUTREACH DOCUMENTATION
3. PUBLIC FORUM DOCUMENTATION
4. COMMUNITY-BASED DEVELOPER DOCUMENTATION
5. COMMUNITY QUARTERBACK DOCUMENTATION
6. TRANSFORMATION PARTNERS LETTERS OF SUPPORT
7. UNDERLYING PLANS AND STRATEGIES

# Appendix 1 – Transformation Partner Meeting Documentation

## May 2 Agenda



**Agenda**  
Mills Creek Community Transformation Plan  
Public Forum #1  
Tuesday, May 2, 2017  
6:00 PM  
Hamilton Recreation Center

- I. Welcome (Mary)**
  - a. Sign-In Sheets
  - b. Handouts, Agenda
  
- II. Introductions (Jeremy)**
  - a. Housing Authority of DeKalb County
  - b. Green Forest
  - c. Transformation Partners
  
- III. Community Transformation Plan Overview (Jeremy)**
  
- IV. Planning Exercise 1 – Community Visioning (Mary)**
  - a. One-Word Cards
  
- V. Planning Exercise 2 – Service Utilization**
  - a. Health/Wellness
  - b. Education
  - c. Employment
  - d. Transportation
  
- VI. Planning Exercise 3 – Barriers to Access**
  - a. Post-It Notes
  
- VII. Adjourn**
  - a. Reminders: Sign In, Handouts
  - b. Second Public Forum – Wednesday, May 3 – Clarkston Library

Meeting Sign in Sheets

(highlights indicate Transformation Partner organization)



**Public Meeting Sign-In Sheet**

Date: May 2, 2017  
 Location: Harriet Fox Rec Ctr Scottsdale

Name	Organization (if Applicable)	Phone	Email	Address
<u>Sarah McRae</u>		404-983-0515	<u>seena.dougherty@gmail.com</u>	<u>560 Parkdale Dr. #217</u>
<u>Kimberly Heath</u>		404-664-4077	<u>sarahmcrade@gmail.com</u>	<u>560 Parkdale Dr. #213</u>
<u>Billy DeGroot</u>		770-210-9987		<u>560 Parkdale Dr. #217</u>
<u>Ann's Walker</u>		770-912-5553	<u>sub1953@aol.com</u>	<u>560 Parkdale Dr. #217</u>
<u>Margaret Henson</u>		4/207/9207	<u>Elgautta@concast.net</u>	<u>560 Parkdale Dr. #217</u>
<u>Elaine Reed</u>		4-434-2101	<u>FANNIEWALKER@gmail.com</u>	<u>4947 memorial Dr</u>
<u>Keith Soopers</u>		4) 299-1552		<u>104-318. STONE M T</u>
<u>Arrie Preston</u>	Mills Creek Resident	4) 566-1760	<u>ade_reed@cle.yahoo</u>	<u>3977 Memorial Dr #217</u>
<u>Margeline Smith</u>		4) 301-6378	<u>soopers@qtr.edu</u>	<u>Spring House #217</u>
<u>Michelle Jackson</u>		2899-1274		<u>560 Parkdale Dr #217</u>
<u>Deann Davis</u>		404-358-2622		<u>3175 Mills Creek Cir #217</u>
<u>Wendy Moyer</u>		408-253-8705		<u>560 Parkdale Dr. # 216</u>
<u>Rod H Cotton</u>		404-671-5177		<u>560 Parkdale Dr. #217</u>



Public Meeting Sign-In Sheet

Date: May 2, 2017  
 Location: Hemlock, Bee Ctr Scottdale

Name	Organization (if applicable)	Phone	Email	Address
Eileen Houston Stewart	DeKalb Co. Schools	678-676-0421	eileen-houston-stewart@dekalbschools.ga.us	1701 Mountain Truist Shire Mt. GA 30083
Jean Curwood	HDC			750 Community Dr Ste 201 Decatur GA 30052
Mike Ellie	HAR	904-220-2510	mike.ellie@kolbhus.org	
Keri Taylor	HDC	404-219-2183	keri.taylor@housingdevelopmentcorp.org	
Leanne Burds	HAR			
Olivia Nemo				Mills Creek Crossie
Cermin Lindrak				Mills Creek Drapery
Bryn Thomas	HDC	417-759-1733	bryn.thomas@deputing.org	
Myler Price	Reserve	678-988-2092		
Mary Price	Reserve	404-205-5331	maryprice918@gmail.com	560 Parkdale
Gilda Wilcox	Reserve	770-771-2226		
Rebecca Parks	Reserve	404-982-9910	rebecca.wilcox@gmail.com	560 Parkdale Dr apt. 2
Mary Sinkfield	Reserve	404-617-4949	MARYSinkfield@earthlink.net	3220 Mill Creek Cir E
Gail Stewart	Reserve	678-760-1694	gailstewart194@gmail.com	560 Parkdale Dr apt 2
Maric Plibey	Reserve			560 Parkdale Dr. 101
Kathleen McElhenny	Reserve	404-294-5444		560 Parkdale Dr. 102
STANLEY AEBORG	Reserve	404-953-2688		3175 Muesweg apt 5010
ROSA ALVARO				" " " "





## Appendix 2 – Public Outreach Documentation

The following methods were used in outreach to the public: Press releases, public advertisements, mailings, e-blasts, hand-delivery, and personal calls/outreach. In addition, the following entities publicly posted flyers promoting the meetings:

- Property managers of Mills Creek and Spring Chase posted throughout the buildings and on resident doors
- Indian Creek Elementary School
- Robert Shaw Theme Elementary School
- Forest Hills Elementary
- Hamilton Head Start Center
- Hamilton Recreation Center
- Clarkston Community Center
- Clarkston Library
- Tobie Grant Library
- Food Mart
- Dollar General
- True Church of God
- Corinth Baptist Church
- S. DeKalb Senior Center
- Tobie Grant Recreation Center
- Willow Branch Apartments Management Office

A. PRESS RELEASE DISTRIBUTED TO COMMUNITY PARTNERS AND PROVIDED TO THE CHAMPION NEWSPAPER



**Contact:** Keri Taylor  
**Phone:** 404-270-2500  
**Email:** [Keri.Taylor@housingdevelopmentcorp.org](mailto:Keri.Taylor@housingdevelopmentcorp.org)

**FOR IMMEDIATE RELEASE**  
April 20, 2017

**SCOTSDALE COMMUNITY SERVICES PUBLIC FORUMS**  
*Community Plan to Help Guide Service Improvements*

The Housing Authority of DeKalb County is preparing a Community Transformation Plan for the neighborhoods off of N. Decatur Road from Scottdale to east of Georgia Piedmont Technical College. The Plan will focus on improving access to transportation, education, health, and employment services available in this area and will identify strategies and partner organizations to overcome any challenges to accessing services. The Transformation Plan is being created in connection with the development of the Mills Creek community (the former Tobie Grant Manor housing project) with 200 multifamily apartments and 180 senior residences.

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 asked for input regarding services currently provided in the community as well as barriers to accessing those services. The forums will be held at the following times and locations.

**Public Forum #1:**

Tuesday, May 2, 2017, 6:30 PM

Hamilton Recreation Center  
3262-B Chapel St., Scottdale, GA

**Public Forum #2:**

Wednesday, May 3, 2017, 6:30 PM

Clarkston Public Library  
951 N. Indian Creek Drive, Clarkston, GA

###

B. COMMUNITY FORUM FLYER DISTRIBUTED AND MAILED IN COLOR TO COMMUNITY PARTNERS



**Mills Creek Community Forums**  
*(formerly Tobie Grant Manor)*

**Your Opinion Counts!**

**The Housing Authority of DeKalb County**

is preparing a Community Transformation Plan for the neighborhoods off of N. Decatur Road from Scottdale to east of Georgia Piedmont Technical College. 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 DeKalb County for years to come!

**Public Forum #1:**

Tuesday, May 2, 2017 at 6:00 PM

**Location:** Hamilton Recreation Center, 3262-B Chapel St, Scottdale, GA

**Public Forum #2:**

Wednesday, May 3, 2017 at 6:00 PM

**Location:** Clarkston Public Library, 951 N Indian Creek Dr, Clarkston, GA

*\*Children Welcome and Refreshments Provided\**

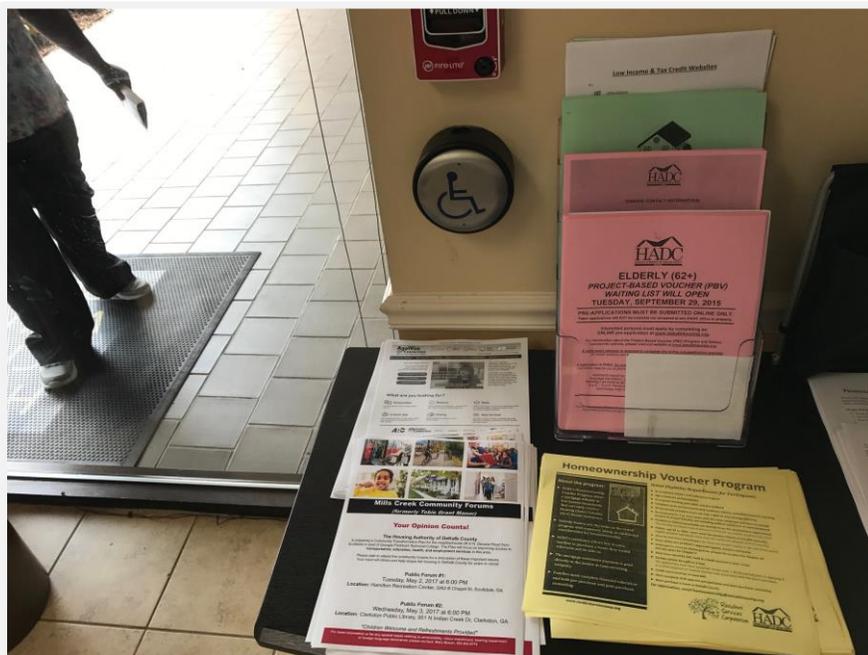
For more information or for any special needs relating to accessibility, vision impairment, hearing impairment or foreign language assistance, please contact: Mary Bosch, 503.504.6770

### C. LOCAL ADS AND PUBLIC SIGNAGE PROMOTING PUBLIC MEETINGS

#### Posting at Indian Creek Elementary



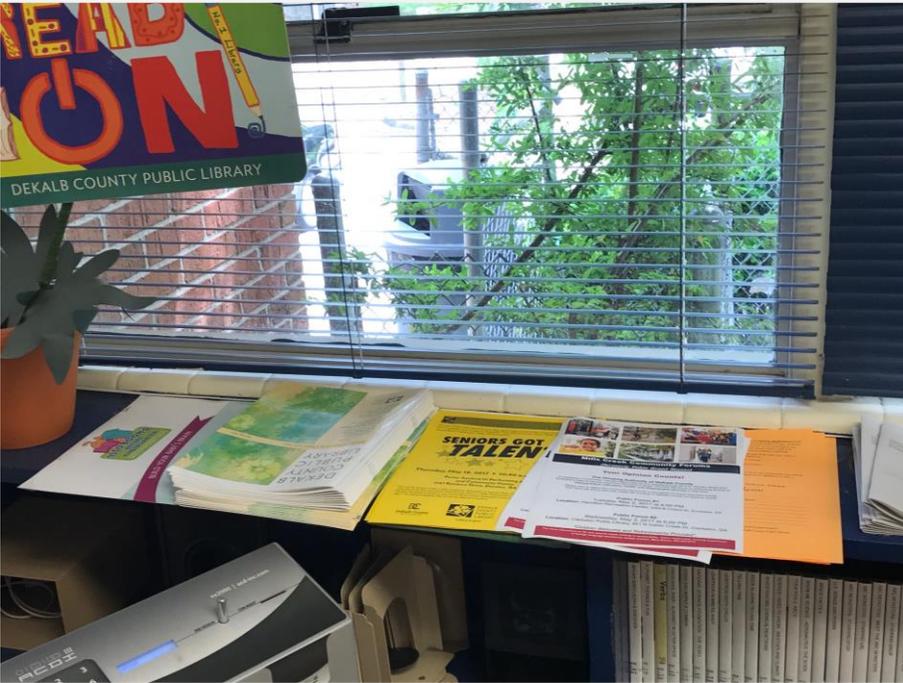
#### Posting at HADC (Front Desk – Reception Area)



Posting at Tobie Grant Recreation Center



Posting at Tobie Grant Library



LOCAL
SECTION
April 27 - May 3, 2017 • Page 13A




DeKalb County code enforcement officials said the department is working on a resolution for the blighted property located at 680 Waverly Place.

## DeKalb's code enforcement seeks help on blighted property

by Horace Holloman  
horace@dekalbchamp.com

One DeKalb County commissioner called the ruins of Waverly Place apartments a "mini-Broussards" while touring what used to be an apartment complex on the outskirts of the city of Atlanta.

The complex, located at 80 Waverly Place in incorporated DeKalb behind Indian Creek elementary school, is a violation of DeKalb code enforcement officials are all familiar with. However, the process of remedying the situation is at a standstill.

DeKalb County Code Enforcement Administrator **Tonza Clark** said code enforcement is seeking action from the Thurmond administration and the county's legal department to determine what steps can be taken in the blighted property.

"It's a very difficult situation where we're actually calling on the department [for help]," Clark said. "We're actually putting together a task force to get some help. We've hit a wall and we can't move forward because of state law."

Clark said the complex is currently in private property status, but she said the condition is so bad that owners still have rights. Clark also said code enforcement wants to put the property in rem—a legal status that uses public money to clean up a property. The

process will require taxpayer money, litigation and a court order.

"Taxpayers have to pay for that. Number one, we really don't have the resources, and number two, do the taxpayers want to use their money to clean up someone else's stuff. That's the challenge," Clark said. "We are engaging in conversations trying to figure out a solution. We have not neglected it, contrary to belief. We are trying to find a way around state law."

One of the issues is identifying and finding the multiple owners of the property, Clark said, as well as getting permission from a Superior Court judge to go on private property and demolish the building. She said the cost of litigation will vary based on the number of attorneys needed and the hourly rate they charge, among other factors. She did note the process would be "very expensive."

In September of last year, **Chester Meisel**—owner of the blighted Creekside Forest Apartment Complex in DeKalb—was issued a \$338,000 bench warrant from a DeKalb County judge for his failure to clean up his property.

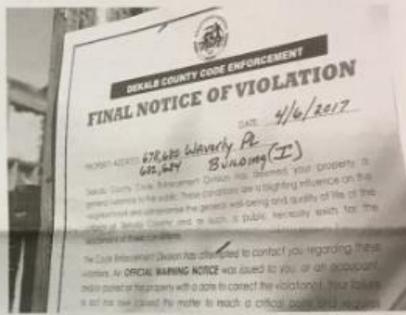
During a press conference to announce a code enforcement sweep around Moreland Avenue April 12, DeKalb CEO **Michael Thurmond** said new legislation awaiting the governor's signature may help DeKalb County with its blighted property issues.

"It will give jurisdictions like DeKalb a much greater opportunity to identify and seek court remedies and ultimately eliminate blighted residential and or commercial properties," Thurmond said.

**Georgia House Bill 434**, which the House sent to the governor's office on April 5, would shorten the time municipalities must wait to convert a property after acquiring it through eminent domain. Currently law states, "All condemnations shall not be converted to any use other than a public use for 20 years from the initial condemnation."

If the county acquires a property through eminent domain, HB 434 would reduce that time to five years instead of 20 years after initial condemnation.

"If this law is signed by the governor, we will be very aggressive moving forward



A final notice of violation posted on a burned support beam at a Waverly Place apartment complex.

to addressing issues such as blighted properties," Thurmond said.

Clark said dealing with blighted properties is a complicated issue that takes time because each owner of the property is allowed due process under the law.

"We have to give people due process. So with that being said, we can't force anyone or make someone clean up their property. We have to take them to court. First, we have to locate them to even get them into court," Clark said. "When they get to court and the judge orders, they still may not clean up the property. The missing part that we have to do a better job with is educating the residents on what we do so we can partner and share information."

### Your Opinion Counts!

The Housing Authority of DeKalb County is preparing a Community Transformation Plan for the neighborhoods off of N. Decatur Road from Scottdale to east of Georgia Piedmont Technical College. 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 DeKalb County for years to come!*

<p style="font-size: x-small; text-align: center;">Public Forum #1: Tuesday, May 2, 2017 at 6:00 PM Hamilton Recreation Center 3262-B Chapel St. Scottdale, GA</p>	<p style="font-size: x-small; text-align: center;">Public Forum #2: Wednesday, May 3, 2017 at 6:00 PM Clarkston Public Library, 951 N Indian Creek Dr. Clarkston, GA</p>
--	--

*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:  
**Keri Taylor, 404-270-2500**



## ***Your Opinion Counts!***



The Housing Authority of DeKalb County is preparing a Community Transformation Plan for the neighborhoods off of N. Decatur Road from Scottdale to east of Georgia Piedmont Technical College. 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 DeKalb County for years to come!***

**Public Forum #1:**  
Tuesday, May 2, 2017 at 6:00 PM  
Hamilton Recreation Center  
3262-B Chapel St.  
Scottdale, GA



**Public Forum #2:**  
Wednesday, May 3, 2017 at 6:00 PM  
Clarkston Public Library,  
951 N Indian Creek Dr.  
Clarkston, GA

### ***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:

**Keri Taylor, 404-270-2500**

D. ONLINE ADS FOR COMMUNITY TRANSFORMATION MEETINGS ON HADC/HDC WEBSITES

The screenshot shows the website for the Housing Authority of DeKalb County (HADC). The top navigation bar includes links for 'About Us', 'Housing Programs', 'Properties', 'Resident Services', and 'Development'. The HADC logo is prominently displayed on the left. A sidebar menu lists various sections like 'Welcome', 'Who is HADC?', and 'Meeting Notices'. The main content area features a large photo of a woman and a child with a potted plant, followed by a welcome message from E. P. 'Pete' Walker, Jr., President and CEO. Below this, there is a section for 'Village at Mills Creek Community Transformation Forums' held in May 2017, with links for more information and a PDF flyer. Another section mentions 'HADC's Elderly (62+) Project-Based Voucher (PBV) Waiting List is currently open.' and provides a link for pre-applications.

The screenshot shows a PowerPoint presentation slide. At the top, it says 'PowerPoint Presentation' and '1 / 1'. The slide features a collage of six images: a person in a wheelchair on a bus, a person on a bicycle, a group of children reading, a young girl smiling, a row of houses, and a person walking in a hallway. Below the images, the title reads 'Mills Creek Community Forums (formerly Tobie Grant Manor)'. The main heading is 'Your Opinion Counts!'. The text states: 'The Housing Authority of DeKalb County is preparing a Community Transformation Plan for the neighborhoods off of N. Decatur Road from Scottdale to east of Georgia Piedmont Technical College. The Plan will focus on improving access to transportation, education, health, and employment services in this area.' It then invites the community to attend forums for a discussion of these issues. The specific details for 'Public Forum #1' are: 'Tuesday, May 2, 2017 at 6:00 PM' at the 'Hamilton Recreation Center, 3262-B Chapel St, Scottdale, GA'.

housingdevelopmentcorp.org/about/what-we-do/



ABOUT US ▾ DEVELOPMENTS ▾ OUR COMMUNITIES ▾ PARTNERSHIPS

## Creating sustainable communities that enhance lives.

### WHAT WE DO

The Housing Authority (HADC) has long been known for successful management of its public housing developments. As it looks to the future, HADC has charged the Housing Development Corporation (HDC), its non-profit development arm, to form development plans that combine innovation with practicality, as it explores ways to expand and increase the number of high quality, sustainable affordable units in DeKalb County.

HDC maximizes the ability to leverage resources and has successfully received 4% and 9% Low Income Housing Tax Credit (LIHTC) Allocations to convert the Housing Authority's entire portfolio public housing units to Rental Assistance Demonstration (RAD) units.

HDC carefully considers its portfolio in terms of maintenance and capital needs, as well as opportunities for green design and environmental enhancements. HDC has been successful in utilizing FHA financing for the continued preservation of the Authority's existing multi-family portfolio.

HDC is committed to the ongoing acquisition, renovation and construction of affordable housing throughout DeKalb County. With an entrepreneurial view to the future, HDC seeks public and private partners to create new and to renovate existing, multi-family and single-family homes and housing developments with state of the art amenities where seniors and families are comfortably housed, children have stable school attendance and neighborhoods can be rejuvenated.

HDC also provides consultant services for other Housing Authorities and low-income housing developers. We are experienced in the following development activities:

- Project Pre-development Analysis
- Site Utilization
- Financial Feasibility Analysis
- Entitlement and Governmental Approval
- Architect and Design
- Infrastructure Development
- Construction Management/Owner Representation
- General Construction
- Real Estate Services

**NEWS & UPDATES**

**Village at Mills Creek Community Transformation Forums Will Be Held May 2 and 3, 2017**

The Housing Authority of DeKalb County and Housing Development Corporation is preparing a Community Transformation Plan for the neighborhoods surrounding the Village of Mills Creek (former...

[Read Full Article >](#)

**Opportunity for First Time Home Buyers to Purchase a Home**

The Housing Development Corporation (HDC) has completed construction on three new single-family homes and is offering an exciting opportunity for first time home buyers. The Homes, currently available...

[Read Full Article >](#)

MORE NEWS ▾

CONTACT US  
EMPLOYMENT OPPORTUNITIES

Google Custom Search

 Housing Development Corporation ensures Equal Housing Opportunity for all, and does not discriminate on the basis of race, color, religion, sex, age, national origin, disability, or familial status.




housingdevelopmentcorp.org/news/article?id=12



ABOUT US ▾ DEVELOPMENTS ▾ OUR COMMUNITIES ▾ PARTNERSHIPS

## Village at Mills Creek Community Transformation Forums Will Be Held May 2 and 3, 2017

The Housing Authority of DeKalb County and Housing Development Corporation is preparing a Community Transformation Plan for the neighborhoods surrounding the Village of Mills Creek (former *Tobie Grant Manor Apartment Community*) and the Spring Chase Apartment Communities. This area encompasses N. Decatur Road from Scottdale to the Memorial Drive corridor east of Georgia Piedmont Technical College. The Community Transformation Plan will focus on improving access to transportation, education, health, and employment services in this area.

Residents of neighborhoods within the defined area are encouraged to attend the community forums for a discussion of these important issues. Your input will inform and help shape fair housing in DeKalb County for years to come!

**Public Forum #1:** Tuesday, May 2, 2017 at 6:00 PM  
**Location:** Hamilton Recreation Center, 3262-B Chapel St, Scottdale, GA

**Public Forum #2:** Wednesday, May 3, 2017 at 6:00 PM  
**Location:** Clarkston Public Library, 951 N Indian Creek Dr, Clarkston, GA

[Link here to download a PDF flyer with more information.](#)

CONTACT US  
EMPLOYMENT OPPORTUNITIES

Google Custom Search

 Housing Development Corporation ensures Equal Housing Opportunity for all, and does not discriminate on the basis of race, color, religion, sex, age, national origin, disability, or familial status.




ARG  
AFFILIATED RESOURCES GROUP  
www.affiliatedresourcesgroup.com

## E. HADC BUS TRANSPORTATION PLAN FOR COMMUNITY TRANSFORMATION MEETINGS – EMAIL NOTE

### Location of Meetings and Time

- May 2nd at 6:00 PM: Hamilton Recreation Center, 3262-B Chapel Street, Scottsdale, GA
- May 3rd at 6:00 PM: Clarkston Public Library, 951 N Indian Creek Drive, Clarkston, GA

### Courtesy Transportation

- HADC shuttle buses will be made available for **Seniors** located at Spring Chase II only. This is a courtesy shuttle bus service.
- Pickup:
  - **Spring Chase II:** The bus is expected to arrive at 5:30 pm at Spring Chase II (4947 Memorial Drive, Stone Mountain, GA) to pick up residents. The bus will leave Spring Chase II for the public meeting location at 5:45 pm.
  - **Bus Capacity:** The bus can only hold 20 residents and will be on a first come first serve basis. Residents are encouraged to attend both meetings if possible. Those residents that are not able to ride the bus today and cannot otherwise make today's meeting (May 2nd) should be encouraged to attend Wednesday's public meeting (May 3rd).
- **Drop-off:** Buses are expected to leave each Public Meeting location no later than the following times:
  - 8:15 PM on May 2nd (Hamilton Recreation Center)
  - 8:00 PM on May 3rd (Clarkston Public Library)

### Spring Chase I

- While bus service is not available to residents at Spring Chase I, we are encouraging residents to attend the public meetings to hear about and ask questions about resources in their community. Refreshments will be made available to all attendees.

Please let me know if there are any questions or concerns. Thank you again for all your assistance in helping us with a successful meeting. If you have received inquiries about HADC transportation to and from the event, please provide this updated information to the inquiring party.

**Brian Eddie Thomas**

Development Project Manager, Real Estate Department  
Housing Development Corporation  
470.440.8605 office and fax

## F. MILLS CREEK COMMUNITY FORUMS MARKETING AND PROMOTIONAL PLAN/OUTREACH

Flyer Mailing List – included press release and copies of flyer to post and distribute

Lucas Temple Church of God	679 Glendale Rd, Scottdale, GA 30079	Call: 404-292-0470 Email: info@thetruechurch.org
Corinth Baptist Church	719 McLendon Dr, Scottdale, GA 30079	(404) 294-1080
First Norman Grove Baptist	613 Glendale Rd, Scottdale, GA 30079	(404) 296-2560
Tobie Grant Library & Recreation Center	644 Parkdale Dr Scottdale, Georgia, GA 30079	(404) 508-7594
Clarkston Library	51 N Indian Creek Dr, Clarkston, GA 30021	(404) 508-7175
Hamilton Recreation Center and Community Center	3262-B Chapel St, Scottdale, GA 30079-1700, Scottdale, GA 30079	404) 508-7565
DeKalb Housing Authority	750 Commerce Drive Suite 201 Decatur, Georgia 30030	404-270-2500
Lou Walker Senior Center	2538 Panola Rd, Lithonia, GA 30058	(770) 322-2900
Robert Shaw Elementary	385 Glendale Rd, Scottdale, GA 30079	(678) 676-6000
McLendon Elementary	3169 Hollywood Dr, Decatur, GA 30033	(678) 676-5902
Georgia Piedmont	495 N Indian Creek Dr, Clarkston, GA 30021	(404) 297-9522
Clarkston City Hall	1055 Rowland Street Clarkston, Georgia 30021	404-296-6489
Scottdale Early Learning	479 Warren Ave. P.O. Box 904 Scottdale, GA 30079 United States	(404) 294-8362
Wings n' A Basket	3585 N Decatur Rd, Scottdale, GA 30079	(404) 292-1999
Mc Lendon Food Mart	909 McLendon Dr, Scottdale, GA 30079	(404) 499-0062
Quick Pick Food Mart	3500 N Decatur Rd, Scottdale, GA 30079	(678) 705-7484
Chapel First Baptist Church	3250 Chapel St, Scottdale, GA 30079	(404) 292-4270
First Canaan Baptist Church	589 Warren Ave, Scottdale, GA 30079	(404) 294-0119
Hope of Glory Christian Church	552 Glendale Rd, Scottdale, GA 30079	(404) 296-2416
Seventh Day Pentecostal Church	3145 Kelly St, Scottdale, GA 30079	(404) 297-4679
Chapel First Baptist Church	3250 Chapel St, Scottdale, GA 30079	(404) 292-4270

North Clarendon Baptist Church	260 N Clarendon Ave, Avondale Estates, GA 30079	(404) 292-4433
World Outreach Evangelistic Ministries	265 N Clarendon Ave, Scottdale, GA 30079	(770) 256-5275
Indian Creek Baptist Church	3901 Rockbridge Rd SW, Stone Mountain, GA 30083	(404) 292-6500
Your DeKalb Farmers Market	3000 E Ponce de Leon Ave, Decatur, GA 30030	

### Community Forum Flyer Distribution (email, US mail and posting on site if possible)

- Property managers
- Key stakeholders and connections of HDA (names and email)
- Housing Authority of DeKalb County- social media
- Churches- Lucas Temple True Church of God, Corinth Baptist Church, First Norman Grove Baptist
- Tobie Grant Library and Recreation Center
- Clarkston Library
- Hamilton Recreation Center and Community Center
- Lou Walker Senior Center
- Schools – Robert Shaw Elementary, McLendon Elementary
- Georgia Piedmont
- City Hall – Clarkston
- Commercial hubs: Warren Avenue and N. Decatur Rd.: Shops at Lantern Ridge-- Dollar Tree, Scottdale Early Learning, Food Mart, Wings ‘n Basket

Discuss additional outreach with property managers: ask property managers about transporting folks in their Van, opportunities on-site to talk with residents. See contacts last page.

### Press Release/Advertising

- Local media: DeKalb Champion – display ad, press release and legal notice

### Partner Outreach

- Promote to their networks and connections within the community

# Appendix 3 – Public Forum Documentation

May 3 Sign in Sheet – Public Meeting (see Partner Meeting Documentation for May 2 sign in sheet)



**Public Meeting Sign-In Sheet**

Date: May 3, 2017  
 Location: Clarkston Library

Name	Organization (if applicable)	Phone	Email	Address
Monia Jackson	THYLAND PARKS TAX INFORMATION GROUPING CHASE	678-674-2070	monia.jackson@thylandparks.com	2712 NEPTUNE PLACE DECATUR, GA 30034
Georgia Sweet	"	450977910	mhsweet@yehoo	
Melanie Harris	Clarkston Library	478-5245	meharris@clarkstonlib.org	
Sven Martin	Spring Place	478-2758	svenmartin@springplace.com	
Zoe Turnbull	HDC			
Heri Taylor				
Mabel Stennies		404-634-0368		5th PARADISE DR 420 SCOTTDAL
Stephanie Weier	Interconnect rescue services LLC	678-636-8553	stephanie.weier@rescue.org	2005 Parkside SCOTTDAL, GA 30035
Ronald Scott	Millican Center	678-612-1445	scott@millicancenter.com	313 PARKSIDE DR SCOTTDAL
Rocky Mann		678-4621158		



Public Meeting Sign-In Sheet

Date: May 3, 2017  
 Location: Clayton Library

Name	Organization (if Applicable)	Phone	Email	Address
Sara Buvain	AADD	(615) 232-62	Sara Saad, org	125 Clairmont Ave Decatur, GA 31705
Madelene Deshay		404-951-7337		3175 #3011 Indian Creek Dr 822 North Indian Creek Dr
T. Bayed Musa	CCC	678-640-4836	tbayed-musa@hotmail.com	587 Lebron Ave Gastonia, NC
W. Robinson	First Christian	404-861-1820	wcarroll@mac.com	
Annex K. Cundy				
Dee Plomin				
Carol A. Grady				
Shironda Long	HM) 606	678-358-2672	Plasurcx56a@aol.com	3175 Mills Creek Rd Mills Park Crossing
Ermon Wadsworth		678-727-8100		
Lillie Green	DeKalb DFCS	404-242-4742	lillie.green@dhs.ga.gov	
Ramona Dashed	Creative Spoken	404-860-5109	cp14families@yahoo.com	778 Rays Rd. Suwanee

## Appendix 4 – Community-Based Developer Documentation

### Partner #1: Circles USA



750 Commerce Drive  
Suite 305  
Decatur, Georgia 30030  
p 404.270.2525 f 404.270.2550  
[www.residentservicescorp.org](http://www.residentservicescorp.org)

May 22, 2017

Mr. E. P. "Pete" Walker, Jr.  
President & CEO  
The Housing Authority of DeKalb County  
750 Commerce Drive  
Suite 201  
Decatur, GA 30030

Dear Mr. Walker:

I am writing on behalf of the Circles USA local chapter located at the Housing Authority of DeKalb County to express our appreciation for the Housing Authority of DeKalb County's partnership over the past 2 years. As you know, Resident Services Corporation is a nonprofit organization that has served the DeKalb County area, including the defined neighborhood (Census Tracts 220.05 and 221.00) for over 2 years by offering a holistic community-based support system aimed at reducing dependency on government assistance, promoting self-sufficiency and moving families out of poverty. The Housing Authority of DeKalb County has not only provided a space and helped identify potential participants through its Housing Choice Voucher program, many of its staff, including the President & CEO, have participated in the program as "Allies" and on Resource Teams. The Housing Authority of DeKalb County's partnership has helped us accomplish our mission of inspiring and equipping families and communities to resolve poverty and thrive.

Over the course of our work together, Circles USA local chapter at the Housing Authority of DeKalb County has been successful in achieving measurable improvement in our participants lives. For example, since the implementation of the local chapter and the partnership, the following measurable outcomes have occurred:

- Since the implementation of the local Circles chapter at the Housing Authority of DeKalb County, nine Circle Leader families have participated in the program. Between 2015 and 2017, program participants have experienced an average \$7,475 increase in their incomes (a total \$66,623)

We understand that the Housing Authority of DeKalb County is in the process of creating a Community Transformation Plan to guide the provision of enhanced access to key services for the neighborhoods surrounding your proposed Towns at Mills Creek development. Should the

HADC's proposed development be funded and constructed, we would anticipate building on our partnership with the HADC and utilize our resources and networks to help bring about increased awareness of employment opportunities and potential partnerships in the defined neighborhood.

We look forward to continuing to partner with you to achieve improved outcomes for DeKalb County residents through our proven programs and services.

Sincerely,



Dacia Dickey

Coach, Circles Metro Atlanta East

## Partner #2: Resident Services Corporation



750 Commerce Drive • Suite 201  
Decatur, GA 30030  
p 404.270.2525 f 404.270.2550  
www.residentservicescorp.org

May 22, 2017

Mr. E. P. "Pete" Walker, Jr.  
President & CEO  
The Housing Authority of DeKalb County  
750 Commerce Drive  
Suite 201  
Decatur, GA 30030

Dear Mr. Walker:

I am writing on behalf of the Resident Services Corporation to express our appreciation for the Housing Authority of DeKalb County's partnership over the past 5 years. As you know, Resident Services Corporation is a nonprofit organization that has served the DeKalb County area, including the defined neighborhood (Census Tracts 220.05 and 221.00) for over 5 years (since 2012) by offering community-based programming and resources in the following areas: Education and Employment; Housing and Economic Stability; Health and Wellness; and Community and Civic Engagement. The Housing Authority of DeKalb County's partnership has helped us accomplish our mission of enhancing the lives of DeKalb County residents through community-based problem solving and neighborhood-oriented strategies that promote self-reliance and self-sufficiency.

Over the course of our work together, Resident Services Corporation has been successful in achieving measurable improvement in our participants lives. For example, because of this partnership in 2016, the following participant measurable outcomes have occurred:

- 20% of the families involved in our programming reported an increase in wages and/or assets.
- 120 participants completed soft and hard skill training.
- 70% of families enrolled in the program expressed interest in becoming a homeowner.
- 60% of participants decreased debt.
- 85% of participants reported an improved quality of life.

We understand that the Housing Authority of DeKalb County is in the process of creating a Community Transformation Plan to guide the provision of enhanced access to key services for the neighborhoods surrounding your proposed Towns at Mills Creek development. Should the HADC's proposed development be funded and constructed, we would anticipate building on our partnership with the HADC and utilize our resources and networks to help bring about

Promoting self-reliance and promoting self-sufficiency.

an ARG company



750 Commerce Drive • Suite 201  
Decatur, GA 30030  
p 404.270.2525 f 404.270.2550  
[www.residentservicescorp.org](http://www.residentservicescorp.org)

increased awareness of employment opportunities and potential partnerships in the defined neighborhood.

We look forward to continuing to partner with you to achieve improved outcomes for DeKalb County residents through our proven programs and services.

Sincerely,

Laura H. Roberts  
President

Promoting self-reliance and promoting self-sufficiency.

an  ARG company

Philanthropic Activity

(Page excerpted from Resident Services Corporation’s Year In Review Fact Sheet)



Promoting self-reliance and self-sufficiency.

**Contributions/Operating Grants from Housing Authority of DeKalb County**

Since the inception of Resident Services Corporation (RSC) in 2012, the Housing Authority of DeKalb County (HADC) has contributed non-restricted funds to RSC that support Administrative and Program Services.

**FY2015** *(July 1, 2014-June 20, 2015)*

**HADC Contribution = \$180,000**

Salaries .....	\$85,244
Benefits .....	28,260
Rent .....	12,563
General Operating .....	53,933

\*\*\*

**FY2016** *(July 1, 2014-June 20, 2015)*

**HADC Contribution = \$289,096**

Salaries .....	\$155,318
Benefits .....	52,257
Rent .....	28,120
General Operating .....	53,401

\*\*\*

**FY2017** *(July 1, 2014-June 20, 2015)*

**HADC Contribution = \$490,901**

Salaries .....	\$222,026
Benefits .....	78,861
Rent .....	28,120
General Operating .....	161,894

\*\*\*

**FY2018** *(July 1, 2014-June 20, 2015)*

**HADC Contribution = \$457,717**

Salaries .....	\$214,228
Benefits .....	77,341
Rent .....	28,120
General Operating .....	138,028

**ESTABLISHMENT OF THE HOUSING AUTHORITY  
OF DEKALB COUNTY**

**MINUTES OF REGULAR MEETING OF THE  
COMMISSIONERS OF ROADS AND REVENUES  
OF THE COUNTY OF DEKALB, GEORGIA**

At a regular meeting of the Commissioners of the Roads and Revenues of DeKalb County, Georgia, held in the DeKalb Building, Decatur, Georgia, on the 27<sup>th</sup> day of December, 1955, the following business was transacted.

The following Resolution was read and considered by the Commissioners.

**A RESOLUTION DECLARING THE NEEDS FOR A  
HOUSING AUTHORITY IN THE COUNTY OF DEKALB, GEORGIA**

**WHEREAS**, the Housing Authorities Law of the State of Georgia creates a Housing Authority in each County of the State, and provides that such Authorities shall not transact any business or exercise its powers under said Law until or unless the governing body of the County, by resolution, shall declare that there is a need for such an Authority to function in said County; and

**WHEREAS**, the Commissioners of Roads and Revenues, in connection with his official duties in handling the affairs of this County, has become familiar with housing conditions and needs within the County; and

**WHEREAS**, facts have heretofore been submitted to the Commissioner showing that there is a need for a housing authority to function within the County; and

**WHEREAS**, the Commissioner of Roads and Revenues has personally examined various dwelling accommodations in the County to determine whether there is a need for a Housing Authority in said County; and

**WHEREAS**, said Commissioner of Roads and Revenues, in determining whether dwelling accommodations are unsafe or unsanitary, has taken into consideration the degree of over-crowding, the percentage of land coverage, the light, air space, and access available to the inhabitants of such dwelling accommodations, the size and arrangement of the rooms, the sanitary facilities, and the extent to which conditions existed in such buildings which endanger life or property by fire or other causes.

**THEREFORE**, after consideration of said facts and pursuant to the provisions of said Housing Authorities Law:

**BE IT RESOLVED BY THE COMMISSIONER OF ROADS AND REVENUES OF THE COUNTY OF DEKALB, GEORGIA:**

That the Commissioner of Roads and Revenues of the County of DeKalb, Georgia, hereby determines, finds, and declares in pursuance of the Housing Authorities Law of the State of Georgia, that:

1. Unsanitary and unsafe inhabited dwelling accommodations exist in the County of DeKalb, Georgia; and
2. There is a shortage of safe and sanitary dwelling accommodations in the County of DeKalb, Georgia, available to persons of low income at rentals they can afford; and
3. There is a need for a Housing Authority to function in, and for, said County of DeKalb, Georgia.

Mr. George P. Dillard, County Attorney, who reviewed this Resolution, and Mr. L. Dale Yont were present by invitation of the Commissioner.

**THE ABOVE RESOLUTION DULY ADOPTED AND PASSED THIS 27<sup>TH</sup> DAY OF DECEMBER, 1955.**

S/ Wheat Williams  
Commissioner of Roads and Revenues  
DeKalb County, Georgia

ATTEST:

A. R. Almon,  
Clerk  
Commissioner of Roads and Revenues

## Appendix 5 – Community Quarterback Documentation



3299 Rainbow Drive  
Decatur, Georgia 30034

May 17, 2017

Mr. E. P. "Pete" Walker, Jr.  
President & CEO  
The Housing Authority of DeKalb County  
750 Commerce Drive, Suite 201  
Decatur, GA 30030

Dear Mr. Walker:

I am writing on behalf of Green Forest Community Development Corporation to express our support for the Mills Creek Community Transformation Plan and appreciation for the opportunity to serve as the Community Transformation Plan's Community Quarterback. As you know, Green Forest Community Development Corporation is a nonprofit organization that has served the Scottdale, Clarkston and Stone Mountain communities (specifically, census tracts 221.00 and 220.05) for over ten years by offering the following services:

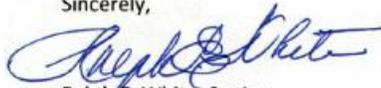
- The Be Smart Kids Program e-learning system (2002-Present), an early childhood/pre-literacy technology program that has been provided to former Tobie Grant Manor residents.
- The Green Forest Academic Tutoring Program (2007-2012), a K-12 supplemental educational program that included the Clarkston High School and Indian Creek Elementary Schools, which are located within and serve the defined neighborhood.
- Home ownership and financial empowerment counseling to low income residents (2015 – Present) through a collaboration with the Resident Services Corporation of DeKalb and includes HADC Housing Choice Voucher recipients in the defined neighborhood.

As the Community Quarterback for the Mills Creek Community Transformation Plan, we look forward to working with the Housing Authority of DeKalb County (as the Community-Based Developer for the Towns at Mills Creek affordable community) and the entire Community Transformation team to provide lasting, holistic community development for the people within the community. The Community Quarterback opportunity will help us expand our commitment to revitalizing neighborhoods, increasing educational opportunities, creating affordable housing opportunities, and counseling families and individuals on homeownership responsibilities and personal financial management.

Through this letter and the Memorandum of Understanding, we acknowledge specific roles and responsibilities we will fulfil with this partnership. We have already begun to meet our responsibilities as a Community Quarterback by working with the Housing Authority of DeKalb County to reach out to the Defined Neighborhood community through in-person outreach and the dissemination of meeting flyers at the Hamilton Recreation Center, Tobie Grant Recreation Center and Tobie Grant Library. Additionally, we conducted in-person outreach at our early childhood and K-12 school (Greenforest McCalep Christian Academy) and early childhood education center, which include some family participants that live in the Defined Neighborhood area.

We look forward to continuing to partner with the Housing Authority of DeKalb County as the Community Quarterback for the Mills Creek Transformation Plan and working together to achieve improved outcomes for the defined neighborhood residents.

Sincerely,



Ralph E. White, Senior

Executive Director, Green Forest Community Development Corporation

## Appendix 6 – Transformation Partners Letters of Support



2701 North Decatur Road  
Decatur, GA 30033  
Phone: 404.501.1000  
www.dekalbmedical.com

May 17, 2017

Mr. E. P. "Pete" Walker, Jr.  
President & CEO  
The Housing Authority of DeKalb County  
750 Commerce Drive  
Suite 201  
Decatur, GA 30030

Dear Mr. Walker:

On behalf of the DeKalb Regional Health System (DeKalb Medical), I am pleased to extend our organization's support for the work underway to improve service delivery and access for families in the DeKalb County neighborhoods surrounding your development known as Mills Creek, the former Tobie Grant Manor public housing site. DeKalb Medical has served this community since 1961, providing high quality healthcare and wellness services. We know that strong communities are made of many partners working together and we look forward to coming alongside other nonprofit and institutional partners in the community to enhance the availability and awareness of community services provided in the area.

We understand that, by participating as a partner in the Mills Creek Community Transformation Plan, we will be working together with other organizational partners to identify opportunities and challenges that local residents face in accessing community services and resources such as health and wellness activities and programs. Based on these observations, we expect to provide input into the Community Transformation Plan that informs the development of strategies that will reduce barriers to accessing community services. We look forward to continuing to serve our community by being a partner in service of the employment needs in the Mills Creek neighborhood and throughout DeKalb County.

Sincerely,

A handwritten signature in black ink that reads "Cheryl Iversen".

Cheryl Iversen  
Vice President, Marketing and Communications

DeKalb Medical is a not-for-profit health system serving residents of DeKalb and surrounding communities. It has a medical staff of 775 physicians representing more than 55 specialties and includes three hospitals—DeKalb Medical at North Decatur, DeKalb Medical at Hillandale and DeKalb Medical at Downtown Decatur.



Housing  
Development  
Corporation of  
DeKalb

Address  
134 New Street, Decatur GA 30030

Phone  
(478) 440-8610

Online  
[www.housingdevelopmentcorp.org](http://www.housingdevelopmentcorp.org)

May 22, 2017

Georgia Department of Community Affairs  
Office of Affordable Housing  
60 Executive Park South, NE  
Atlanta, GA, 30329-2231

RE: Towns at Mills Creek Development Team Commitment of Funds to Increase Educational Opportunities within Mills Creek Community Transformation Plan Defined Neighborhood

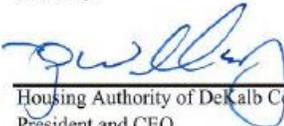
To Whom It May Concern:

Since the inception of the Housing Authority of DeKalb County and Housing Development Corporation (collectively, the Development Team), we have pursued opportunities to utilize quality affordability housing as a platform to create sustainable communities and enhance the lives of DeKalb County residents. The Development Team works in partnership with key stakeholders who share a commitment to building stronger, more vibrant communities. Economic barriers to achieving a postsecondary education are often one of the significant challenges facing low income communities. These barriers include costs that may not be covered by traditional state and federal funding such as the cost of the General Education Development (GED) test, college admission applications, classroom supplies and books. To help address this issue and reduce the obstacles to attaining a postsecondary education, the Housing Authority of DeKalb County (HADC) is providing Georgia Piedmont Technical College (GPTC), a Mills Creek Community Transformation Partner, with funds dedicated to supporting low-income GPTC students within the defined neighborhood.

The Development Team is pleased to confirm that we will commit \$10,000 from the developer fee generated from the development of the proposed Towns at Mills Creek community to the Georgia Piedmont Technical College Foundation. This commitment will be provided with the goal of offering supportive, supplemental funding to potential and existing Georgia Piedmont Technical College students living in the defined neighborhood. This funding is part of the Development Team's commitment, as a long-standing affordable housing provider within the defined neighborhood, to improving the lives of low income residents in and around this community.

It is also understood that the above noted financial commitment will come from the developer fee generated from the Towns at Mills Creek project, and is contingent upon a successful awarding of 2017 9% Low Income Housing Tax Credits from the Georgia Department of Community Affairs.

Sincerely,

  
Housing Authority of DeKalb County  
President and CEO

  
Housing Development Corporation  
Vice President

Creating sustainable communities that *enhance* lives

## Appendix 7 – Underlying Plans and Strategies

Plan #1: Kensington-Memorial Drive Overlay

<http://memorialcorridoroverlay.weebly.com/final-document.html>

Plan #2: 2014-2018 Consolidated Plan

<https://www.dekalbcountyga.gov/sites/default/files/2015AAP.pdf>

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