

The Oaks at North Intown

CHOICE NEIGHBORHOODS TRANSFORMATION PLAN

VOLUME 1





Table of Contents

VOLUME 1

PREFACE	15
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INTRODUCTION	21
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Overall Plan Vision and Goals	23
The Choice Neighborhoods Initiative	24

Chapter 1	
Choice Neighborhoods	
PLANNING CONTEXT	27

Regional Context	29
City Context	31
The Choice Neighborhoods Target Area	33
Community Asset Mapping and Inventory	39

Chapter 2	
COMMUNITY NEEDS ASSESSMENT	47

Community Needs Assessment	49
Third-Party Data Collection and Needs Assessment	50
Resident Needs Assessment Survey	55
Health Impact Assessment	60
Community Health Needs Assessment	62
Education Needs Assessment	62
Impact of Community Needs Assessment	63

Chapter 3	
RESIDENT AND COMMUNITY	
ENGAGEMENT	65

Building Community	67
Community Engagement	69
McIntosh Homes Resident Planning Group	73
The Oaks at North Intown Community Task Force	77
Choice Neighborhoods Working Groups	79
Moving Forward	81

Chapter 4	
The Oaks at North Intown	
PEOPLE PLAN	83

Planning for People	85
Overall People Vision and Impact	87
People Plan Implementation Entities	90
Needs Assessment	94
Approach to Supportive Services	97
Goals, Metrics and Outcomes Summary	100
Key Supportive Services Strategies	102
Relocation and Reoccupancy	121
Economic Opportunities (Section 3)	123
People Leverage	124

Chapter 5	
The Oaks at North Inown	
HOUSING PLAN	127

Planning for Housing	129
Overall Housing Vision and Impact	131
The Albany Housing Authority	132
Existing Housing Context	133
Housing Objectives	139
Preliminary Market Needs Assessment	140
Key Housing Strategies	146
Design and Green Building	158
Relocation Strategy	164
Fair Housing and Equal Opportunity	165

Chapter 6	
The Oaks at North Intown	
NEIGHBORHOOD PLAN	169
Planning for Neighborhood	171
Overall Neighborhood Vision and Impact	173
Neighborhood Planning Context	175
Goals, Metrics and Outcomes Summary	183
Key Neighborhood Strategies	186
Neighborhood Leverage	211
Neighborhood Plan Summary	212
Chapter 7	
The Oaks at North Intown	
NEXT STEPS	217
Planning Ahead	219
Financial Sustainability	220
Plan Integration	221
Managing Partnerships	222
Collection and Use of Data	223

VOLUME 2

APPENDICES

1. AHA Pamphlet for The Oaks at North Intown Choice Neighborhoods Planning (November 2012)
2. Albany Housing Authority (AHA) Residents Needs Assessment Survey Instrument and Survey Results
3. Albany State University (ASU) Choice Neighborhoods Data Assessment Report
4. Darton State College Data (DSC) Choice Neighborhoods Assessment Report
5. Health Impact Assessment (HIA) Report by Georgia Institute of Technology’s Center for Quality Growth and Regional Development and the Georgia Department of Public Health
6. Phoebe Putney Memorial Hospital “Community Health Needs Assessment Report” Draft June 2013.
7. Choice Neighborhoods - Memorandums of Understanding
8. Choice Nighborhoods - Letters of Commitment
9. Choice Neighborhoods ‘Market Scan’ by Planvest - Dougherty County and Albany, GA: McIntosh Homes, West Central Albany
10. Neighborhood Needs Assessment Survey Instrument and Survey Results by Sherwood Baptist



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The ***Oaks at North Intown Choice Neighborhoods Transformation Plan*** (Plan) is a comprehensive document that represents the culmination of nearly three years of research, discussion, and community engagement designed to set a path for the literal transformation of this currently distressed neighborhood.

This Plan was funded in part by the **U.S. Department of Housing and Urban Development (HUD)** as well as by the **Albany Housing Authority**. The Plan represents the final deliverable resulting from a grant agreement signed with HUD on June 29, 2011. This Plan is designed to be read by multiple audiences including the citizens of the City of Albany, government officials at the federal, state, and local level, the many stakeholders who have participated in the development of the Plan, private investors, and public housing residents. Immediately following the table of contents, we have listed the various persons and organizations that have assisted in the development of this plan. Although we made every effort to be accurate and complete with this acknowledgement of support, please know that your work is valued even if your name was inadvertently left off the list.

The Plan begins by describing the underpinnings of HUD’s Choice Neighborhoods (CN) Initiative and its focus on bringing various federal, state, and local resources together with place-based solutions to address interconnected problems that exist in high-poverty areas. With this theoretical foundation, the Plan moves on to describe the neighborhood that this Plan addresses, with its high level of poverty, disinvestment, and seemingly unstoppable downward spiral, along with the available attributes that give the neighborhood the potential for a successful transformation.

Chapter 1 provides information on the assessment of the community to establish baseline data from various sources including a resident survey, research of available third party data, a Health Impact Assessment conducted by the Georgia Institute of Technology in partnership with the **Georgia Department of Public Health**, a Community Health Needs Assessment conducted by **Phoebe Putney Memorial Hospital**, an Education Needs Assessment from the **Dougherty County School System**, and community asset mapping of existing conditions. **Albany State University** served as the primary third party data partner for the compilation and analyses of a community needs assessment identifying a high poverty rate (47.37%), a crime rate well above the City of Albany (21 Part 1 violent crimes per 1000 persons compared to the City’s rate of 8.3), poor health (marked by high rates of emergency room visits for respiratory infections, mental health, asthma, and diabetes), low education performance (reading proficiency at elementary school level 25% below the State of Georgia), and a lack of economic self-sufficiency (only 35.8% of adults were employed).

Chapter 2 describes the methodology utilized to engage the community, including the residents of public housing, through a community wide task force, focus area working groups, and a Resident Planning Group. The Plan also discusses how this community engagement will continue after the completion of the initial planning phase and the beginning of the implementation of the strategies identified.

Chapters 4, 5, and 6 discuss the three principal focus areas of the Plan: **PEOPLE, HOUSING, and NEIGHBORHOOD**. These three focus areas are established by HUD and relate to the Choice Neighborhoods Initiative's emphasis on addressing the interrelated issues of the residents who live in the neighborhood, the essential quality and diversity of the housing stock that is to be made available in the neighborhood, and the overall vitality of the neighborhood in terms of amenities and general livability and quality of life.

On the **PEOPLE** side, the Plan identifies the key partners who will be involved in the management and evaluation of services or opportunities to be made available to the residents in the areas of education, health and wellness, public safety, economic self-sufficiency, and general services. The **Southwest Georgia Community Action Council (SWGAC)** has been identified as the **People Implementation Entity** and will be providing case management services along with direct service delivery to the residents, and will also serve to coordinate service delivery from other participating partners. In addition to operating the Headstart program for children ages 3-5 years, the SWGAC has considerable experience in coordinating services in the areas of education, health, employment preparation, and financial stability.

Albany State University has stepped up to handle the role of **Education Implementation Entity** and will be working with the educational institutions in the area to insure that the residents have access to high quality educational opportunities at every grade level from early childhood education to high school and beyond. The CN Public Safety Working Group is addressing the need for a safe neighborhood in order to make achievements in other areas more likely. This group has worked together to submit an application for the Byrne Criminal Justice Innovation grant in an effort to bring to the neighborhood research tested and placed based strategies to reduce crime.

HOUSING is a critical focus of the Plan and the public housing located at McIntosh Homes (125 units) and Golden Age Apartments (66 units) are integral to the transformation of the neighborhood. While these properties have served a valuable purpose over the 60 plus years since initial construction, they are at the center of a neighborhood marked by concentrated poverty, lack of upward mobility, and disinvestment from the greater community. This section describes housing investment as a key catalyst for community revitalization and proposes a two part strategy of initially developing 101 both family and elderly mixed income housing

prior to the proposed demolition of McIntosh and Golden Age, and then following with the demolition of the two public housing properties and the development of approximately 252 new mixed income residential units on the existing site. At its completion, this replacement housing plan would result in an investment of nearly \$60 million dollars and the development of approximately 353 new rental units in the **Oaks at North Intown** neighborhood. The new units to be developed would follow green building design standards and amenities. The residents of the existing public housing units to be demolished would be provided with AHA mobility counseling and direct assistance through a choice-based approach to make the transition to new housing fair, equitable, and in an open manner, and would be provided with the first right of return following the construction of the new replacement units.

The third area of focus, the **NEIGHBORHOOD**, is described in Chapter 6, and includes items as seemingly simple as developing a new name, the **Oaks at North Intown**, to more complex initiatives such as addressing the community's concerns presented by one way streets that divide the neighborhood as well as the challenge of creating areas of walkability that will enable residents to visit each other and the surrounding amenities without the need for motorized transportation. The **City of Albany** will serve in the capacity of **Neighborhood Implementation Entity** leading the neighborhood level planning effort and coordinating the implementation activities of the Plan. Previously conducted planning efforts, including the Albany Downtown Riverfront Master Plan, the Urban Redevelopment Plan, and the Albany-Dougherty County Comprehensive Plan (2005-2025) were consulted as this new Plan was developed with the intent of aligning the new Plan with the City's overall vision for the revitalization of downtown Albany and its surrounding neighborhoods. Emphasis in this area of focus includes goals to: Improve and expand housing opportunities; improve access to basic services such as retail and health; improve the quality of the local public schools; improve the public assets especially in the areas of neighborhood parks and connectivity to nearby recreation areas; offer effective transportation alternatives; increase access to jobs and increase levels of employment; and strengthen public safety and reduce crime rates. It is an ambitious Plan, but one that will lead to the transformation of a neighborhood into a place where residents will be proud to call home.

The Plan concludes with a strategy for continuing the momentum for community engagement and change long after this Plan has been submitted and formally accepted by HUD. The Plan recognizes the need to strategically address the continued funding of on-going services in the neighborhood that are already committed by planning partners and that will reach a value of over \$8.8 million during the next five years. It also recognizes the need to identify sources of financing that will be needed to develop the new housing that is called for in the Plan as well as the infrastructure and other much needed improvements such as parks and neighborhood amenities.

For those that are interested in the details, this Plan has a Volume II that includes a plethora of information and data that was used to inform the strategies developed in the Plan. This data base will be invaluable as we move forward in evaluating the strategies employed and in seeking new partners in this transformation effort.

The reader is encouraged to scan the document for the particular items of interest, or begin at the beginning and read it cover to cover, whichever is more desirable. Despite the long road ahead, the completion of this document represents a major milestone and singular achievement for the many residents, community stakeholders and partners that have provided critical support, insights and ideas; provided exemplary leadership and have contributed their time and efforts to this meaningful planning process. It is my desire that this Plan will create for you a vision of what this neighborhood, the **Oaks at North Intown**, has the potential to realize, and that you will adopt this vision as your own as you determine the role that you might play in this transformation effort.

A handwritten signature in black ink, reading "Dan McCarthy". The signature is fluid and cursive, with a large, stylized loop at the end of the name.

Dan McCarthy
Executive Director
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INTRODUCTION





Aerial Map indicating the location of the Choice Neighborhoods Target Area

Overall Plan Vision and Goals

In October of 2010, the Albany Housing Authority (AHA) submitted a Choice Neighborhoods (CN) Planning Grant application to the U.S. Department of Housing and Urban Development (HUD) to create a Transformation Plan (Plan) for the distressed McIntosh Homes public housing community located in the West Central Albany neighborhood - a neighborhood of 238 acres, 688 homes, and 47.37 percent of residents living in abject poverty - focusing on **Housing** (mixed income revitalization), **People** (educational and employment linkages), and **Neighborhood** (neighborhood and economic development).

AHA's initial vision for McIntosh Homes is to replace the deteriorated and physically obsolete public housing with a new market-quality, mixed-income community that can become a catalyst for neighborhood revitalization as well as provide real housing choices for residents, enhance existing neighborhood housing, strengthen access to neighborhood assets including retail, and create enduring linkages that support educational and employment opportunities. **AHA's request for funding was awarded and a two-year CN Planning Grant has enabled AHA and its community partners to develop this vision.** AHA utilized an experienced Planning Consultant, the Boulevard Group Team (BG Team), to engage residents and community stakeholders, gather and analyze data, build consensus, and create this successful Transformation Plan.

A series of strategic steps and expected outcomes are outlined in the Transformation Plan to aid the community in realizing its potential and serve as a blueprint for action steps to be taken. The Plan also serves as a marketing tool for communicating the collective vision of the residents, community members and stakeholders - along with specific strategies to achieve that vision - to the general public, potential funders and other partners, for years to come. The Plan recommendations range from the evident-and-readily-achievable to the challenging-yet-valuable, from the recognizable to the surprising. In every instance, they are the community's assessment of what it will take to provide the **Oaks at North Intown** neighborhood with a roadmap that can guide it to a prosperous future worthy of its residents, and reflects the input and contributions of Albany's broad and diverse population.

Today, AHA and its Choice Neighborhoods Partners stand committed to implementing the **Oaks at North Intown Transformation Plan** with continued community consensus, seeking federal and non-federal funding sources and public and private investments that support the objectives of the plan, developing the capacity of AHA and its partners to realize the long-term goals, and ultimately, realizing the full revitalization of this West Central Albany neighborhood. AHA envisions a community that will be transformed using the synergy of the Housing, People and Neighborhood assets in a manner that heretofore has been unheard of in Albany to shape a viable and sustainable neighborhood of hope, education, and opportunity for its residents.

The Albany Housing Authority in partnership with the City of Albany and its Choice Neighborhoods Partners developed this neighborhood transformation plan to leverage the redevelopment of the McIntosh Homes public housing site as a catalyst for the revitalization of the surrounding West Central Albany community, newly named the **Oaks at North Intown**.

The **Oaks at North Intown** neighborhood residents and community stakeholders stand ready to begin the implementation of their Transformation Plan immediately!

The Choice Neighborhoods Initiative

Choice Neighborhoods is focused on three core goals:

1. **Housing:** Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood;
2. **People:** Improve educational outcomes and intergenerational mobility for youth with services and supports delivered directly to youth and their families; and
3. **Neighborhood:** Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

Source:

HUD's Fiscal Year (FY) 2013 Choice Neighborhoods Initiative (CNI) Notice of Funding Availability (NOFA)

Recognizing that interconnected solutions are needed in order to resolve the interconnected problems existing in high-poverty neighborhoods, the **U.S. Department of Housing and Urban Development's (HUD) Choice Neighborhoods Initiative** advances the successes of **HOPE VI** by developing a new approach to neighborhood revitalization to better support community-based initiatives and produce significant benefits for distressed neighborhoods as well as positive outcomes for surrounding areas. This approach is being developed by the **Neighborhood Revitalization Initiative (NRI)**, led by the **White House Domestic Policy Council (DPC)**, **White House Office of Urban Affairs (WHOUA)**, and the **Departments of Housing and Urban Development (HUD)**, **Education (ED)**, **Justice (DOJ)**, **Health and Human Services (HHS)** and **Treasury**. The Initiative is examining and developing options for restructuring federal strategies for distressed neighborhoods in order to more effectively support local community, government, business, and institutional leaders in creating neighborhoods of opportunity.

Background. The spatial concentration of poverty remains a serious and often unrecognized challenge to the ability of poor families and children to access opportunities and move up the economic ladder. Many neighborhoods of concentrated poverty contain distressed public and/or HUD-assisted housing in need of repair or replacement. Prior to the creation of Choice Neighborhoods, **HOPE VI** was the only major source of revitalization funding available to these areas. However, this funding was only available to the public housing stock, and HUD could not reach nearby distressed assisted or vacant private housing. The Choice Neighborhoods initiative makes funding available to target the following:

The **HOPE VI Program**, originally known as the Urban Revitalization Demonstration (URD), was developed to eradicate severely distressed public housing. The program was approved on October 6, 1992. Since its inception, the program has awarded over \$6.5 billion dollars in planning and rehabilitation grants to replace some of the nation's most dilapidated public housing developments with smaller scale, mixed-income properties. In 2010, building on the success of the HOPE VI program, HUD unveiled the Choice Neighborhoods Initiative as the next generation of neighborhood revitalization - one that intimately links housing, education, transportation, healthcare and improved quality of life.

- **Choice Neighborhoods** helps communities address severely distressed public housing and also assisted and vacant housing units, while investing in people and neighborhood assets, to transform neighborhoods of distress into revitalized mixed-income neighborhoods.
- **Choice Neighborhoods** employs a comprehensive approach to neighborhood transformation. The program helps communities transform neighborhoods by revitalizing severely distressed public and/or assisted housing and investing and leveraging investments in well-functioning services, high quality public schools and education programs, high quality early learning programs and services, public assets, public transportation, and improved access to jobs.
- **Choice Neighborhoods** will ensure that current residents will be able to benefit from this transformation, by preserving affordable housing or providing residents with the choice to move to affordable and accessible housing in another existing neighborhood of opportunity.

To achieve these core goals, communities must have in place a comprehensive neighborhood revitalization strategy, or Transformation Plan: a guiding document for the revitalization of the public and/or assisted housing units, while simultaneously directing the transformation of the surrounding neighborhood and positive outcomes for families.

Experience shows that to successfully develop and implement the Transformation Plan, broad civic engagement will be needed. Grantees will need to work with public and private agencies,

organizations (including philanthropic and civic organizations), and individuals to gather and leverage the financial and human capital resources needed to support the sustainability of the plan. These efforts should build community support for and involvement in the development and implementation of the plan.

As part of the **Neighborhood Revitalization Initiative (NRI)**, HUD is working with other Federal agencies to align programs so that place-based solutions can be more readily implemented. This interagency collaboration will assist Choice Neighborhoods grantees and applicants in identifying strategies for building upon, and leveraging, high-quality housing, academic, family and community programs and anticipated investments in neighborhood revitalization efforts funded by other Federal agencies. Examples of these efforts include the **Department of Justice's Byrne Criminal Justice Innovation** program, the **Department of Education's Promise Neighborhoods** program, the **Department of Health and Human Services' Community Health Center** program, and the Building Neighborhood Capacity program.

In addition, HUD is a core member of the **Partnership for Sustainable Communities**, which supports communities that provide affordable housing, robust transportation choices, and greater economic competitiveness, by helping them to align federal investments in housing, transportation, economic development, infrastructure and the environment. Through these programs, the Departments intend to create incentives for communities to focus on the same geographic area and apply for funding from more than one source.

PLANNING CONTEXT



PLANNING CONTEXT SECTIONS

- 29 **Regional Context**
- 31 **City Context**
- 33 **The Choice Neighborhoods
Target Area**
 - Demographics
 - Income and Poverty
 - Housing Characteristics
 - Education
 - Health Conditions
- 39 **Community Asset Mapping
and Inventory**



Regional Context

The Choice Neighborhoods (CN) Target Area is located in the City of Albany, in Dougherty County, in southwest Georgia. As of 2011, Dougherty is the largest county with a population of 95,088 recorded in US Census records. It accounts for 53% of the area total population which encompasses Dougherty, Lee, Mitchell, Terrell and Worth counties. The service area ethnic composition is comprised of 51.5% African-Americans (67% in Dougherty County), 43.5% Whites, 2.6% Hispanics and 2.4% of all others. Population growth is expected to be very small. By 2017, the area population is projected to increase by 3%, led by a 12% population increase in Terrell, one of the state's poorest counties.

The region is marked by large dichotomies in income, health status and educational attainment. According to County Health Rankings, the service area has some of the worst social and economic factors ranking in the State. Out of 159 counties, the largest county in the area (Dougherty) ranks 150, Terrell 141, Mitchell 130 and Worth 83. All are below the 50th percentile with the exception of Lee County, which ranks 12th. Compared to all US Counties, those same four counties show entrenched poverty well below the 25th percentile with poverty ranging from 23% to 30% of the total population. The impact is even deeper among children, with poverty estimates ranging from 33% to 42% with many living in single-parent households.

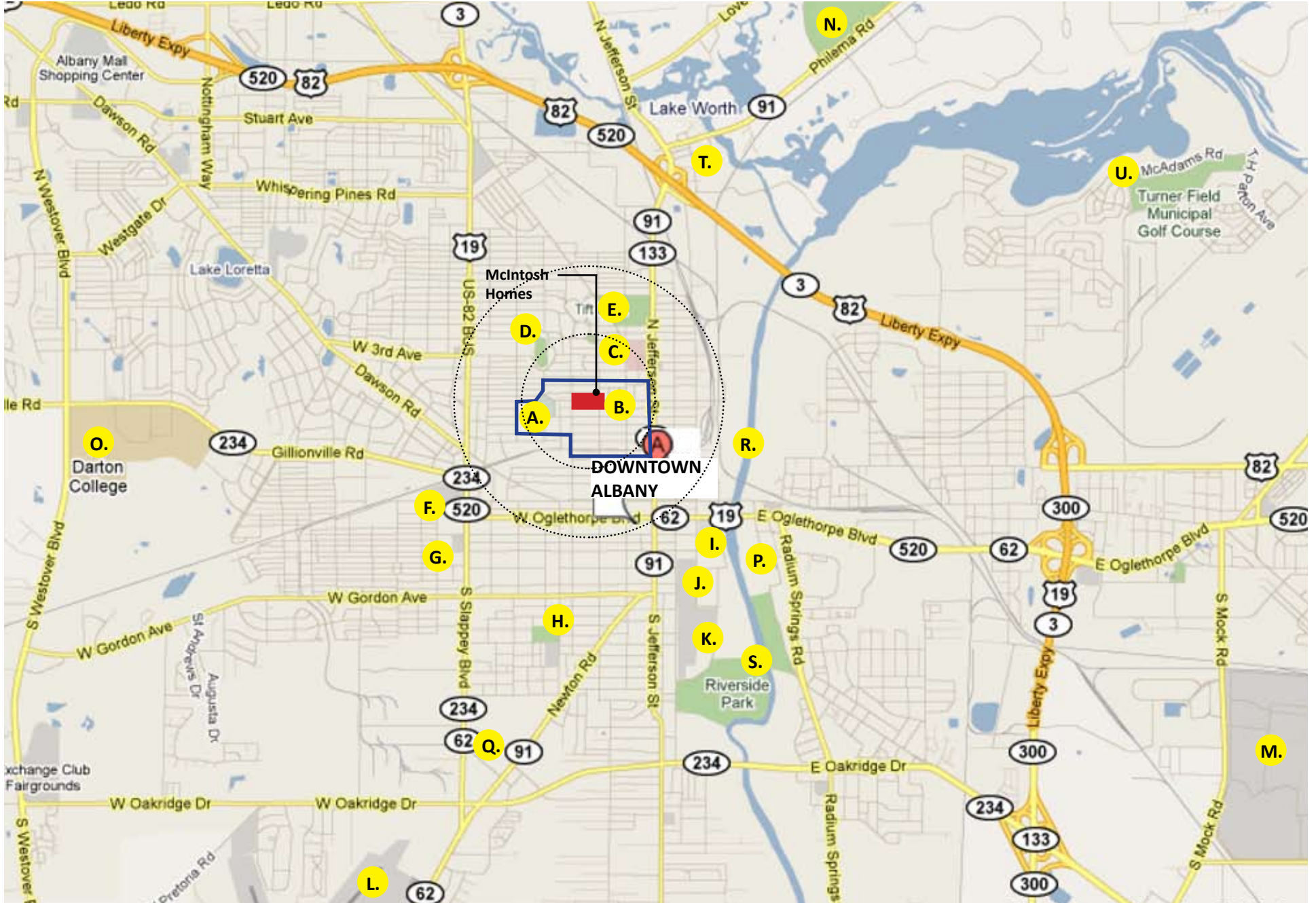
More than 33% of residents are eligible to receive Medicaid, more than double the state average. Children living in poverty are more likely to develop depression, tobacco and alcohol and other substance abuse. With the exception of Mitchell County, high school graduation rates are lower than the 50th



MAP 1.1: Georgia Counties



MAP 1.2: Southwest Georgia Counties



MAP 1.4: City of Albany Context Map

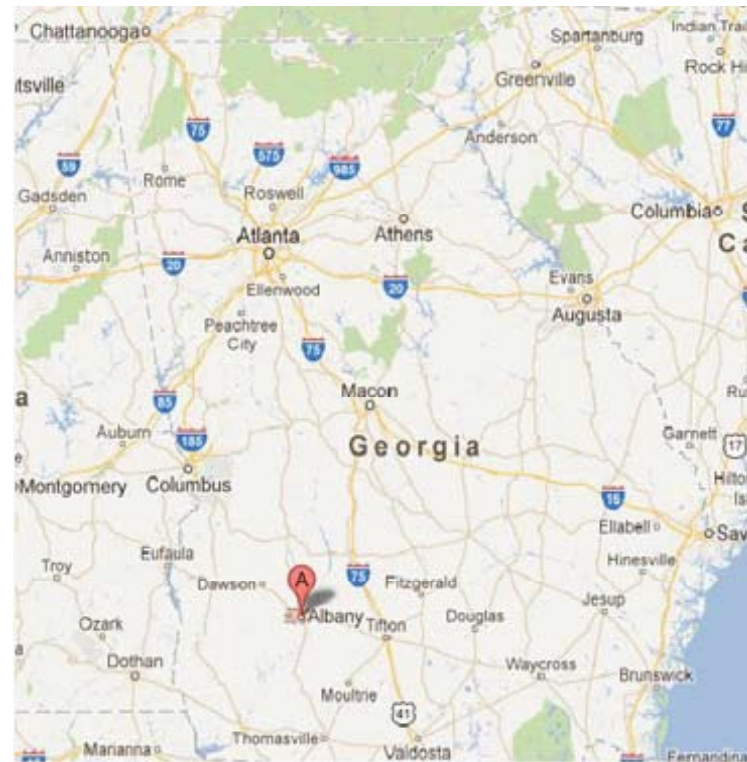
City Context

percentile when compared to all Georgia counties. All of these factors lead to low health literacy in adults and adolescents. Low literacy rates are linked to an unhealthy lifestyle and lower health outcomes. As an example, evidence shows that smoking, obesity, and consumption of alcohol are risk factors for low birth weight babies. In the service area, low and very low birth weight infants are a major problem and the area ranks below the 25 percentile compared to all Georgia counties. Overall, the county ranked 117 out of 156 in regards to health outcomes.

City of Albany

The City of Albany has a population of about 77,434 and is located three hours south of Atlanta, Georgia and close to four hours from Savannah, Georgia. The city is known as the hub of Southwest Georgia with many surrounding communities relying on Albany for employment, health care, retail options, restaurants, higher education, recreational opportunities, and government services. Albany has a storied history in the Civil Rights Movement, is known for its pecans, its hunting plantations, and its abundant underground water, and has many dedicated community leaders who are committed to improving the quality of life for all its citizens.

As indicated in Map 1.4, the CN Target Area is surrounded by key anchor institutions: institutions with regional significance and permanently rooted, economic drivers in specific locales - generating jobs, creating local business opportunities, and contributing in significant ways to the development of human, social and cultural capital. These include universities, hospitals, sports facilities, public utilities and some very large and also community-based churches and corporations. Despite these assets, the population has experienced a slight decline over the last ten years.






MAP 1.3: Georgia State Map - City of Albany Location

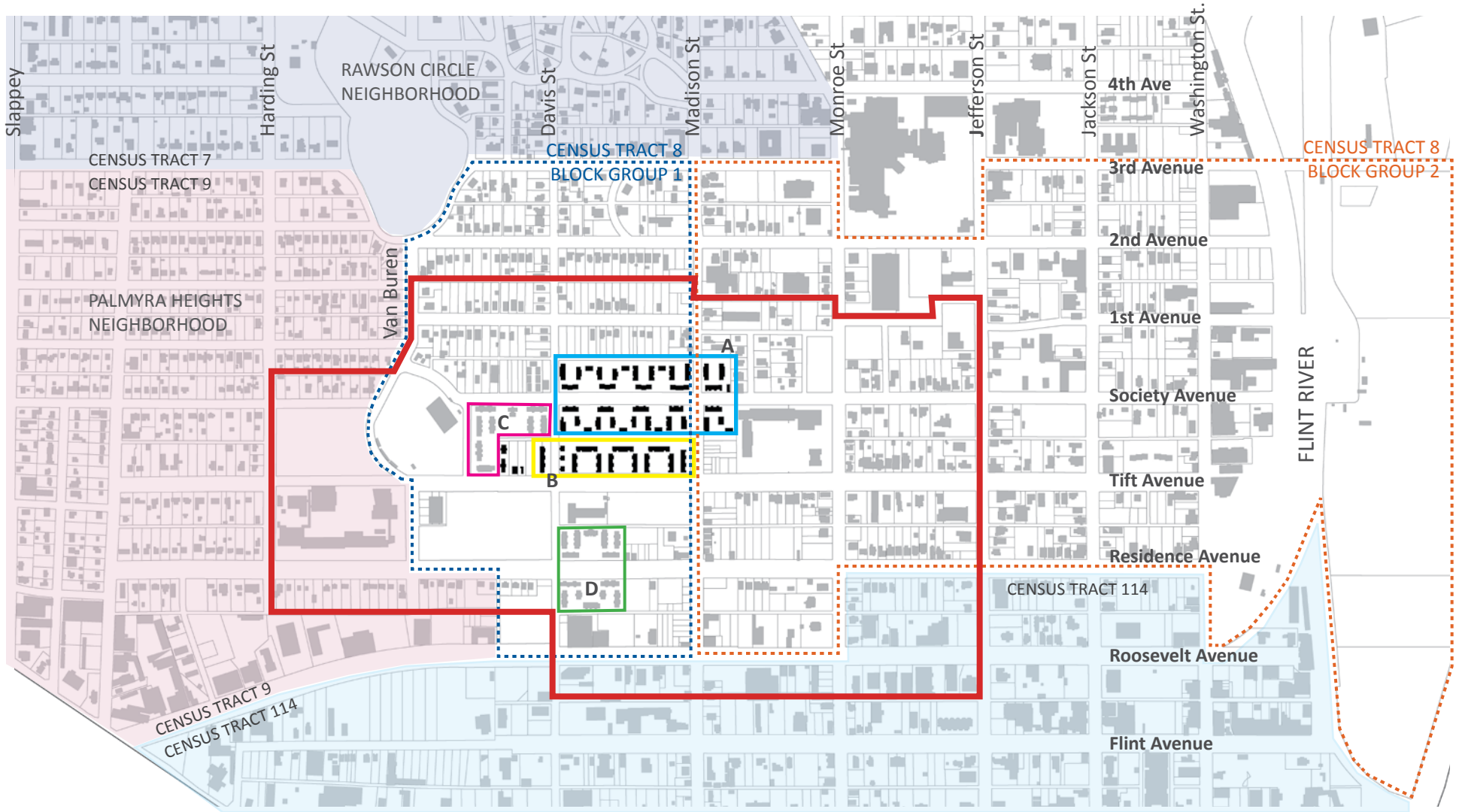
Data indicates the City's population to be 72% black or African-American, 25% white, and 3% other. Approximately 44% of the population has an income of \$25,000 or less, and the Median Household Income is \$28,639. 27% of the population is below the poverty line and 37.7% of children are below the poverty line. According to a recent study by Forbes, the current recession - and the decline of American manufacturing - has left cities in the Deep South and Rust Belt cities with comparable levels of poverty all concentrated in three regions and represented by southern cities, border cities or declining manufacturing centers. Forbes' analysis listed Albany as one of the ten most impoverished cities in the U.S. based on data from the U.S. Census Bureau's 2008 American Community Survey along with Pine Bluff, Ark.; Macon, Ga.; and Rocky Mount, N.C. In these

LEGEND MAP 1.4:









City of Albany Context Map

-  CN Target Area
-  AHA McIntosh Homes
-  1/2 mile and 1 mile radius distance from center of McIntosh Homes Site
- A. Albany High School
- B. Lincoln Elementary Magnet School
- C. Phoebe Putney Memorial Hospital (PPMH)
- D. Hilsman Park
- E. Tift Park
- F. Midtown Mall Shopping Center
- G. Southgate Shopping Center Cloverdale
- H. Carver Park
- I. Albany Civic Center Complex
- J. Oakview Cemetary
- K. Riverside Cemetary
- L. Southwest Georgia Regional Airport
- M. Marine Corps Logistics Base Albany
- N. Chehaw State Park
- O. Darton State College (DSC)
- P. Albany State University (ASU)
- Q. Albany Technical College
- R. Riverfront Greenway Trail along Flint River (2.4 mile)
- S. Riverside Park
- T. Cox Landing Park
- U. Flint River Municipal Golf Course

The **Albany Intown District**, identified as a historic district in 1978, comprises an area of approximately seventy city blocks stretching west from the Flint River to Davis Street and extending south from West 4th Avenue to Mercer Avenue. Radiating to the south, north and west are neighborhoods known as Old Westside, Old Northside, Arcadia, Rawson Circle and North Intown, newly named the Oaks at North Intown. See Chapter 6: Neighborhood Plan, Map 6.1.



MAP 1.5: Choice Neighborhood Target Area

- | | | | | |
|--|---|--|--------------------------------|---|
|  CN Target Area Boundaries |  Census Tract 8, Block Group 1 |  Census Tract 7 | A. AHA McIntosh Homes (125 du) |  C. Thronateeska Homes (32 du) |
| |  Census Tract 8, Block Group 2 |  Census Tract 9 | B. AHA Golden Age (66 du) |  D. O.B. Hines (56 du) |
| | |  Census Tract 114 | | |

The Choice Neighborhoods Target Area

cities, per capita incomes are between \$18,000 and \$23,000, but the bottom 20% are bringing in between \$7,500 and \$8,500. Factors in the ranking include per capita income, the percentage of the population earning less than half the poverty line, the percentage of food stamp recipients, the percentage of people under age 65 receiving public health care and the unemployment rate.

The Choice Neighborhoods Target Area

Located in Albany's historic Intown District and within 1/2 mile from the Flint River and the City's Central Business District, the newly named the ***Oaks at North Intown*** neighborhood is the original Choice Neighborhoods (CN) Planning Area (Target Area) as described in the AHA's FY2010 Choice Neighborhoods grant application to the U.S. Department of Housing and Urban Development (HUD). The geographic boundaries of the CN Target Area, as defined in the grant application, is illustrated in Map 1.5. **The CN Target Area is comprised of 33 census blocks from 2010 Census Tracts 8, 9, and 114.**

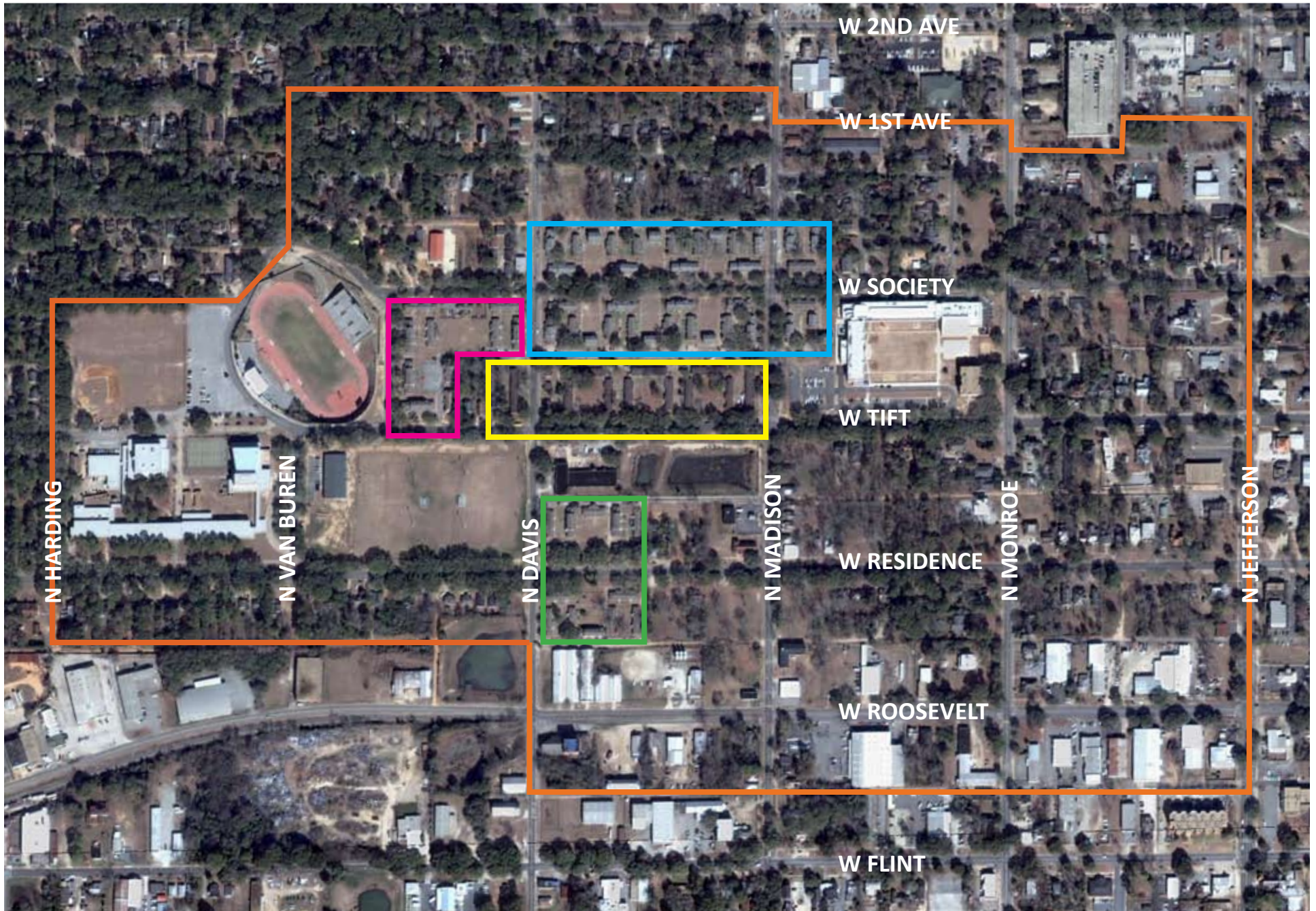
The CN Target Area occupies 238 acres of land bounded approximately by Jefferson Street to the east, West 2nd Avenue to the north, Harding Street to the west, and Flint Avenue to the south. There are 688 housing units within the ***Oaks at North Intown*** - including **four Albany Housing Authority (AHA) public housing developments** serving 279 families - representing a neighborhood residential density of close to 3 dwelling units per acre.

Note: For planning purposes and for data collection, the study area includes a larger area surrounding the physical boundaries of the CN Target Area which directly corresponds to the following Census Tract and Block Group boundaries: Census Tract 8, Block Group 1 and 2; Census Tract 9 and Census Tract 114. When Census data is used, the data was pulled at the block level for the target neighborhood based upon the Census block list provided by HUD from the CN Eligible Neighborhoods Documentation. In those instances when target neighborhood level data was not available at the block or block level, data was sought at the Census Tract 8 level. The majority of the blocks (26 of 33) are in Census Tract 8. Census Tract 8 is comprised of 26 CN Target Neighborhood census blocks and 27 Non-CN Target Neighborhood census blocks. As AHA and its CN Partners move forward with plan implementation, the CN Target Area boundaries may be expanded to include all of Census Tract 8.

See Chapter 2: Community Needs Assessment; Chapter 6: Neighborhood Plan; and Appendix XX: Albany State University (ASU) Data Assessment work for additional information.

Demographics

In 2010, the CN Target Area neighborhood population was estimated to be 1,478 persons with 87% black or African-American, 18% white residents and 1% other. Of these, 54% were female and 45% were male. The neighborhood has a young population with 33% of the residents under the age of 19 and 21% of the population is school-age. 32% of the residents are between the ages of 20 to 45; 25% are between the ages of 45 to 64; and 11% are age 65 and above.



MAP 1.6: Aerial Map indicating boundaries of the Choice Neighborhoods Target Area

The Choice Neighborhood Target Area

Income and Poverty

In Census Tract 8, Block Group 1 and Block Group 2, the median household income of \$10,873 and \$18,730 respectively is far below the County median income of \$38,843 (2011).

In Census Tract 8, Block Group 1, 45% of the population earns a household income of less than \$10,000. The percentage decreases as income increases with 31% earning from \$10,000 to \$19,999. On the other hand, a smaller 22% of people have a household income of less than \$10,000 in Census Tract 8, Block Group 2 while a larger 38% earn between \$10,000 and \$19,999.

A striking 69% of families in Census Tract 8, Block Group 1 earn an income that puts them below the poverty level. Also, 43% of families are comprised of single mothers with children under 18 years of age. In comparison, Census Tract 8, Block Group 2 has 27% of families below the poverty line and 17% of families with a female householder and children under 18.

The target neighborhood has a 47% rate of persons living in poverty (Census 2000) and a 49% rate of extremely low-income households relative to the 25% and 18% rates respectively for the County as a whole.

Housing Characteristics

Of all occupied housing units (553), 44% are one-person households (HH); 23% are two-person HH; 14% are three-person HH; and 8% are four person HH with the remaining

12% represented by five-, six- and seven-person households. The majority of housing units are non-owner occupied: 90% of occupied units are rental units - which is much larger than the City rate of 55.5% - and 10% are owner-occupied.

Furthermore, in Census Tract 8, Block Group 2, 25% of the housing units are vacant as compared to only 12% in Census Tract 8, Block Group 1. The dollar value of median gross rent in renter-occupied housing units is the lowest in Census Tract 8, Block Group 1 at \$333.

Long-term vacant properties within the target neighborhood area is 11.82 percent compared to 5.21 percent at the County level, or 2.27 times as high.

Education

There are striking differences between the CN target area and surrounding neighborhoods in terms of level of educational attainment. While education levels vary from less than high school to doctoral degrees among residents living in the more affluent neighborhood of Rawson Circle, of Census Tract 7, the majority of residents have some level of education beyond the high school level. In addition, in Census Tract 7, very few residents – just 31 of 446 (7%) of males and 57 of 807 (7%) of females – have less than a high school education.

By contrast, the level of education among residents of Census Tract 8 is much lower. In Census Tract 8, Block Group 1, 145 of 272 males, 53% of the total male population 25 years and over, attained education at a level less than high school. A large

proportion of males in Census Tract 8, Block Group 2, 121 of 529 (23%) were educated at a less than high school level while the majority, 272 of 529 (51%) males, attended some college. However, within Census Tract 8, Block Group 2, no residents, male or female, have attained a bachelor's degree.

Among females, residents of Census Tract 8, Block Group 1 and 2 are quite similar. While a significant proportion (87 of 252 (35%) in Block Group 1; 64 of 233 (28%) in Block Group 2) of female residents had less than a high school education, the remainder have attained a high school or equivalent degree, with many completing some college. However, in both census tracts, no females have attained a bachelor's degree.

For additional detailed information on Education refer to Chapter 2: Community Needs Assessment and Albany State University 's (ASU) Data Assessment work included in the Appendix.

Health Conditions

An examination of health data across Census Tract 7 and Census Tract 8 was conducted to compare chronic health conditions, emergency room utilization, hospital discharges, and infant health. This comparison provides an opportunity to analyze the existing socio-economic conditions in the CN Target Area and determine how these conditions might contribute to potential health disparities.

The total number of hospital discharges and emergency room visits in Census Tract 8 (11,135) are two times those in Census Tract 7 (5,223). Typical of geographical areas containing socio-

economically depressed populations, these numbers potentially indicate that residents of Census Tract 8 use Phoebe Putney Memorial Hospital located immediately to the north of the CN Target Area boundary as a primary healthcare provider. This is also an indicator and consistent with the underlying low socio-economic conditions already established for Census Tract 8.

Disparities between tracts are evident across all categories. Emergency room visits for all conditions in Census Tract 8 were more than two times those of census Tract 7. Of particular concern are ER visits for diabetes and asthma where the number of ER visits in Census Tract 8 is three times more than those in census Tract 7. Over the five-year time frame of 2005-2010, Census Tract 8 had three times as many cases of low birth weight babies compared to Census Tract 7.

As summarized in Table 1.1, the significant health issues that are likely and/or have the potential to be impacted by the strategies proposed in the Transformation Plan have emerged from this data. Conditions include a high rate of emergency room visits related to diabetes, a high rate of emergency room visits related to asthma, and a high rate of infants born with a low birth weight. These rates are all high for Census Tract 8 when compared to the rates in Census Tract 7 located to the north.

All of the above data indicates an immediate need to promote healthy behaviors/lifestyles at the individual level and support healthful environments (access to healthy foods, healthcare and quality jobs) at the population level. **Refer to Chapter 2: Community Needs Assessment and Chapter 4: People Plan for specifics.**

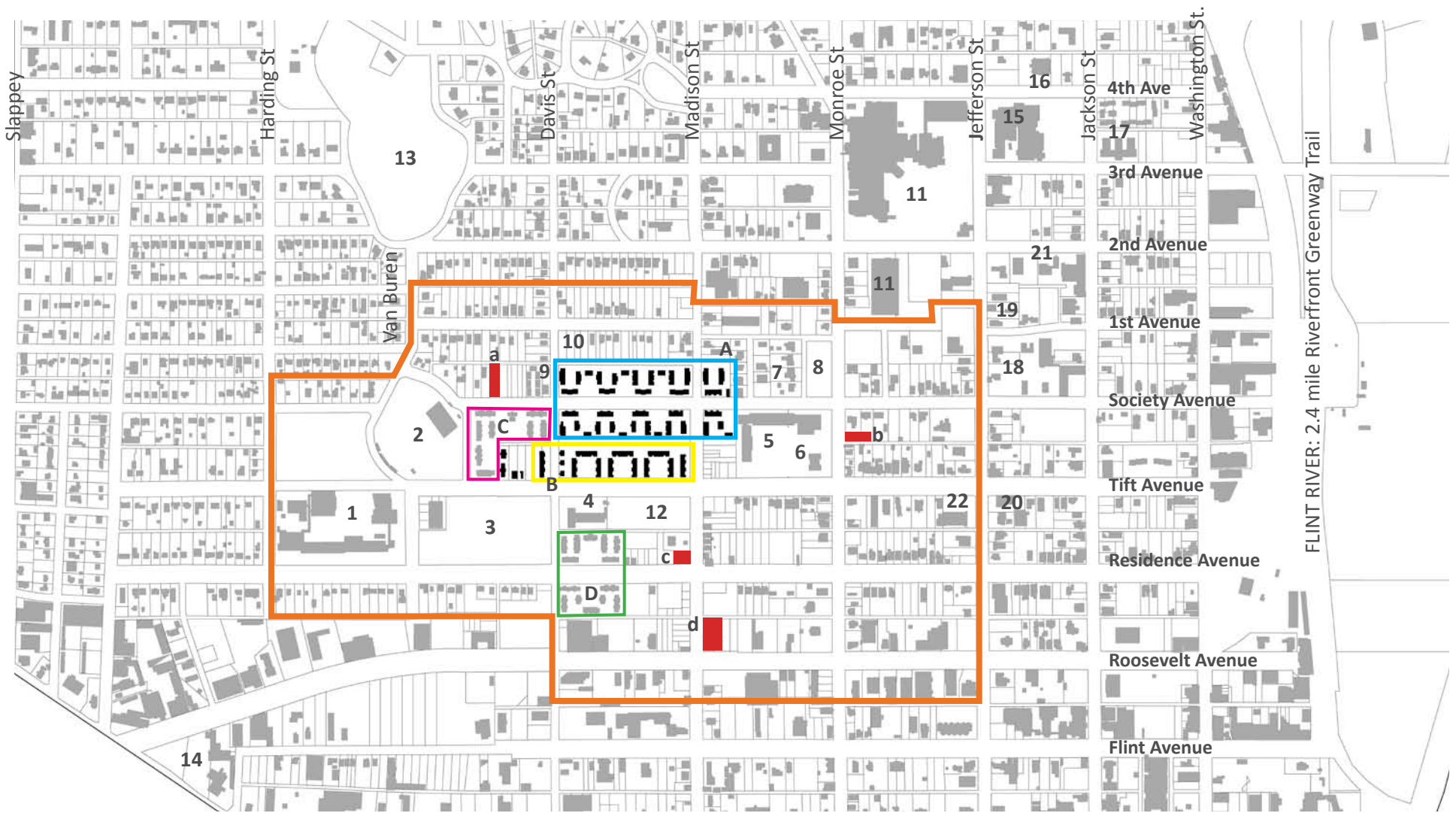
The Choice Neighborhood Target Area

TABLE 1.1: Health Indicators for Census Tract 7 and Census Tract 8 (Years 2005-2010)

Measures	Census Tract 7				Census Tract 8				Factor of increase from Census Tract 7 to 8
	Hospital Discharges	Percent Hospital Discharge Visits by Cause	Emergency Room Visits	Percent Emergency Room Visits by Cause	Hospital Discharges	Percent Hospital Discharge Visits by Cause	Emergency Room Visits	Percent Emergency Room Visits by Cause	
ALL EVENTS	1,363		5,223		2,242		11,135		
Neoplasms	39	2.9	0	0	41	1.8	6	0.1	
Diabetes Mellitus	21	1.5	30	0.6	96	4.3	106	1	3.5
Diseases of the Circulatory System	150	11	103	2	224	10	226	2	2.2
Diseases of the Respiratory System	131	9.6	703	13.5	214	9.5	1683	15.1	2.4
Pneumonia	50	3.7	41	0.8	60	2.7	93	0.8	2.3
Emphysema	0	0	4	*	1	*	6	0.1	1.5
Asthma	26	1.9	56	1.1	59	2.6	214	1.9	3.8
All other Diseases of the Respiratory System	36	2.6	492	9.4	58	2.6	1120	10.1	2.3
Motor Vehicle Accidents	6	0.4	126	2.4	7	0.3	161	1.4	1.3
Total	347	25.5	962	18.4	582	26	2182	19.6	2.3

Source: Georgia Department of Public Health.

Albany Choice Neighborhoods Health Impact Assessment (HIA) data. See Chapter 2: Community Needs Assessment



Map 1.7: Choice Neighborhoods Target Area and Key Anchor Institutions

AHA Public Housing Communities:

- A. McIntosh Homes (125 du)
- B. Golden Age (66 du)
- C. Thronateeska Homes (32 du)
- D. O.B. Hines (56 du)

Places of Worship:

- a. Israel's Temple
- b. Church of the Albany Rescue Mission
- c. New Testament Church
- d. Hines Memorial CME Church

- 1. Albany High School
- 2. Hugh Mills Stadium
- 3. Albany High School Athletic Fields
- 4. Tift Head Start Center
- 5. Lincoln Elementary Magnet School
- 6. Former Mamie Brosnan Elementary School (Vacant)
- 7. Girls Inc.
- 8. Engram City Park
- 9. Boys & Girls Club (AHA Building)
- 10. Existing AHA Playground
- 11. Phoebe Putney Memorial Hospital (PPMH)
- 12. Existing Retention Area (DCED Vacant)
- 13. Hilsman Park
- 14. Coca Cola Building (Sherwood Baptist Church)
- 15. PPMH Healthworks
- 16. PPMH Child Development Center
- 17. Albany Health Care

- 18. SOWEGA Council on Aging
- 19. Samaritan Clinic
- 20. Little Learners Academy
- 21. Salvation Army
- 22. Harvey Grocery Store (Vacant)

CN Target Area

As indicated on Maps 1.4 and 1.7, the neighborhood has a wealth of institutions located within the CN Target Area and within a one to two mile radius of its location.

Phoebe Putney Memorial Hospital

Immediately on the northern edge of the neighborhood boundary is Phoebe Putney Memorial Hospital (PPMH). PPMH’s primary service area includes the five contiguous Southwest Georgia counties - Dougherty, Lee, Mitchell, Terrell and Worth counties - and 24 counties in PPMH’s secondary and tertiary service areas, with population in excess of 400,000.

PPMH is the flagship facility of a growing health care delivery system which serves residents through a network of five hospitals, rural health and family medicine clinics, a family medicine residency program, and a complement of more than 300 physicians representing virtually every subspecialty. The hospital admits approximately 22,000 inpatients and logs 1,138,644 outpatient visits annually, with an additional 102,000 emergency center visits and 53,000 annual urgent care visits. Beyond the hospital campuses, PPMH provides services at multiple locations, including off-site Physical Medicine facility, imaging and diagnostics, two urgent care centers, and an assisted living facility. More than 55% of PPMH patients originate from outside of Dougherty County, the home county, and discharges from PPMH’s five-county primary service area represent over 80 percent of the hospital’s total discharges.

See Chapter 4: People Plan and Appendix for information on PPMH’s commitments to the CN Transformation Plan.

Albany State University

Albany’s Choice Neighborhoods Transformation Plan engages closely with Albany State University (ASU) and builds on its strengths as a key anchor institution in Albany. ASU is located within a mile for the CN target area southern boundary.

Albany State University is the 4-year public institution of higher education for the Southwest Georgia region. It is a significant economic driver, with more than 4,500 students and 750 employees (full and part time) with an additional 500 part time student workers, for a total of 1250. ASU is strongly engaged in the community through its delivery of or support for programs, resources and activities serving Albany residents. A partial description of those activities is provided in the University’s commitment letter enclosed in the Appendix. Key strategies described Chapter 4: People Plan leverages the University’s commitment to revitalize the **Oaks at North Intown**.

Now in its fourth phase of development, ASU was founded in 1903 by Dr. Joseph Winthrop Holley as the Albany Bible and Manual Institute, with a mission of “educating Negro youths of southwest Georgia.” Expanding upon its historical mission of providing educational services to educate Blacks when opportunities were limited, ASU has developed into a comprehensive, coeducational liberal arts institution which offers undergraduate and graduate curricula that build on a strong liberal arts foundation. It is one of thirty-five units of the University System of Georgia, and it offers a range of academic programs encompassing the liberal arts, sciences and some pre-professional programs.

Anchor Institutions are defined by HUD as:

Place-based entities that have regional significance and are permanently rooted, economic drivers in specific locales – generating jobs, creating local business opportunities, and contributing in significant ways to the development of human, social and cultural capital.

They include universities, hospitals, sports facilities, performing arts and other major cultural facilities (such as museums and central libraries) and some very large places of worship and corporations.

The Oaks at North Intown CHOICE NEIGHBORHOODS TRANSFORMATION PLAN

The University is sustained through tuition and fees, state and federal funds, grants, and donations. ASU served as a community partner to conduct the quantitative data assessment for the Choice Neighborhoods Transformation Plan. See Chapter 2: Community Needs Assessment and Appendix for ASU's detailed Data Assessment report.

ASU is beginning a new outreach effort in the CN Target Neighborhood through its new Center of Excellence for Community Engagement (CECE) and is committed to serving as the Education Implementation Entity with primary responsibility for implementing the Education Strategy proposed in the CN Transformation Plan. See Chapter 4: People Plan for specifics.

Darton State College

Albany is also home to Darton State College (DSC), a two-year college which, in 2011, was granted permission from the Georgia Board of Regents to begin offering a limited number of four-year degrees. DSC served as a community partner to conduct the quantitative data assessment for the Choice neighborhoods Transformation Plan. See Chapter 2: Community Needs Assessment and Appendix for DSC's detailed Data Assessment report. DSC is located close to three miles west of the CN target area.

Albany Technical University

Albany Technical College is part of the Technical College System of Georgia and teaches post-secondary vocational and occupational training subjects. Since 1961, Albany Tech has been providing workforce training to citizens of Albany/Dougherty County and surrounding areas. Located 2.9 miles south of the CN Target Area, Albany Tech serves more than 5,000 citizens by providing basic adult education and development training; quality competency-based associate degree, diploma

and technical certificate of credit programs; comprehensive continuing education programs; and technological advanced training for businesses and industries in the area.

Albany Tech is committed to providing adult education classes to residents of the target neighborhood. See Chapter 4: People Plan and Letter of Commitment in the Appendix.

Dougherty County School System

The Dougherty County School System (DCSS) operates a system of five learning centers, sixteen public elementary schools, six public middle schools, and four public high schools. All schools are accredited by the Southern Association of Colleges and Schools (SACS) and the Georgia Accrediting Commission (GAC). The system had an enrollment in 2012–2013 of 15,628 students being taught by 1,070 teachers and 198 support and administrative personnel.

The following schools have the listed distinctions:

- Lincoln Elementary Magnet School (within the CN Target Area): 2009–2010 and 2010-2011 Governor's Office of Students Achievement Bronze Award for Highest Percentage of Students Meeting & Exceeding Standards on the CRCT
- Alice Coachman Elementary School: 2009 National Blue Ribbon School, 2009 "No Excuses School" (Georgia Public Policy Foundation), Title 1 Distinguished School;
- International Studies Elementary Charter School: Title 1 Distinguished School (10 consecutive years making AYP)
- Robert A. Cross Middle Magnet School: 2009–2010 Governor's Office of Students Achievement Gold Award for Highest Percentage of Students Meeting & Exceeding Standards on the CRCT

There are two DCSS schools located in the CN Target neighborhood: Lincoln Elementary Magnet School and Albany High School - a low-performing Title I school that did not meet AYP in 2010 and 2011 and is in Corrective Action. The former Mamie Brosnan Elementary School, located next to Lincoln Elementary, sits vacant today.

As part of the Choice Neighborhoods planning process, DCSS and AHA will explore opportunities for a joint use agreement to make school facilities including sport fields available for community use and re-purposing the Mamie Brosnan school for community support services in the target area. See DCSS / AHA Memorandum of Understanding in the Appendix.

City of Albany - Parks and Recreational Facilities

The City of Albany Recreation and Park Department manages a total of 76 public parks and 27 recreational facilities with an FY12 operating budget of \$6.2 million. These facilities include sports complexes, tennis courts, swimming pools, a municipal golf course, outdoor activity facilities and the 2.4 mile Riverfront Greenway Trail located 0.5 miles east of the CN target area boundary. The paved trail along the Flint River connects Riverfront Park in Downtown Albany to the Cox Landing Park in Northeast Albany, near Chehaw State Park. The Oxford Environmental Park Nature Trail is an off-shoot of the trail, which provides information about the ecological features of the area. Of the 27 recreational facilities, there are five community centers that offer weekly fitness classes. Of these five community centers, the Carver Community Center is closest to the neighborhood at 2.4 miles. The Center offers fitness classes three times a week and averages approximately 30 members.

General. The Albany/Dougherty Planning & Development Department estimates the approximate total of park acreage as a percentage of total developed land to be 5.38%. In comparison,

Park Score stated that the median size of park acres as a percent of developed area should be 9.1%. Services and Investment spending per resident rates are also very low at \$10.18. This compares to the national median average of \$85. As for number of playgrounds per 10,000, Albany is at 1.71, which is below the national median of 1.85. For the fiscal year 2012/2013 Albany shows a budgeted expense of \$734,490 for parks maintenance with most expenses used for playground equipment repairs.

Parks and the CN Target Area. Within a one mile radius of McIntosh Homes there are a total of 9 parks and recreational facilities (including playgrounds) available. These include Hilsman Park, Eighth Avenue Youth Sports Complex, Rawson Circle Park, Fifth Avenue Park and Sherman Park. However, these do not meet the level of service recommended by the National Recreation and Parks Association (NRPA) for the CN target area due to their location and the proportion of available acres per person based on population compared to the recommended ratio of acres to residents. Of the nine parks, only two are located within the CN target area boundaries - Engram Park on Monroe and Davis Park on Flint - representing a total of 1.45 park acres, well below the recommended guidelines of the NRPA. For additional information, see Chapter 6: Neighborhood Plan and the Albany Choice Neighborhoods Health Impact Assessment included in the Appendix.

Community- and Religious-Based Organizations

There are a number of community-based and religious-based organizations that have contributed significantly to the development of the ***Oaks at North Intown*** Transformation Plan. Descriptions, roles and commitments are described throughout this Transformation Plan document. See the Acknowledgements section and Chapter 3: Resident and Community Engagement for a complete listing. Also, refer to the Appendix for Letters of Commitment.

What is ParkScore?

ParkScore is the most comprehensive rating system ever developed to measure how well the 50 largest U.S. cities are meeting their residents' need for parks. ParkScore was designed to help local communities improve their park systems and identify where new parks are needed most.

Why are parks so important?

Close-to-home opportunities to exercise and experience nature are essential for our physical and mental well-being. Studies show that parks encourage physical activity, reduce crime, revitalize local economies, and help bring neighborhoods together.

How is a city's ParkScore determined?

ParkScore is based on the three most important characteristics of an effective park system: acreage, services and investment, and access.

- Acreage: a city's median park size and the percentage of total city area dedicated to parks;
- Services and Investment: the number of playgrounds per 10,000 city residents and park spending per resident;
- Accessibility: the percentage of residents living within a ten-minute walk of a public park

Employers

Although the City of Albany is surrounded by pecan groves, pine trees, farms and plantations, almost none of the population is employed in agriculture and is instead heavily mechanized. Health care, education and the Marine Corps Logistics Base are the largest employers. Manufacturing, transportation, and retail trade are also important foundations of Albany's economy and the city acts as a hub for commerce in southwest Georgia.

In 2008, Cooper Tire and Rubber, one of Albany's largest employers, announced plans to close the local manufacturing facility. Approximately 1,400 employees at the plant lost their jobs. Today, as a result of the recent economic downturn, unemployment remains higher in Albany than the state average even though the City continues to add more new jobs while other portions of the state are trying to stem the tide of joblessness. Statistics indicate that for the Albany Metropolitan Statistical Area, (MSA) which encompasses five counties, including Dougherty County, unemployment rates are higher than the state and national average. As of October 2012, the nonseasonally adjusted unemployment rate for the Albany MSA was 9.3%. For Dougherty County, the nonseasonally adjusted unemployment rate is 10.5%.

Albany provides opportunities to new businesses by providing a skilled workforce, continual upgrades to its infrastructure, improvements in public safety, and numerous economic development initiatives, such as its Opportunity Zone which offers a \$3,500 tax credit per job created. In Dougherty County, there are thirty-four employers with 200 or more workers. Of those thirty-four employers, fifteen are within two miles and one is within walking distance of the CN Target Area. The top eight non-governmental employers in the County (excluding the City of Albany, Dougherty County, and the Marine Corps Logistics Base Albany) include: Albany State University; ATT; Coats and

Clark, Inc.; Miller Brewing Company; Phoebe Putney Memorial Hospital; Procter & Gamble; Teleperformance USA; and United Parcel Service. Major private corporations are: Georgia Pacific Corp.; MARS Snackfood US; Mediacom; Nilo Pecans; Sherwood Pictures; and Thrush Aircraft.

The Marine Corp Logistics Base and the Phoebe Putney Memorial Hospital are the City's two largest employers with almost 9,000 positions. They account for almost 25% of the total jobs in Dougherty County in 2012. Significantly, the Phoebe Putney Memorial Hospital is located adjacent and is part of the CN Target Area neighborhood and will serve as a major economic anchor for redevelopment/revitalization efforts. The second tier of major employers includes Procter & Gamble, MillerCoors, and Teleperformance all of which employ in excess of 500 persons.

Transportation

The CN Target Area has limited transportation alternatives for accessing basic services. While the City of Albany provides transit service citywide, there is no service on Sunday. The Albany Transit System has eight routes that service various areas of Albany. Of those eight routes, two are within 0.5 mile from the midpoint of the McIntosh Homes public housing site. Overall, there are 54 weekday trips. On the weekends, the Albany Transit System only provides service on Saturday, resulting in a count of zero weekend trips. However, these two routes together equal 50 weekend trips. The Albany Transit Service runs ten routes between Monday and Saturday. Times vary across routes, but Route 3 and Route 5 are within walking distance of the CN Target Area.

Without transit service, CN residents are reliant on car transportation or taxicab service. While there are a number of churches that provide transportation to church services, additional transportation service to other church-related

activities are limited or non-existent. Phoebe Putney Memorial Hospital provides a fee-based transportation service to relatives of patients.

The Albany Housing Authority (AHA) provides limited transportation services. Two AHA vans transport residents to meetings or events such as the resident advisory council meeting, Resident Planning Group meetings, and to specialty events. AHA does not however run a regular schedule of transportation services but works with its partners to schedule events in its neighborhoods to reduce the need for transportation.

Additionally, funding through the SOWEGA Council on Aging to private contractors is used to provide transportation for the elderly. This transportation must be scheduled in advance but can be used for a variety of purposes including doctor's visits, delivery to council on aging community centers, and even for shopping trips.

Assessment of Relevant Social Assets within or in close proximity to the Neighborhood

As part of Darton State College's data assessment work, the following listing summarizes relevant social assets located within a half mile to five mile radius of the CN target area. The City of Albany/Dougherty Planning and Development Services Department provided maps indicating locations of these selected social assets. Categories included child care facilities, community centers, senior care facilities, basic services and medical clinics. Maps and listings are included in the Appendix.

Child Care. Overall, there are 56 licensed child care centers in Dougherty County. Of those, 45 facilities are within five miles, 18 within two miles and only 2 are within a 0.5 mile radius (5-10 minute walking distance) from McIntosh Homes: Tift Child Development Center on Tift Avenue and Davis Street, within the

CN target area; and Little Learners Academy on Jefferson Street. 7 of the 45 have Head Start programs and only 3 of the 7 offer Early Head Start (birth to three years old).

Medical Services. There are 5 licensed medical clinics servicing the neighborhood. Phoebe Putney Memorial Hospital and its various affiliates throughout Dougherty County provide comprehensive medical services. Palmyra Medical Center also provides medical services and recently completed a merger with PPMH. Also, Samaritan Clinic, located within walking distance of the CN Target area boundary across Jefferson Street, is a federally-qualified free medical clinic offering medical services including family practice, internal medicine, vision, and emergency dental services. There are two other licensed medical clinics in the area: The Dialysis Clinic provides hermodialysis services, while the Miriam Worthy Women's Health Center provides OBGY services and sees between 1200-1500 patients a month. Each is within one mile of the CN target area.

Schools. CN residents can attend the Dougherty County School System between kindergarten and 12th grade. There are four high schools, six middle schools, and sixteen elementary schools in the system. They also operate Sylvandale Pre-K Center to meet the pre-kindergarten needs. In addition there is a gifted education program that supplements curriculum.

Private school options require tuition, but there are varying opportunities to qualify for financial aid. There are seven primary institutions serving the Dougherty County community, but only one of those institutions are within two miles of the CN.

Senior Care Facilities. There are twenty-three senior care facilities within nine miles of the CN target area. Of those 23, only nine are within two miles of the CN target area including SOWEGA Council on Aging (COA).

What is WalkScore?

WalkScore measures walkability on a scale from 0 - 100 based on walking routes to destinations such as grocery stores, schools, parks, restaurants, and retail.

Walkability offers benefits to our health, the environment, our finances, and our communities.

What makes a neighborhood walkable?

- A center: Walkable neighborhoods have a center, whether it's a main street or a public space.
- People: Enough people for businesses to flourish and for public transit to run frequently.
- Mixed income, mixed use: Affordable housing located near businesses.
- Parks and public space: Plenty of public places to gather and play.
- Pedestrian design: Buildings are close to the street, parking lots are relegated to the back.
- Schools and workplaces: Close enough that most residents can walk from their homes.
- Complete streets: Streets designed for bicyclists, pedestrians, and transit.

Since 1979, the COA, a designated Area Agency on Aging by the State Office on Aging, plans, provides, develops and coordinates services for all people 60 years of age and older in a 14 county, 6,000 square mile area of southwest Georgia. Over the years, the agency has expanded to meet the needs of the ever-increasing number of older people in the public service area.

The SOWEGA Council on Aging's 'Senior Life Enrichment Center' is currently under construction and directly across Jefferson Street from the CN target area boundary. The 45,000 square foot facility will be the hub for all Council on Aging offices, programs, and services. The state-of-the-art center will offer new and exciting opportunities for older adults and will include a large dining room, commercial kitchen, fitness room, computer lab, educational classrooms, card/game room, arts & crafts room, and garden space. The facility will serve as a community resource and a place that enables people to live stronger, live longer and live safer. The project is to be completion in 2013.

Retail / Grocery Stores. The following retail and grocery store inventory was prepared by Darton State College as part of the data assessment work described in Chapter 2. See Appendix for mapped locations and listing.

- There are seventeen fresh food options within five miles of the CN. Of those fifteen, only three are within two miles and none exist within walking distance.
- There are nineteen pharmacies within four miles of the CN target area. Of those nineteen, eleven were within 2 miles and two were within walking distance, one of which is for PPMH employees only.
- There are thirteen hardware stores within five miles of the CN target area. Of those thirteen, nine are within two miles. However, none exist within walking distance.
- There are one hundred sixty-five beauty salons or barber shops within five miles of the CN target area. Of the one

hundred sixty-five, sixty-three are within two miles of the CN and two are within walking distance.

- There are fifty restaurants within five miles of the CN. Of those fifty, only ten are within two miles of the CN and none exist within walking distance.
- There are three local post offices in the CN. Of those three, only one is within 2 miles and that facility is projected to close within the next year. If that location closes, the closest post office will be 2.7 miles away.
- There are twenty-four banks within five miles of the CN. Of those twenty-four banks, ten are within two miles. However, none are within walking distance.
- There are one hundred eight clothing retail establishments within five miles of the CN. There are 2 outlets geared to infants; 12 clothing accessories stores; 42 family clothing stores, 3 men's clothing stores; 10 women's clothing stores; and 18 shoe stores. Of those 108 establishments, there are 25 stores within two miles and 3 within one mile.
- There are twenty-two convenience stores that are within five miles of the CN. Of those 22, 8 are within 2 miles and none within walking distance. King's Mart Foods convenience store within 0.2 miles is vacant as is the Harvey Grocery Store on Jefferson.
- There are twelve health clubs within five miles of the CN. Of those twelve health clubs, four are within two miles, but none are within walking distance.

Transit Accessibility (calculated accessibility index). The WalkScore for the CN neighborhood is 49. Based on the Walkscore methodology, the community rates as car-dependent. WalkScore has five indicators: Walker's Paradise (90-100), Very Walkable (70-89), Somewhat Walkable (50-69), Car-Dependent (25-49), and Car-Dependent (0-24). Therefore, the CN score of 49 rates the second lowest of five indicators. For additional information on Darton's Transit Accessibility assessment see the Appendix.



COMMUNITY NEEDS ASSESSMENT



COMMUNITY NEEDS ASSESSMENT SECTIONS

- 49 Community Needs Assessment
- 50 Third-Party Data Collection and Needs Assessment
- 55 Residents Needs Assessment Survey
- 60 Health Impact Assessment
- 62 Community Health Needs Assessment
- 62 Education Needs Assessment
- 63 Impact of the Community Needs Assessment on the People Plan



Albany’s Choice Neighborhoods Transformation Plan is derived from a place-based approach to leveraging investments by geographically targeting resources and drawing on the compounding effect of well-coordinated actions. The Albany Housing Authority (AHA) and its Choice Neighborhood Partners have identified community assets and challenges to enable locally-driven, integrated, and place-conscious solutions guided by a meaningful community needs assessment. The assessment activities completed to date, centered on the following key sources, have guided decision-making and plan development.

1. **Third-Party Data Collection and Needs Assessment** by Albany State University (ASU) and Darton State College (DSC)
2. **A Residents Needs Assessment Survey** by Albany Housing Authority (AHA)
3. **A Health Impact Assessment (HIA)** conducted by the **Center for Quality Growth and Regional Development of the Georgia Institute of Technology**, *College of Architecture: City and Regional Planning*; and sponsored by the **Georgia Department of Public Health**
4. **Data from** Phoebe Putney Memorial Hospital’s (PPMH) **Community Health Needs Assessment**
5. **Information from the Education Needs Assessment** Report by Dougherty County Schools System
6. **Community Asset Mapping and Inventory** - See Chapter 1: Choice Neighborhoods Planning Context for details.

The Albany Housing Authority (AHA) and its Planning Coordinator (BG Team) have worked closely with AHA staff, service providers, local partners and residents to obtain both the statistical and qualitative data elements necessary to assess the current status of neighborhood-wide assets and needs, as well as make the qualitative “on the scene” observations needed to chronicle the transformation planning and revitalization process. The AHA has capitalized on existing data reporting processes and has supplemented these with other statistical sources as needed. In addition, AHA has deployed the resources necessary to observe the unfolding of the program, including developing qualitative studies, conducting surveys, and orchestrating focus groups. Utilizing HUD’s “Housing, People and Neighborhood” components as a framework for informing decision-making, developing a vision and engaging stakeholders, AHA has pursued the following community needs assessment strategies:

- Evaluated the nature, extent and impact of existing neighborhood-wide distress indicators
- Assessed existing conditions and potential effects of proposed revitalization strategies, including impact on property values, effects on construction activity, success rate and outcomes of integrating the physical, educational and community and supportive services;
- Measured success against goals and baseline data set at the outset of the transformation and determined appropriate interim adjustments to strategies and planning activities.

The AHA and the BG Team began with HUD’s priority outcomes, as described in the Department’s “Health, Education, Economic Self-Sufficiency and Safety Outcomes and Metrics” table in its FY 2012 Notice of Funding Availability (NOFA).

Further research was undertaken to explore the pivotal role of metrics as a key underpinning of the entire Choice Neighborhoods approach. This led to a nine-page “white paper,” published in June 2011, that identified 34 additional outcomes and associated metrics in the areas of housing, health, education, employment, safety, relocation and re-occupancy, and neighborhood. See Memorandum: “Choice Neighborhoods Initiative – Metrics and Outcomes” in the Appendix.

The “Metrics and Outcomes” memo led to the development of a multi-layered effort for devising metrics and gathering baseline data, as follows:

- **A door-to-door resident needs survey** to be administered to all public housing residents in the targeted neighborhood
- **The Albany Housing Authority’s commitment to obtain data for twelve (12) baseline indicators**
- **Memorandum of Understanding with Albany State University** to obtain data for 26 baseline indicators, focusing largely on quantitative measures
- **Memorandum of Understanding with local Darton State College** to obtain data for six (6) baseline indicators, focusing largely on qualitative measures

Third-Party Data Collection and Needs Assessment

Working with Albany State University (ASU) and Darton State College (DSC), AHA has obtained both statistical and qualitative data elements necessary to assess the current status of resident and community-wide assets and needs.

Baseline data collected by ASU and Darton State College from third-party sources for over 32 indicators in the three core areas of Choice Neighborhoods (i.e., Housing, People and Neighborhoods) include both quantitative and qualitative measures as outlined in the Appendix. This data-based framework has enabled data-driven decision-making capabilities to guide plan development and will allow HUD, AHA and its CN Partners the ability to track progress and outcomes on common CN goals and CN program activities as well as determine appropriate interim adjustments to strategies and planning activities over time. The efforts of Albany State University (ASU) in particular to compile third-party baseline measurements for residents of the entire neighborhood are described in detail in the Appendix.

ASU worked with dozens of data partners in Albany including Albany City Government, Head Start, Phoebe Putney Memorial Hospital, Albany Police Department, Dougherty County Health Department, Dougherty County Public Schools, and others. ASU has a long and distinguished track record in collaborating with these organizations, and is well-positioned to manage continuous data-gathering, data-sharing, tracking of data, public reporting on outcome measures and program evaluation during the multi-year implementation of the Transformation Plan.

Two particularly noteworthy accomplishments in the data collection and metrics development process have been achieved through effective collaboration between AHA and ASU. First, ASU has developed the foundation for a database system to collect the baseline data and enable future data collection of for the quantitative metrics. Second, ASU has completed the collection of the baseline data for 22 indicators. These services result in over 15 data products that are found in both the ASU Report Appendices and in the Deliverables-Appendices.

The full array of metrics encompassing the multi-layered effort are presented in the Table 2.1 as adapted from the “Metrics and Outcomes” white paper included in the Appendix.

TABLE 2.1

Summary of Metrics, Outcomes, and Needs Assessment		
Methodology and Sources		
Data Measured / Indicators (show level and change)		Source
HOUSING INDICATORS:		
H1.	Per unit energy efficiency - Per unit energy consumption (change in utility costs and use)	AHA database
H2.	Indoor air quality	AHA database
H3.	Disaster-resistant qualities of existing / revitalized housing	AHA specifications
H4.	Section 504/ADA Compliance of existing / revitalized housing	AHA specifications
H5.	Incidence of available affordable broadband Internet connection	AHA specifications
H6.	Inventory neighborhood housing quality – # of units new construction / rehab / demolition (<i>See also Neighborhood Indicator</i>)	City Planning & Development - Building Permit Data
H7.	Inventory neighborhood housing income mix (# of affordable units) (<i>See Also Neighborhood Indicator</i>)	City Data
H8.	Durable, low-maintenance materials and maintenance of existing/revitalized housing	AHA documentation
H9.	Financial viability (rental income including subsidy sufficient to meet needs)	AHA database
H10.	Housing Tenure (ownership vs rental)	City Data
PEOPLE INDICATORS:		
P1.	Schools attended have test scores as good as or better than state average	Dougherty County School System (DCSS)
P2.	Degree of access of infants, toddlers and preschool-age children to Early Childhood (EC)	Early Childhood partners
P3.	Physical well-being and motor development metrics from Early Childhood	Early Childhood partners
P4.	Social-emotional, language, literacy, cognition and knowledge metrics (EC)	Early Childhood partners
P5.	Distance to high quality public assets such as parks in the Choice Neighborhood (NH)	Darton State College (DSC)
P6.	PH/Neighborhood (NH) residents have effective transportation alternatives	DSC
P7.	PH/NH residents rates of employment vs. other neighborhoods in the City and region	Albany State University (ASU)
P8.	Catalog of relevant social assets in the NH re: education, jobs, health, etc.	DSC

TABLE 2.1 (continued)

Summary of Metrics, Outcomes, and Needs Assessment		
Methodology and Sources		
Data Measured / Indicators (show level and change)		Source
PEOPLE INDICATORS (continued):		
P9.	Demographics of affected residents across all age groups, including quantification of elderly; disabled; hard-to-house	AHA database/ household survey data
P10.	Key resident data re: current health, education, employment, and safety conditions/participation, and relocation and reoccupancy preferences	AHA database/ household survey data
P11.	Quantification of at-risk children and youth in the housing and the NH	AHA database/ household survey
P12.	Outcome: healthy children youth and adults.	ASU; Healthcare providers incl. Phoebe Putney Memorial Hospital (PPMH), Dougherty County Health Dept; Georgia Dept of Public Health
	Measures: # and % who have a primary care provider other than the ER;	
	# and % reporting good physical health and low psychological distress and healthy weight	
P13.	# and % of kindergartners assessed as developmentally ready;	ASU; DCSS
	# and % of students at or above grade level;	
	# and % who graduate high school	
P14.	Outcome: households are economically stable/self-sufficient.	ASU; AHA survey data
	Measures: # and % of working age adults meeting proficient literacy stds. and working at least 30 hrs. per week and average earned income of HUD-assisted HHs	
P15.	Outcome: Residents feel safe in their NH.	ASU; Albany Police Department survey data; AHA survey data
	Measures: Part I violent crimes per 1,000 residents; # and % reporting feeling safe in their NH	
P16.	Outcome: Residents have choices about where to live.	AHA survey; AHA database
	Measures: # and % who want to return and actually do return, by HH type (elderly, children etc)	
P17.	Outcome: Vulnerable populations are supported during relocation. Measures: # and % of children and youth enrolled in a new school; # and % of school moves during the year; quality of new schools	DCSS
P18.	Outcome: Residents are stably housed during relocation. Measures: # of moves between first move and site completion, by HH type; # and % of involuntary terminations during relocation/redevelopment period by HH	AHA database

TABLE 2.1 (continued)

Summary of Metrics, Outcomes, and Needs Assessment		
Methodology and Sources		
Data Measured / Indicators (show level and change)		Source
NEIGHBORHOOD INDICATORS:		
N1.	Vacancy/abandonment rate of neighboring housing and businesses	Albany State University (ASU)
N2.	Quality of inventory of neighborhood housing (code violation index)	ASU
N3.	Degree of foreclosures in the neighborhood	ASU
N4.	Housing market activity and property values (assessed by current home values and rents)	ASU
N5.	Income diversity (assessed by renter units by rent range and owner units by price level)	ASU
N6.	Access to key assets - distance traveled from/to basic services	Darton State College (DSC)
N7.	Quality of parks/recreation, public services, public spaces, other community facilities	DSC
N8.	Quality of local schools and facilities	ASU
N9.	Transit accessibility (calculated accessibility index)	DSC
N10.	Level of private services in/near to neighborhood (# establishments and employment)	ASU
N11.	Inventory business establishments in the neighborhood	ASU
N12.	Inventory neighborhood employment	ASU
N13.	Neighborhood-wide public infrastructure assessment	ASU
N14.	Overall neighborhood public safety – level of violent crimes, property crimes, other	ASU

This Transformation Plan is based on a comprehensive and multi-faceted resident needs assessment comprised of multiple sources, both internal and external. This section will describe both the process and the findings that have informed the development of the Transformation Plan.

The Albany Housing Authority and its Planning Coordinator began the process of surveying public housing residents by collaborating on a ten-page “Resident Needs Questionnaire” which it administered in private one-on-one meetings with heads of households in the targeted public housing development (McIntosh Homes, 125 dwelling units) and in its other nearby developments that are within the target neighborhood. These are Golden Age Homes to the south (66 units); Thronateeska Homes to the west (32 units); and O. B. Hines Homes to the west (56 units). The Questionnaire was administered by AHA staff during the Fall of 2011 and tabulation was concluded in early 2012. A total of 178 households responded from all four (4) developments, for an overall response rate of 64%. At McIntosh Homes, the public housing development targeted within AHA’s Choice Neighborhoods Planning Grant, 89 households responded out of 125 total, for a response rate of 71%. The Questionnaire has been included in the Appendix of this Transformation Plan.

The survey succeeded in gathering essential data regarding the status and aspirations of affected public housing residents, but gathering additional neighborhood-level data was considered just as critical to the overall planning process. How else would AHA be able to understand fully the needs of those non-public housing residents who constitute roughly half the population

of the target neighborhood? Hence the engagement of Albany State University (ASU) and Darton State College (DSC), with a Memorandum of Understanding (MOU) executed in the Fall of 2011, and data-gathering proceeding from that point to its culmination in late 2012. Sources of data included the 2010 Census as well as a host of operational data painstakingly gleaned from City Government, Phoebe Putney Memorial Hospital, Dougherty County Schools, Albany Police Department, Health Department, and other governmental and non-profit organizations such as Head Start. ASU’s history of collaboration with these organizations will enable the school to continue to serve as an effective leader in the data-gathering and program evaluation processes needed during the multi-year implementation of the Transformation Plan. The baseline results for each metric are summarized by service sub-area further below, and provided in detail in the Appendix.

In the Fall of 2012, an opportunity presented itself to obtain some survey data on the non-public housing residents of the neighborhood, when Sherwood Baptist Church signaled its intention to use the former Coca Cola Bottling Company facility, which was donated to Sherwood earlier in 2010, as a base for inner-city ministries targeting virtually the same neighborhood as the **Oaks at North Intown** CN Target Area.

Sherwood decided to deploy volunteers to administer a short survey door-to-door, and this information was furnished to the Authority during the drafting of this Transformation Plan. Those findings (principally, nutritional and economic needs) have been integrated into the metrics used in structuring the various service sub-areas presented herein.

Other key sources of information included Phoebe Putney's Community Health Needs Assessment website, as well as the Health Impact Assessment conducted during the spring and summer of 2012 by Georgia Tech under contract to the State of Georgia Department of Public Health. The latter is included in the Appendix.

Survey Data and Outcomes

The process of gathering data on resident needs focused on two sets of resident groups for establishing metrics related to:

1. **Baseline Residents.** These are the residents that live in McIntosh Homes at the time the Transformation Plan was created. The objective for baseline residents is to be able to monitor their living situation and their quality of life outcomes. HUD's expectation is that the tenants who relocate find housing and neighborhood opportunities as good as or better than the opportunities available to tenants who return to the redeveloped site, and that all McIntosh residents experience improvements along all of the outcome indicators described below.
2. **Revitalized Development Residents.** These are defined as residents who eventually come to live at the revitalized site. Metrics are essential in tracking the experiences and changing characteristics of these households, to determine if various goals of the Transformation Plan are attained.

This Transformation Plan is founded on metrics pertaining not only to McIntosh residents at the baseline, but other

neighborhood residents as well. While the information available regarding McIntosh and other public housing residents in the neighborhood is more comprehensive than that for other neighborhood residents, the efforts of Albany State University to compile third-party data on residents of the entire neighborhood strengthens the potential of this Transformation Plan to have a neighborhood-wide and citywide impact.

Outcomes for both the baseline residents and the residents of the revitalized developments will be measured over time along the following dimensions:

1. **Housing Location, Quality, and Affordability**
2. **Resident Health**, e.g., health for residents over time is as good as or better than that of other households with similar economic and demographic conditions at baseline.
3. **Resident Safety**, e.g., residents are living in a safer environment as evidenced by the revitalized neighborhood having dramatically lower crime rates than the neighborhood had prior to redevelopment and maintaining a lower crime rate over time.
4. **Employment**, e.g., the income of baseline residents and residents of the revitalized development, particularly wage income for non-elderly/non-disabled adult residents, increases over time. This is consistent with HUD's strategic plan objective to increase the average income of existing HUD-assisted households.

5. Education, e.g., a high level of resident access to high quality early learning programs and services so children enter kindergarten ready to learn, as well as significant improvement in the quality of schools that McIntosh children attend, such that they are prepared to graduate from high school college- and career-ready which will be a by-product of significant growth in existing individual resident educational outcomes over time relative to the Georgia state average.

Demographics

Demographic data describing affected residents in the CN Target area, both those living at McIntosh Homes as well as all other residents of the neighborhood, across all age groups (young children ages 0 to 5, school-aged children, transition age youth, working-age adults, and seniors) is presented below.

McIntosh Homes Public Housing Residents

There were 324 people living in 125 households at McIntosh Homes in 2013. Of these, 316 (98%) were African-American. 182 individuals (56%) were minors, and 142 (44%) were adults. Of the adults, 120 (85%) were female, and 22 (15%) were male. Of the 324 people, 66 (20%) are ages 0 to 5, 105 (32%) are ages 6 to 15, and 50 (15%) are transition age youth (ages 16 to 24). Of the 324 people, 99 (31%) are working-age adults (ages 25 to 64) and 4 (1%) are elderly (age 65 and above). The average age of a Head of Household was 34 years. 29 persons (9%) are considered to have a disability. Average annual household income was \$8,950. Of the 151 cases of income reported, 46

(or 30%) cited child support or other non-wage sources, 61 (or 40%) cited employment income, 29 (or 19%) cited Supplemental Security Income (SSI), 12 (or 8%) cited Social Security, and 3 (or 2%) cited Temporary Assistance to Needy Families (TANF).

Golden Age Public Housing Residents

There were 71 people living in 66 households at Golden Age (an elderly/disabled property) in 2013. Of these, 69 (97%) were African-American. One individual (1%) was a minor, and 70 (99%) were adults. Of the adults, 47 (67%) were female, and 23 (33%) were male. Of the 71 people, 1 (1%) are ages 0 to 5, 0 (0%) are ages 6 to 15, and 0 (0%) are transition age youth (ages 16 to 24). Of the 71 people, 44 (31%) are working-age adults (ages 25 to 64) and 26 (37%) are elderly (age 65 and above). The average age of a Head of Household was 61 years. Some 48 persons (9%) are considered to have a disability. Average annual household income was \$9,838. Of the 81 cases of income reported, 1 (or 1%) cited child support or other non-wage sources, 1 (or 1%) cited employment income, 48 (or 59%) cited Supplemental Security Income (SSI), 31 (or 38%) cited Social Security, and 0 (or 0%) cited Temporary Assistance to Needy Families (TANF).

AHA Public Housing Residents

For all public housing residents in the targeted neighborhood, there was a total population of 588 people living in 279 households in 2013. Of these, 576 persons (98%) were African-American. Of the total population, 275 (47%) were minors, and 313 (53%) were adults. Of the latter, 252 (81%) were female, and 61 (19%) were male. Of the 588 people, 113 (19%) are ages 0

to 5, 143(24%) are ages 6 to 15, and 75 (13%) are transition age youth (ages 16 to 24). Of the 588 people, 218(37%) are working-age adults (ages 25 to 64) and 39(7%) are elderly (age 65 and above). The average age of a Head of Household was 36 years for non-elderly households and 61 for elderly households. 109 persons (19% of the 588 person total population) are considered to have a disability. Average annual household income was \$9,374. Of the 341 cases of income reported, 75 (or 22%) cited child support or other non-wage sources, 94 (or 28%) cited employment income, 109 (or 32%) cited Supplemental Security Income (SSI), 59 (or 17%) cited Social Security, and 4 (1%) cited Temporary Assistance to Needy Families (TANF).

Neighborhood Residents

The whole population of the targeted neighborhood was 1,478 persons, living in 553 households, according to the 2010 Census. 244 households (44.1%) were reported as one-person households, representing almost half the neighborhood. (Another 126 households, or 22.8%, were reported as 2-person households). 803 persons (54.3%) were female, and 675 (45.7%) were male. Of the total population, 1,287 persons (87.1%) were African-American, and 171 persons (11.6%) were Caucasian. Almost one-third of all persons (484) were ages birth to 19 years, and 994 (67.3%) were adults ages 20+. Using Census breakdowns, 179 children, (12.1% of all persons) are ages 0 to 4, 235 (15.9%) are ages 5 to 14, and 70 (4.7%) are youth ages 15 to 19. Of the 994 persons ages 20+, 835 (56.5% of all persons) are working-age adults (ages 20 to 64) and 159 (10.8%) are elderly (age 65 and above). The average age of a Head of Household was 38.25 years for non-elderly households and 61.59 for

elderly households. Of the 344 households reporting income, 84 (or 24.4%) cited child support or other non-wage sources, 83 (or 24.1%) cited employment income, 103 (or 29.9%) cited Supplemental Security Income (SSI), 63 (or 18.3%) cited Social Security, and 8 (2.3%) cited Temporary Assistance to Needy Families (TANF).

Survey Findings

In addition to the basic demographics presented above, survey data on resident satisfaction with the quality and accessibility of existing services as well as resident preferences for improved and new services was obtained. Data specific to a particular service area, such as health, education, employment and, public safety, is furnished in the narrative for that sub-section in the remainder of this Chapter. Other more general data, as gleaned from the Resident Needs Assessment Questionnaire, is presented in Table 2.2, on the subject of services residents would use if available. A large number of responses were received (1,540), given that heads of households were invited to indicate as many services as they would use.

As HUD has long suspected, access to health care is high on the list as a human services need. It is exceeded in the tenant responses only if one lumps all of the “economic” needs together (employment preparation/training plus money management plus adult education/training plus business preparation and counseling. The “economic” needs sum to 567, or 36.2% of all desired services). Behind healthcare and economic status comes concern for the education and care of one’s children (childhood education, pre- and after-school care, youth programs and the

TABLE 2.2: SERVICES RESIDENTS WOULD USE

Type of Service	Number	Percentage
Health care (including dental, vision, clinics, etc.)	353	22.50%
Employment preparation, training, coaching	180	11.50%
Childhood education including pre- and after-school	178	11.30%
Money management, credit building, utility aid	164	10.50%
Adult education and vocational/college training	131	8.30%
Parenting/teen pregnancy/domestic violence	131	8.30%
Business preparation/counseling	92	5.90%
Youth programs and activities	84	5.40%
Transportation assistance	75	4.80%
Homeownership counseling	53	3.40%
Elderly services	51	3.30%
Recreation	42	2.70%
Substance abuse counseling and treatment	26	1.70%
Other miscellaneous	6	0.40%

like, plus how to care for them, as in parenting, teen pregnancy and domestic violence programs). Following these major clusters of desired services are specialty niches such as homeownership preparation, elderly services, and recreation.

For each of the service clusters identified above, other responses from the Questionnaire provide further detail on the nature and extent of human services needs among community residents. The results of questions regarding barriers that might prevent residents from using services are presented in Table 2.3. A wealth of information that either corroborated other findings or provided further substantiation of neighborhood conditions and resident needs was provided by the Health Impact Assessment (HIA) conducted by Georgia Tech under contract to the State of Georgia Department of Public Health (DPH).

TABLE 2.3: PERCEIVED BARRIERS

Type of Barriers Expressed	Number	Percentage
I do not know what services are available	48	27.60%
I don't have reliable transportation to visit agencies	37	21.30%
I do not have childcare such that I can visit agencies	21	12.10%
Services are offered at inconvenient times	14	8.00%
Services are not available to meet my needs	12	6.90%
It takes too long to get services	12	6.90%
The services are too expensive	12	6.90%
I do not meet the eligibility requirements for services	11	6.30%
I do not feel welcome to participate in programs	7	4.00%

What is a HEALTH IMPACT ASSESSMENT (HIA)?

In the 1980s, the World Health Organization defined health as not merely the absence of illness, but complete physical, mental, and social well-being. Recent research in the public health and urban planning fields has shown that certain aspects of the physical and social environment (including transportation, land use, urban design and economic development) have great potential to influence community health.

A Health Impact Assessment (HIA) is a tool to analyze and evaluate the potential effects that a proposed policy or project may have on the health of community residents. An HIA is typically defined as “a combination of procedures, methods, and tools by which a policy, program, or project may be judged as to its potential positive or negative effects on the health of a population, and the distribution of those effects within the population” (WHO, Gothenburg Consensus, 1999).

The Georgia Institute of Technology, in partnership with the Georgia Department of Public Health, reviewed multiple projects located in Georgia to identify planning or policy actions that were likely to impact health and located in Public Health Districts that faced disproportionate health challenges within the State of Georgia. Through the HIA screening process (described in detail in the HIA included in Appendix), the Choice Neighborhood Transformation Plan under development by the Albany Housing Authority (AHA) was selected for a rapid-intermediate HIA to assess the potential health impacts resulting from a proposed redevelopment of McIntosh Homes to mixed-income housing through a community transformation planning process. The

study area population faces a variety of health challenges, such as low socioeconomic status and educational achievement, and high rates of crime and chronic disease. Additionally, the study area includes a substantial number of vacant and poorly-maintained properties, as well as a lack of healthy food sources and greenspace.

The research methodology used for this HIA is consistent with the standards as defined by the National Academy of Sciences in the document, Improving Health in the United States: The Role of Health Impact Assessment (National Research Council, 2011). Therefore this HIA utilizes the internationally recognized standard process for conducting an HIA. The following Figure 2.1 illustrates the methodology utilized by the HIA.

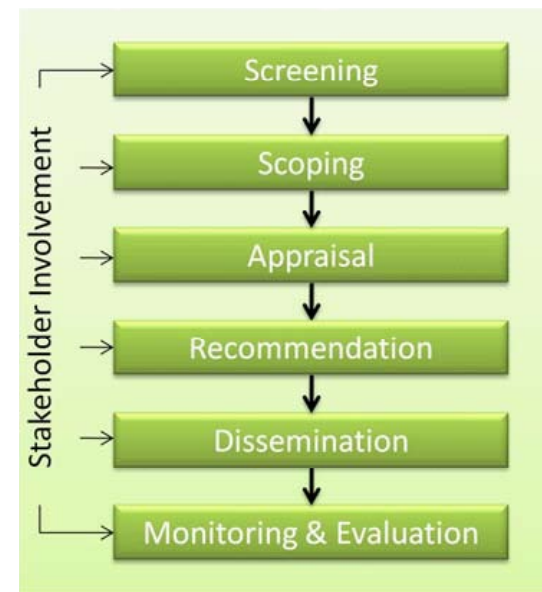


Figure 2.1:
The Health
Impact
Assessment
(HIA) Process

Health Impact Assessment

Albany's **Health Impact Assessment (HIA)**, conducted during the spring and summer of 2012, was an outcome of the Georgia Department of Public Health's (DPH) desire to conduct two HIAs within the State of Georgia, that would likely have a positive impact on two ongoing planning efforts to be selected by the Georgia Institute of Technology and DPH. Beginning with internet searches, they learned of the Choice Neighborhoods planning process that had been underway in Albany, at that juncture, for about a year. After further exploration, it was decided that the Albany Choice Neighborhoods initiative closely fit the parameters for the two initial DPH-funded HIAs to be conducted within Georgia. (The other HIA was conducted in conjunction with a neighborhood and streetscape improvement planning effort in Macon, Georgia).

The Albany HIA included an assessment of existing conditions that justified the selection of the ***Oaks at North Intown*** community for a HIA and informed the overall assessment process and findings. Major findings of the HIA assessment were as follows:

- Higher risk for and occurrence of diabetes (due to lack of healthy food options and lack of physical activity)
- Higher risk for and occurrence of asthma (due to low socio-economic status and poor housing conditions)
- Higher risk for traffic related injuries (due to lack of cohesive pedestrian facilities)
- Low socio-economic status, high crime rates, and decreased mental health (due to low education attainment, high unemployment, poor access to goods and services as well as healthcare, and poor social support).

These conclusions were supported by third-party data from various sources including the Census and/or local health district offices, and supported many of the recommendations contained within the overall Transformation Plan, including initiatives aimed at improved health and wellness (community garden, encouragement of grocery stores and farmers markets, additional non-profit primary health care facilities, enhanced walkability, expanded greenspace, promotion of active lifestyles in conjunction with local schools) and other broader improvements such as improved housing conditions, economic self-sufficiency programs, and physical improvements aimed at pedestrian safety (such as reversal of key one-way north/south arteries in the neighborhood and traffic calming measures) and active lifestyles (conversion of existing rainwater retention pond into a recreational park for community use).

Community Health Needs Assessment

The **Community Health Needs Assessment** conducted by **Phoebe Putney Memorial Hospital** was also a rich source of information that served to support the principal health-related initiatives proposed within the Transformation Plan, including Phoebe's proposal to establish a School Based Health Center within the neighborhood. Phoebe's Needs Assessment website: **phoebeputney.thehcn.net** provides a Community Dashboard comparing indicators such as teen pregnancy, health behavior, morbidity rankings, cancer incidence rate, death rate due to falls, grocery store density, and annual particle pollution, for Dougherty and the surrounding counties. As an example, the Health Behaviors ranking for Dougherty County was 137th out of 159 Georgia counties, whereas more affluent Lee County to the north was ranked 34th. The Health Behaviors ranking takes into account factors such as pre-school obesity, sedentary adults, recreation facilities, fast food restaurant density, adult obesity, and babies with very low birth weight.

The assessment, when completed, will include an Executive Summary, Assessment of the Needs of the Community and Implementation Strategy. Follow link to access PPMH's Community Health Dashboard:

<http://www.phoebeputney.com/PhoebeContentPage.aspx?nd=1660>

Educational Needs Assessment

The **Dougherty County School System (DCSS)** and **Board of Education's "Education Needs Assessment" Report** was prepared by Seamless Education Associates, Inc. As a result, the Board of Education has a thorough needs assessment report of the needs and expectations of local employers to guide future curriculum development including, for example, any new Charter School such as the previously proposed College and Career Academy at Albany High School, located within the CN Target Area.

See the Appendix for the full report and also the state-approved ADDIE process described in the pdf at this link:

https://dl.dropbox.com/u/58223661/CEC-Full_Manual.pdf

Impact of Community Needs Assessment on The Oaks at North Intown ‘People Plan’

The survey responses and findings derived from the other elements of the Community Needs Assessment (third-party statistical data, Georgia Tech Health Impact Assessment, Phoebe Putney Community Needs Assessment, Education Needs Assessment Report) have served as the foundation of the overall Transformation Plan. All of this information has guided the design of the Vision for People described in **Chapter 4: The Oaks at North Intown People Plan**. The impact of the Community Needs Assessment on the overall Transformation Plan can be summarized as follows:

- The **Supportive Services strategy needed to be comprehensive**, i.e., reaching all segments of the target population, because of the preponderance of research showing that communities with similar characteristics are doomed to perpetual poverty, ill health, and low quality of life unless interventions are made across a broad range of disciplines including health/wellness, self-sufficiency, public safety, youth, education, elderly and persons with disabilities. This comprehensive approach helped catalyze the formation of the six (6) services-oriented Choice Neighborhoods Working Groups in respective service disciplines;
- Special emphasis needed to be placed on health and wellness, given the many indicators of chronic health conditions such as asthma and diabetes, the lack of access to healthy food, and the heavy reliance of the neighborhood on the Phoebe Putney Emergency Center. This emphasis helped inspire Phoebe’s advocacy for a **School Based Health Center** to be optimally located at **Albany High School**;
- The sub-par performance of the schools attended by neighborhood children led to support for plans under consideration by the **Dougherty County School System** for a College and Career Academy in or near **Albany High School**; for the concept of a neighborhood-based charter middle school (proposed by **A School for Children, Inc.** and **Trumpet of God Ministry**); and a push for greater enrollment of neighborhood children in the nearby high-performing **Lincoln Elementary Magnet School**; and
- Assessment data on young children entering Head Start, showing heavy reliance of enrollees on adult assistance for performing basic cognitive functions like following directions and using new vocabulary, catalyzed **Albany State University’s** intention to create the **Center for Excellence and Community Engagement** to lead an effort to bring Early Head Start to the neighborhood in conjunction with an effort to secure a federal Promise Neighborhoods grant focusing on early childhood education.

These initiatives became the centerpiece of the broad, comprehensive Vision for People that is based on the rigorous Community Needs Assessment process described above.

RESIDENT & COMMUNITY ENGAGEMENT



RESIDENT AND COMMUNITY ENGAGEMENT SECTIONS

- 67 **Building Community**
- 69 **Community Engagement**
 - Designing a Community Planning Process
 - Organizational Structure
- 73 **McIntosh Homes Resident Planning Group (RPG)**
 - What does the RPG do?
 - Finding Common Ground
 - Public Meetings
 - Community Task Force and Working Groups
- 77 **The Oaks at North Intown Community Task Force (CTF)**
 - What's in a name?
 - What does the CTF do?
- 79 **The Choice Neighborhoods (CN) Working Groups**
 - What do the CN Working Groups do?
- 81 **Moving Forward**



Albany is committed to a Choice Neighborhoods (CN) planning process that provides a ‘voice’ to the larger community and assures the participation of a diverse group of stakeholders represented by public housing residents, neighborhood residents, educational leaders, local businesses, service providers, community groups, local officials, public agencies, and strategic community partners. Since the initiation of Albany’s Choice Neighborhoods (CN) planning process, the Albany Housing Authority (AHA) together with its community partners has undertaken a series of planning activities designed to address the scale and interdependency of housing, people and neighborhood in a holistic manner with **collaborative public involvement viewed as essential to community transformation**.

Albany’s planning approach follows the premise that, if it is to stand the test of time, the involvement of residents and community stakeholders in an **open and inclusive public planning process should be clearly focused on promoting resident participation and local leadership development** in order to ensure a sustained commitment to community change. To achieve these goals, AHA’s **community outreach, participation and capacity-building efforts have centered on recruiting, engaging and organizing public housing and neighborhood residents as well as local stakeholders into community-based and resident-led organizational structures** with the intent of serving as the primary leaders of all Choice Neighborhood planning development activities.

Building on the strong community ties that already exist between McIntosh Homes public housing residents and neighborhood families and with the leadership of AHA, the **McIntosh Homes Resident Planning Group (RPG)** was formed in early 2011. The **RPG**, along with the **Oaks at North Intown Community Task Force** and the **Choice Neighborhoods Working Groups**, are community- and resident-led organizational structures designed to provide input, to define resident and community needs and priorities, and to develop the tools and resources necessary to create and implement a sustainable neighborhood revitalization plan. This section will describe how resident and community involvement has been and will continue to be fostered and sustained throughout the implementation of the **Oaks at North Intown Transformation Plan**.



Photos of RPG-led community activities as part of the Choice Neighborhoods Planning Process. Albany's **community outreach, participation and capacity-building efforts have centered on recruiting, engaging and organizing public housing and neighborhood residents** as well as local stakeholders into community-based and resident-led organizational structures.

The Albany Housing Authority's (AHA) planning efforts for McIntosh Homes began more than two years ago with the objective of developing a strategy for revitalizing this obsolete public housing community. The lack of resources and the challenges faced today in West Central Albany are substantial. Recognizing the complexity of the effort, AHA began - as early as October 2010 and before the submission of AHA's CN Planning Grant application to the U.S. Department of Housing and Urban Development (HUD) - the outreach necessary to bring a varied group of community stakeholders to the table. Through a series of strategic outreach meetings, AHA focused on facilitating early input and buy-in from constituents essential to the development of a community transformation plan.

Designing a Community Planning Process

Starting in April 2011, following AHA's receipt of HUD's Choice Neighborhoods Planning Grant funds, AHA began the work of establishing a formal public engagement process aimed at:

- *ensuring community input in all decisions affecting the development of the CN Transformation Plan*
- *creating opportunities for community capacity-building as well as for community revitalization initiatives*
- *promoting the self-sufficiency of AHA and neighborhood families.*

Central to the success of the AHA-led Choice Neighborhoods planning process are residents and community stakeholders actively engaged as participants in each of the following organizational structures:

1. **McIntosh Homes Resident Planning Group (RPG)**
2. **The Oaks at North Intown Community Task Force (CTF)**
3. **Choice Neighborhoods Working Groups**

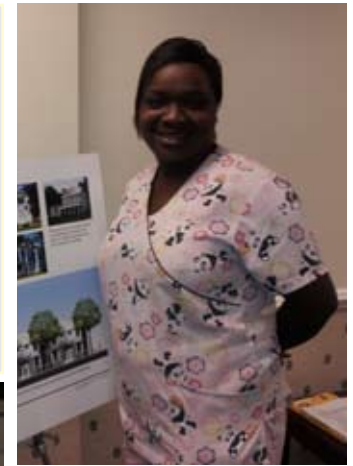


Photo top: Latoya Grier, McIntosh Homes Resident and Chair of the Resident Planning Group

Photo Left: Members of the McIntosh Homes Resident Planning Group (RPG)

- RPG Members:
- Latoya Grier, Chair
 - Tillman Simmons
 - Bernice Lewis
 - Evita & Johntavious Reese
 - Lashal Worthy
 - Sabrina Cutts
 - Mary Soloman
 - Marilyn Brown
 - Quadrian Marshall
 - Tasha Wiggins
 - Vanessa Sears
 - Barbara Jackson
 - Yvonne Billings
 - Ricky Linkhorn
 - Kim Campbell
 - Mignon Givens
 - Tannur Ali
 - Lashanda Powell

Choice Neighborhoods Working Groups . Member Organizations

Albany Area Arts Council	Department of Corrections Probation Division	Phoebe Putney Memorial Hospital 'Network of Trust'
Albany Area Community Services Board	Dougherty County Department of Family & Children Services (DFACS)	Rawson Circle Neighborhood Association
Albany Area Primary Health Care	Dougherty County District Attorney	Salvation Army
Albany Chamber of Commerce	Dougherty County Health Department	Samaritan Clinic
Albany Civil Rights Museum	Dougherty County Juvenile Court	Sherwood Baptist Church
Albany Economic Development Commission	Dougherty County School System	Slater King Adult Center
Albany Museum of Art	Dougherty Family Literacy Council	Southwest GA Health District #8-2
Albany Rescue Mission	Downtown Arts Coalition	SOWEGA Area Health Education Center (AHEC)
Albany Resource Center	East Baker Historical Society	SOWEGA Council on Aging
Albany Second Chance	Faith Community Outreach	Strive2Thrive
Albany State University	Girl Scouts of Historic Georgia	SWGA Community Action Council
Albany Technical College	Girls Incorporated	SWGA Project for Community Education, Inc.
Albany YMCA	Goodwill	SWGA Workforce Investment Act
Boys and Girls Club of Albany, Inc.	Graceway	Thronateeska Heritage Museum
City of Albany	Hines Memorial Christian Methodist Episcopal Church	Trumpet of God Ministries
City of Albany Code Enforcement	Leadership Albany	U.S. District Attorney's Office
City of Albany Dept. of Community and Economic Development	Liberty House	United Way of Southwest Georgia
City of Albany Dept. of Engineering	Lilly Pad	Water, Gas, and Light Commission
City of Albany Dept. of Planning	Mission Change	
City of Albany Historic Commission	Mt. Zion Baptist Church	
City of Albany Parks and Recreation	Mt. Zion Youth Initiatives	
City of Albany Police Department	Open Arms	
City of Albany Public Works Department	Palymra Heights Neighborhood Association	
Darton State College	Phoebe Putney Memorial Hospital	

Community Engagement . Organizational Structure

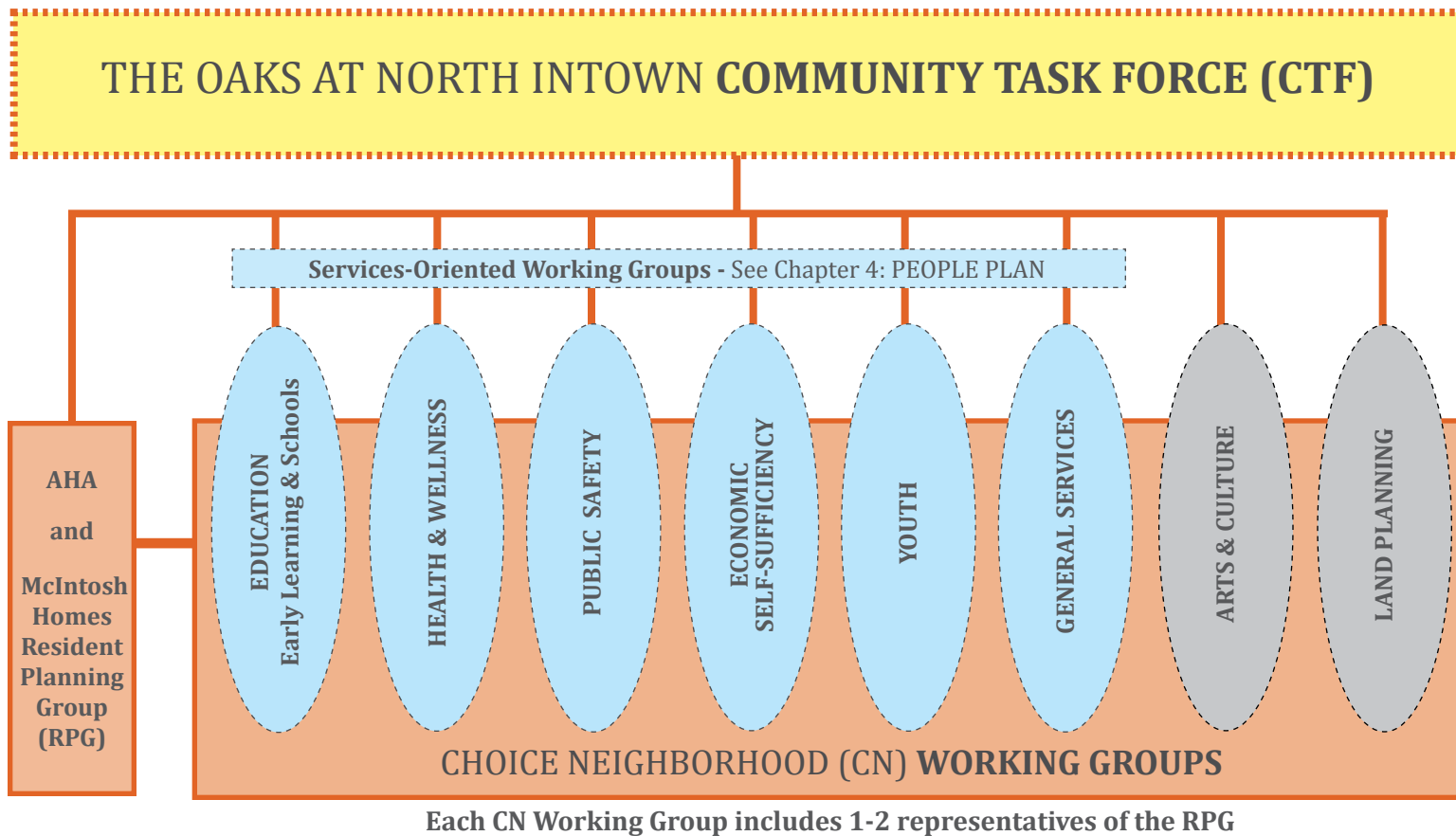


DIAGRAM 3.1: Choice Neighborhoods Community Task Force and Working Groups

The service-oriented **CN Working Groups** that are now established and actively meeting as part of the Choice Neighborhoods planning process focus on the key goals areas identified above. The **Arts & Culture Working Group** is a neighborhood-based, grass-roots artists 'network' formed by local artists and non-profit organizations that seek to encourage greater creative activity in the community through artistic expressions and economic development through art-related works. The **Land Planning Working Group** focuses on housing and neighborhood revitalization and is formed by the City of Albany Departments of Planning and Development, Engineering, Public Works, Recreation and Parks, Code Enforcement and Department of Community and Economic Development. (DCED). See Chapter 6: Neighborhood Plan for more detailed information on this working group.



Photos of McIntosh Homes Resident Planning Group (RPG) members engaged in preparation activities for the first Christmas Luminaries event held in December 2011. This program consists of a lighted trail of holiday candles traversing several neighborhood blocks. With the assistance of AHA and the Rawson Circle and Palmyra Heights neighborhood associations, the symbolic Yuletide linking of McIntosh Homes to the adjacent neighborhoods has been carried out for the past two years, accompanied by much local publicity and fanfare.

1. McIntosh Homes RESIDENT PLANNING GROUP

The McIntosh Homes Resident Planning Group (RPG) ensures the direct and active participation of McIntosh Homes and neighborhood public housing residents in the CN planning process.

Given that McIntosh Homes was the public housing development targeted in AHA's successful application to HUD for Choice Neighborhoods Planning Grant funds, AHA took the logical first step of meeting with residents of McIntosh Homes to recruit up to 15 interested resident leaders (both elected and nascent) to serve as engaged members of a **Resident Planning Group (RPG)** for the purpose of identifying initial neighborhood priorities and concerns. Over the course of several months the membership of the RPG took shape. An initial first task was electing a slate of officers to begin the work of serving as liaisons between McIntosh residents and the AHA in expressing resident concerns and articulating community priorities. Public Safety was identified early on as a fundamental concern of the resident leaders of the RPG as many of them had been involved in grassroots efforts to combat the influences of gangs and drug trafficking on McIntosh youth, but felt that more attention and more resources needed to be devoted to the problem. These concerns spurred the formation of the first **Choice Neighborhoods (CN) Working Group**, charged with addressing neighborhood crime and public safety concerns.

What does the Resident Planning Group do?

To assist with administrative duties, AHA assigned its assistant to the Executive Director to serve as staff to the RPG, and a series of monthly meetings began in early 2011.

The RPG formally meets on the second Tuesday of every month to facilitate on going discussions and to provide resident feedback on all Choice Neighborhood-related planning and implementation efforts. RPG member representatives participate in all CN-related planning meetings held by the Community Task Force and the Choice Neighborhoods Working Groups. They also lead a number of community activities and engage residents in vision planning, group participatory meetings, and exposure to innovative educational and health initiatives for children, youth, adults and seniors. The RPG has had, and continues to have, a profound influence on the entire Choice Neighborhoods planning process through implementation. A current RPG member roster is contained in the Acknowledgements section.

Community Activities led by the **McIntosh Homes Resident Planning Group** since the initiation of the CN planning process have included:

- Christmas Luminaries (December 2011 and 2012) in conjunction with Rawson Circle and Palmyra Heights Neighborhood Associations
- Resource Fair
- Mobile Health Fair
- Capacity Building Workshop- Grants 101
- PPMH Fatherhood Initiative Health Fair
- July 4th Community Celebration
- Kids 4 Kids Fitness Event
- Albany Technical College Family Day
- Albany Police Department Day with a Cop
- Senior Prom for Golden Age Community

The direct participation of public housing residents has been a critical component of the Choice Neighborhood planning process.

The **McIntosh Homes Resident Planning Group** consists of up to 15 interested resident leaders (both elected and nascent leaders) of the McIntosh Homes community. These resident leaders are charged with engaging McIntosh residents in the development and implementation of the CN Transformation Plan.

The RPG meets once a month to provide feedback on all Choice Neighborhood-related planning efforts.

The Oaks at North Intown CHOICE NEIGHBORHOODS TRANSFORMATION PLAN

Photos of community meetings led by Albany State University (ASU) with residents of McIntosh Homes, Golden Age and neighborhood residents. Albany State University (ASU) was engaged as a third-party data gathering and community needs assessment partner. ASU's New Center of Excellence for Community Engagement (CECE) has been identified as the Education Implementation Entity with primary responsibility for implementing the Education Strategy described in Chapter 4: People Plan.

AHA determined early that engaging the broader community effectively would be critical. In order to ensure that community members were active and committed participants in the planning process, AHA utilized a three-pronged approach.

I. Finding Common Ground

First, given the difference in demographics between the target area and the surrounding neighborhoods, it was clear that the public engagement process would need to balance significant and varied interests. AHA took the bold step of inviting leaders from the adjacent historic neighborhoods of **Palmyra Heights** and **Rawson Circle** to meet with the fledgling RPG. Despite the disparity between McIntosh Homes and these two surrounding neighborhoods, a successful meeting was held in June 2011, during which leaders from all three neighborhoods coalesced around the issue of Public Safety. It was clear that members of all three neighborhoods were facing the challenges of outside influences engendering fear and suspicion, and that all three were communicating with appropriate authorities in order to combat the problem. Agreement was reached on three counts whereby neighborhood representatives agreed:

1. *To meet regularly to discuss common problems and concerns.*
2. *To strengthen existing Neighborhood Watch programs, in coordination with each other and the Albany Police Department.*
3. *The leaders of Palmyra Heights and Rawson Circle suggested that their perennial Christmas Luminaries program be expanded to include McIntosh Homes.*

This program consists of a lighted trail of holiday candles traversing several neighborhood blocks. With the assistance of AHA and the Rawson Circle and Palmyra Heights neighborhood associations, the symbolic Yuletide linking of McIntosh Homes to the adjacent neighborhoods has been carried out for the past two years, accompanied by much local publicity and fanfare.

II. Public Meetings

Second, AHA's strategy for fostering broad community engagement has also revolved around a series of public meetings held at **Lincoln Elementary Magnet School** in May, June and October 2011, and February 2012, and at **Hines Memorial CME Church** in November 2011, April 2012 and April 2013, as well as public briefings on the major issues to be addressed in the development and implementation of the Transformation Plan. All meetings were well-covered by the local news press and TV stations. The earlier meetings featured break-out sessions where individuals and small groups could share priorities and concerns and inform the planning process, with input sought around the specific areas of Housing, People, and Neighborhood improvements.

III. Community Task Force and Working Groups

Third, in addition to the RPG and public meetings, AHA set up a **Community Task Force** to provide input and to help guide plan development as well as implementation. The CTF is divided into **eight (8) Choice Neighborhoods (CN) Working Groups**, six of which are services-oriented. See Diagram 3.1 for listing by focus area.



Photos of Choice Neighborhoods Community Task Force, Public and Stakeholder Planning Meetings. See the Appendix for a Summary Listing of CN meetings conducted between April 2011 and April 2013. Photo, top right corner: Children gathered for a reading session led by Albany State University while parents attended a visioning session to discuss community planning goals, issues and concerns.

2. The Oaks at North Intown COMMUNITY TASK FORCE

The Oaks at North Intown Community Task Force (CTF) (originally called the West Central Albany Neighborhood Task Force) provides a “voice” for community residents, community organizations, and key stakeholders in the CN planning process. The CTF is comprised of eight Choice Neighborhoods Working Groups addressing key community goal areas.

As early as April 2011, AHA and its Planning Coordinator agreed on the importance of reaching out to representatives from major stakeholder groups and institutions for inclusion in the Choice Neighborhoods planning process. Working with the Resident Planning Group, stakeholders were identified and a list of individuals and groups was developed to assist AHA and the RPG with eliciting community input and development of the plan as well as with publicizing and promoting it to key members of the Albany community. The task of recruiting key representatives of City Government, neighborhood groups, business leaders, pastors, service providers, and educators to serve as an advisory body (“Task Force”) began with a series of informational meetings about HUD’s Choice Neighborhoods program and a call for participation and commitment by attendees in developing and implementing a vision for the transformation of the West Central Albany community.

What’s in a Name?

During initial meetings between the AHA, the Resident Planning Group and the Community Task Force, the proxy name for the neighborhood, known to all as “CME,” quickly gave way to the new “**Oaks at North InTown**” neighborhood *name*. All attendees agreed that renaming the neighborhood would help mitigate

the negative connotations of the original “CME” name and assist with engaging residents on a more positive foundation with long term benefits. The new name emerged from the RPG’s preference for images evoking the distinctive oak-lined streets in the neighborhood, as well as historical maps that referred to the area as “North Intown.”

What does the Community Task Force do?

With representation from public housing and community residents and more than 50 local public, private and non-profit organizations, the **Community Task Force** is charged with providing advice, counsel, and recommendations to AHA and the RPG on all aspects of the planning, development and implementation of the Transformation Plan components, including both the “hard” side of land planning, physical infrastructure and housing, as well as the “soft” side related to educational, health and family self-sufficiency initiatives. The CTF will continue to serve as the liaison between AHA and the broader community in order to ensure ongoing stakeholder involvement and participation in all decision-making aspects of the Choice Neighborhoods plan implementation as well as advise AHA on best approaches for continued community outreach. The initial meeting of the **Community Task Force** was held at AHA offices on May 9 and 10, 2011, with subsequent individual CN Working Group Meetings held every two to three months over the past two years. **As the planning process moves into subsequent stages of plan implementation, CTF meetings will be held twice a year and CN Working Groups will meet quarterly**



Photos of the *Oaks at North Intown* Choice Neighborhoods Community Meeting held in April 2013. The meeting included interviews by the local press as well as presentations by various community-based organizations and service providers including the following: Ladonna Urick, MISSION Change; Jason Belk, Boy's and Girl's Club; Rosa Brown, Albany Technical College; Amanda West, Parents As Teachers; and Angie Barber, PPMH Network of Trust.

3. Choice Neighborhoods WORKING GROUPS

The **Choice Neighborhoods Working Groups** were established as key components of the **Community Task Force** with the intent of seeking **ongoing community input through smaller groups of stakeholders devoted to key goal areas of human service delivery and community planning**. The people- and community-oriented Choice Neighborhood (CN) Working Groups, as indicated in Diagram 3.1, that are now established and actively meeting as part of the Choice Neighborhoods planning process focus on the following key people and community goal areas:

1. **Education** *including both Early Childhood and Schools*
2. **Health and Wellness**
3. **Public Safety**
4. **Economic Self-Sufficiency**
5. **Youth**
6. **General Services** *including elderly, persons with disabilities, persons re-entering society, and homeless*
7. **Arts and Culture**
8. **Land Planning** *including housing and neighborhood revitalization*

What do the Choice Neighborhoods Working Groups do?

The roles, responsibilities, governance structure and leveraged commitments of each CN Working Group and its members are described in detail throughout the Transformation Plan. See the Acknowledgements section for a complete listing of members within each CN Working Group. Each group includes two representatives from the McIntosh Resident Planning Group. **The CN Working Groups will continue to meet on a bi-monthly and/or quarterly basis.**

The role of each of the people/service-oriented CN Working Groups - listed 1 thru 6 above - as described in Chapter 4: People Plan, remains the identification of human services and community needs, in relation to the Community Needs Assessment described in Chapter 2, and the marshaling of available in-kind services to meet as many of those needs as possible. As the Transformation Plan is finalized and moves into the implementation phase, the Working Groups are well-positioned to serve as “case teams” to monitor the provision of actual services to actual neighborhood families. They will constantly seek synergies in service delivery wherever possible while striving to avoid any duplications in service. In this way, the service provider community is integrally and continually involved in the design and delivery of services as described within this Transformation Plan.



Photos of the *Oaks at North Intown* Choice Neighborhoods Community Meeting held in April 2013. The meeting included performances by the Lincoln Magnet Elementary School Choir and the Lincoln Lions Cheerleaders. In addition to our stellar performers, we had a number of CN Partners represented, including La Donna Urick, MISSION Change; Carol Fullerton, GA State Representative; Angie Barber, PPMH Network of Trust; Juanita Carr, Tift Head Start Center; Ivey Hines, City Commissioner from Ward II; two AHA commissioners; residents of McIntosh Homes, Golden Age and neighborhood residents; the local newspaper and TV stations.

Moving Forward

The continued success of the Albany Choice Neighborhoods Planning efforts as plan implementation begins will be dependent on AHA and its Choice Neighborhood Partners expanding citizen participation through the continued involvement and leadership of the McIntosh Homes **Resident Planning Group (RPG)**, the **Community Task Force**, and the **Choice Neighborhoods Working Groups**.

With the goal of ensuring and increasing continued attendance and involvement in the Albany Choice Neighborhoods work, a consistent and aggressive approach to neighborhood outreach shall be led by an agreed upon standard protocol to include standing monthly RPG meetings and bi-monthly and/or quarterly Community Task Force, CN Working Group, and public community meetings. Announcements by mail and/or email invitation; church communications; public service announcements including press advisories and releases; telephone calls, and door knocking will be required methods of communication to ensure continued effectiveness and community buy-in.

It is noteworthy that HUD has supported this process in a number of ways, both through its continued encouragement of resident and community engagement, and its furnishing of technical assistance in this area.

During early 2013, HUD technical assistance providers focused on opportunities for using social media as an effective set of tools for encouraging and maintaining resident and community engagement. They recommended upgrades to the existing AHA/Choice Neighborhoods web site, as well as initiating use

of Facebook and Twitter, and tying all subsequent marketing and informational brochures to the website and to the Choice Neighborhoods Facebook page to be created. In addition, potential use of email marketing services such as MailChimp was suggested, along with a quarterly newsletter, a constant churn of digital photos, a press kit, additional resident surveying, and targeted use of global calling (“robocalls”). The technical assistance providers also suggested strategies and tools for enhancing communication among RPG and Working Group members, such as Google Drive or Google Calendar.



PEOPLE PLAN



PEOPLE PLAN SECTIONS

- 85 Planning for People**
- 87 Overall People Vision and Impact**
 - CN Working Groups
 - Resident Planning Group
- 90 People Plan Implementation Entities**
 - People Implementation Entity
 - Education Implementation Entity
 - Community Implementation Entities (Case Teams)
 - Organizational Structure
- 94 Needs Assessment**
 - Resident Survey and Results
- 97 Approach to Supportive Services**
- 100 Goals, Metrics & Outcomes**
- 102 Key Supportive Services Strategies**
 - Education
 - Health and Wellness
 - Public Safety
 - Economic Self-Sufficiency
 - Youth
 - General Services
- 121 Relocation and Reoccupancy**
- 123 Economic Opportunities (Section 3)**
- 124 People Leverage**



Planning for People

Albany’s Transformation Plan tests how a place-based strategy might work when investments in improved health and education are seen as essential to community well-being and economic revitalization along with investments in housing redevelopment. While other communities opt to support investments in new arenas, or offer tax incentives for businesses or revitalize their waterfronts, Albany’s Choice Neighborhoods Transformation Plan aims to develop the local economy with a long-term investment in human capital that is intended to change the community and thereby the City from the ground up.

The Choice Neighborhoods (CN) People Plan responds directly to the needs of the children and residents of McIntosh Homes, Golden Age and the surrounding neighborhood, connects and builds on the existing neighborhood strengths of the West Central Albany community, newly named the ***Oaks at North InTown***, and addresses the severe physical distress of the neighborhood while serving as a catalyst for broader community change. This unique approach creates both a physical and social environment to enable residents and their children to thrive and succeed.

“The Resident Planning Group (RPG) of McIntosh Homes, in partnership with neighborhood residents and residents of Palmyra Heights and Rawson Circle along with Mission Change and Hines Memorial C.M.E. Church, conducted the second annual combined Luminaries Christmas Celebration on Sunday, December 23, 2012.

The Luminaries Christmas Celebration has been an annual event for both Palmyra Heights and Rawson Circle for many years. They add Christmas spirit to their neighborhoods by placing lighted candles in bags along the streets of their neighborhoods for residents and visitors to enjoy. The tradition brings neighbors together and adds beauty and light for visitors who might choose to drive by and enjoy the spirit of Christmas. And, if all goes well, they sometimes have a visit from Santa Claus himself!

For the second year in a row, the Neighborhood Associations of Palmyra Heights and Rawson Circle have joined forces with the Residents of the McIntosh Homes public housing development to expand on the celebration.

Plans have been made to place luminaries in each of the three neighborhoods such that they will connect at Third Avenue adjacent to Hilsman Park. Visitors to the neighborhoods will be able to experience the beauty of the luminaries as they also enjoy the many displays of Christmas lights at individual homes. Residents of the neighborhoods will enjoy participating in a unique and exciting opportunity to come together to build a sense of community spirit.”

AHA Press Release. December 2012



**2012 Luminaries Christmas Celebration
Second Anniversary**

Top Photo:
View of luminaries along West Society Avenue

Bottom Photos:
Luminaries lit up and on display along West Society Avenue and fronting the McIntosh Homes Community Center.

Overall People Vision and Impact

The Vision for Albany’s Choice Neighborhood (CN) People Plan is built on the input and work of the services-oriented **Choice Neighborhoods (CN) Working Groups** established and operating since the initiation of the CN Planning process in April 2011. The Albany Housing Authority (AHA) and its Planning Coordinator have focused planning and capacity-building efforts on the strong community ties that already exist between McIntosh Homes, Golden Age residents and neighborhood families.

Under the leadership of AHA, the **McIntosh Resident Planning Group (RPG)** and eight (8) **CN Working Groups** were formed to provide input and develop the tools and resources necessary to revitalize this neighborhood of concentrated poverty into a neighborhood of choice and opportunity. The RPG and the CN Working Groups currently serve as the liaison between AHA and the broader community and operate with representation from community residents and more than 50 local public, private and non-profit organizations in order to ensure ongoing community outreach, engagement and participation in decision-making and consensus building for all aspects of the Choice Neighborhoods planning process and plan implementation.

The CN People Plan represents a unique public-private collaboration that has already generated significant commitments totaling in excess of \$8.8 million over a five-year period for targeted people-based initiatives. Ongoing efforts to solidify in-kind support are expected to yield additional services worth several million more.

The CN People Plan is built on the following critical three areas of focus:

- 1. A Services Delivery Network** with a focus on youth, family and community
- 2. A Health and Wellness Initiative** with a focus on children and youth.
- 3. Key Education-Centered Initiatives** represented by the following four (4) key programs:

I. Albany State University’s (ASU) new Center of Excellence for Community Engagement with a high-priority focus on the pursuit of the Department of Education’s Promise Neighborhoods grant funding to be targeted to Dougherty County School System (DCSS) located within the Albany Choice Neighborhoods target area.

II. A College and Career Academy to be located at Albany High School is being considered and would be part of a joint venture incorporating the business community, Dougherty County School System (DCSS) and Albany Technical College, offering required academic courses and state-of-the-art technical and occupational courses to high school students.

III. The proposed K-8 charter school Academy for Boys affiliated with the local Trumpet of God ministry to complement the proposed College and Career Academy at Albany High School.

IV. An early childhood education initiative linked to Albany State University’s College of Education’s Early Learning Center and the neighborhood-based **Tift Head Start Center**.

See Chapter 1: Planning Context, Map 1.4 and 1.7 for the location of Phoebe Putney Memorial Hospital, Albany High School and the Tift Head Start Center.

Albany's Choice Neighborhoods Working Groups



The **McIntosh Homes Resident Planning Group (RPG)** and the **Choice Neighborhoods (CN) Working Groups** currently serve as the liaison between the AHA and the broader community with representation from public housing and neighborhood residents and more than 50 local public, private and not-for-profit organizations. All groups participate in decision-making and consensus building for all aspects of the Choice Neighborhoods planning process, and advise AHA on best approaches for continued community engagement and outreach during plan implementation. All CN Working Groups include representatives of the Resident Planning Group (RPG). CN Working Group Member organizations are listed below.

Albany Area Arts Council
 Albany Area Community Services Board
 Albany Area Primary Health Care
 Albany Chamber of Commerce
 Albany Civil Rights Museum
 Albany Economic Development Commission
 Albany Museum of Art
 Albany Rescue Mission
 Albany Resource Center
 Albany Second Chance
 Albany State University
 Albany Technical College
 Albany YMCA
 Boys and Girls Club of Albany, Inc.
 City of Albany
 City of Albany Code Enforcement
 City of Albany Dept. of Community and Economic Development
 City of Albany Dept. of Engineering
 City of Albany Dept. of Planning
 City of Albany Historic Commission
 City of Albany Parks and Recreation
 City of Albany Police Department
 City of Albany Public Works Department

Darton State College
 Department of Corrections Probation Division
 Dougherty County Department of Family & Children Services (DFACS)
 Dougherty County District Attorney
 Dougherty County Family Literacy Council, Inc.
 Dougherty County Health Department
 Dougherty County Juvenile Court
 Dougherty County School System
 Downtown Arts Coalition
 East Baker Historical Society
 Faith Community Outreach
 Girl Scouts of Historic Georgia
 Girls Incorporated
 Goodwill
 Graceway
 Hines Memorial Christian Methodist Episcopal Church
 Leadership Albany
 Liberty House
 Lilly Pad
 Mission Change

Mt. Zion Baptist Church
 Mt. Zion Youth Initiatives
 Open Arms
 Palmyra Heights Neighborhood Assoc.
 Phoebe Putney Memorial Hospital
 PPMH Network of Trust
 Rawson Circle Neighborhood Assoc.
 Salvation Army
 Samaritan Clinic
 Sherwood Baptist Church
 Slater King Adult Center
 Southwest GA Health District #8-2
 SOWEGA Area Health Education Center
 SOWEGA Council on Aging
 Strive2Thrive
 SWGA Community Action Council
 SWGA Project for Community Education, Inc.
 SWGA Workforce Investment Act
 Thronateeska Heritage Museum
 Trumpet of God Ministries
 U.S. District Attorney's Office
 United Way of Southwest Georgia
 Water, Gas, and Light Commission



The McIntosh Homes Resident Planning Group (RPG) is a resident-member group and includes a Chair and a Co-Chair. See Acknowledgements for complete listing of members.

One to two RPG members serve as resident and community representatives on each of the **Choice Neighborhoods (CN) Working Groups**.

Photos this page: Members of the RPG.

Photos opposite page, top to bottom:

The McIntosh Homes Resident Planning Group (RPG) and community residents prepare luminaries for display during the Second Annual Luminaries Christmas Celebration.

People Plan Implementation Entities

People Implementation Entity

The **Southwest Georgia Community Action Council (SWGAC)** has been identified as the **CN People Implementation Entity (PIE)** to lead implementation of the people components of the **Oaks at North Intown** Transformation Plan. **SWGAC** will have the primary responsibility for implementing day to day services coordination and program design. Initially, it will provide these services on an in-kind basis, and will expand its case management efforts to those neighborhood families who enroll children in **SWGAC's** nearby **Tift Head Start Center**. It is hoped that this "first phase" approach can eventually be expanded, when funds are identified, to a broader, more robust second phase open to all neighborhood families who seek to access the in-kind services network described in this Plan. See the Appendix for a draft scope of services and **AHA and SWGAC Memorandum of Understanding (MOU)** addressing both tiers of **SWGAC** service coordination.

The Case Management activities of **SWGAC**, to be carried out as part of their role as the People Implementation Entity, will be structured in two (2) phases. Phase One case management services will be rendered solely on an in-kind basis, and are reflected in the leverage commitment letter offered by **SWGAC's** Head Start unit. Phase One case management will focus on thirty-five (35) neighborhood families whose children enroll at the Tift Head Start Center. **SWGAC Case Managers** will address the entirety of each of those 35 households, performing assessments on all household members and structuring individual development plans to take advantage of the array of services being offered by Albany service providers in

support of Choice Neighborhoods, as described throughout this Transformation Plan. Phase Two will commence when funding is identified to expand the number of case managers such that non-Head Start families can begin to receive the comprehensive assessment, planning, and referrals to services that are an integral part of the overall case management process.

Education Implementation Entity

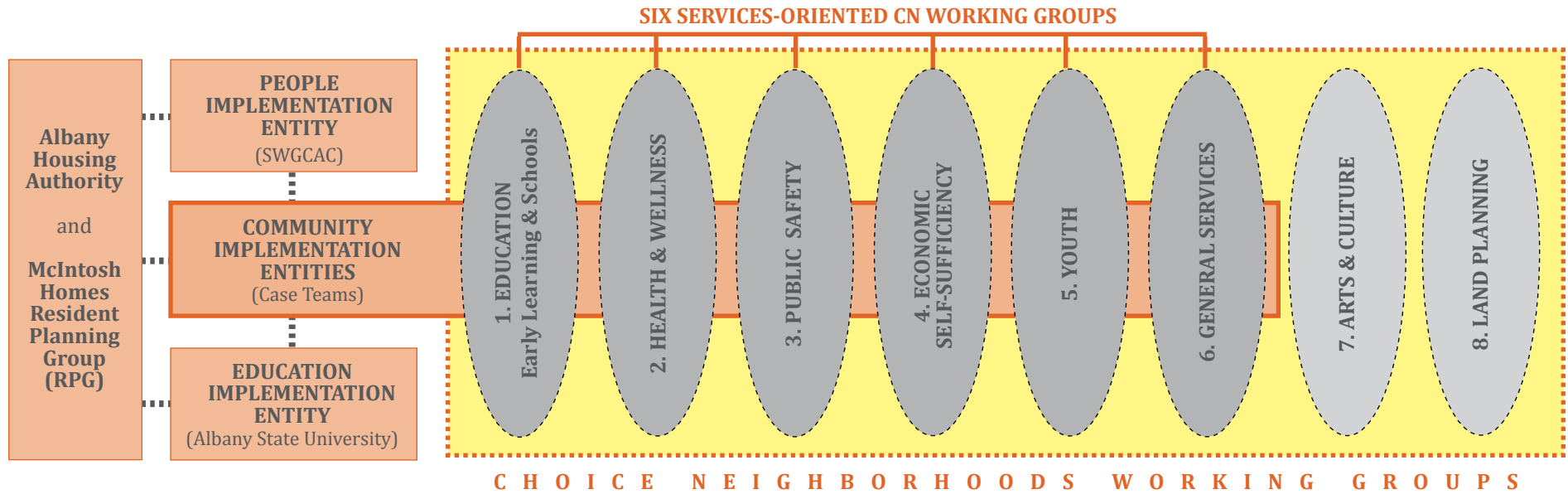
Albany State University has been identified as the **CN Education Implementation Entity** with primary responsibility for implementing the education strategy proposed in the CN Transformation Plan to result in improved academic and developmental outcomes for children and youth in the neighborhood. See description below and **AHA and ASU Memorandum of Understanding (MOU) in the Appendix**.

Community Implementation Entities (Case Teams)

The six services-oriented **Choice Neighborhood (CN) Working Groups** that are now established and actively meeting as part of the Choice Neighborhoods planning process focus on the following key people and service-oriented goal areas:

1. **Education (including both early learning and schools)**
2. **Health and Wellness**
3. **Public Safety**
4. **Economic Self-Sufficiency**
5. **Youth**
6. **General Services**

Choice Neighborhoods Implementation . Organizational Structure



The primary role of these groups is to act as community-based teams working in concert with **SWGAC** in coordinating the delivery of the services available under the CN People Plan. Members of the **CN Working Groups** will work together to seek synergies in service delivery through “case management teams”, intent on an individual- or family-centered approach to assisting people of all ages with accessing the services they want and need.

In partnership with AHA and the RPG, the **CN Community Implementation Entities** will continue to mobilize leveraged (in-kind) service commitments, and inform the goal-setting process on an ongoing basis. A summary of leveraged commitments by members of the CN Working Groups is summarized at the end of this section.

As a neighborhood-based, grass-roots artists ‘network’, the **Arts and Culture CN Working Group** focuses on:

- encouraging greater creative activity in the community;
- fostering community identity and a sense of place through artistic expressions in poetry, dance and music;
- seeking economic development through art-related works.

Formed by local artists and arts and cultural non-profit organizations interested in coming together and working with children and youth in the CN target area, the **Arts & Culture CN Working Group** will facilitate community activities and projects through the arts and music, cultural planning and design as well as coordinate art and music-related presentations at future CN Community Meetings (e.g. choral performances by Lincoln Magnet School; poetry readings; etc.)

See **Chapter 6: Neighborhood Plan** for description of the Land Planning CN Working Group.

People Plan Implementation Entities

People Implementation Entity (PIE)

Southwest Georgia Community Action Council (SWGAC)

Organization Description. The **SWGAC** serves as the parent agency to the Tift Center Head Start Program. This center provides early education programs, senior services, summer camps for children ages 8-11 and emergency assistance. Along with head start educational programs, participants and their families are also provided case management services to remove barriers to success. **SWGAC** case managers are responsible for monitoring attendance, providing required home visits, recruitment and outreach, family financial counseling, and helping to establish family goals. This ensures not only the educational success of the child, but also the success of the entire family. **SWGAC** also has internal methods of establishing a referral network of various partnerships in and around the Dougherty County area. The Authority is exploring a potential role for **United Way of Southwest Georgia** as a key partner to **SWGAC** in expanding the role of the PIE to encompass program planning and coordination, sustainability, developing and implementing metrics, and achieving synergies between participating service providers while avoiding duplication as well as to capitalize on the **United Way's** status as an umbrella funding, fundraising, and program evaluation entity for over nineteen (19) nonprofit organizations in Albany/Dougherty County area.

Direct Services. Early Education; Case Management; Youth Services; Meals to Elderly; Emergency Assistance.

Years in Operation. **SWGAC's** Tift Center has been in operation for over 20 years. The organization is sustained through various United Way, federal, and local grants and donations.

Existing Relationship with AHA. **SWGAC** enjoys a reciprocal relationship in the social development of current AHA residents and needed housing assistance of **SWGAC** participants.

Service Outreach/Working in CN Target Neighborhood. **SWGAC** has a history of working directly with CN public housing residents including providing case management, childcare, and summer camp. At present, **SWGAC** serves 35 families at McIntosh Homes.

Education Implementation Entity (EIE)**Albany State University (ASU), College of Education's Early Learning Center and New Center of Excellence for Community Engagement (CECE)**

Organization Description. Albany State University is the 4-year public institution of higher education for the Southwest Georgia region. Expanding upon its historical mission of providing educational services to educate Blacks when opportunities were limited, ASU has developed into a comprehensive, coeducational liberal arts institution which offers undergraduate and graduate curricula that build on a strong liberal arts foundation. It is one of thirty-five units of the University System of Georgia, and it offers a range of academic programs encompassing the liberal arts, sciences and some pre-professional programs.

Direct Services. Academic Programs, Workforce Development Training, and Community Outreach (e.g., Tutoring, Mentoring, Early Learning Center Parental Workshops, NYSP Youth Services, Arts and Culture, and Community Leadership Training and Other).

Years in Operation. Now in its fourth phase of development, ASU was founded in 1903 by Dr. Joseph Winthrop Holley as the Albany Bible and Manual Institute, with a mission of "educating Negro youths of southwest Georgia." The University is sustained through tuition and fees, state and federal funds, grants, and donations.

Existing Relationship with AHA. ASU served as a community partner to complete the quantitative data assessment for the

Choice Neighborhoods (CN) Transformation Plan. The Master of Public Administration (MPA) Program completed the project. Additionally, ASU's Criminal Justice Department partnered with AHA and the **Georgia Department of Public Health** to submit a grant for the Byrne Criminal Justice Innovation Grant. Moreover, ASU faculty and staff members serve on several CN Working Groups including education, youth, and public safety.

Service Outreach/Working in CN Target Neighborhood. ASU is beginning a new outreach effort in the CN Target Neighborhood by implementing the cradle-to-career model for improving educational achievement through its new **Center of Excellence for Community Engagement (CECE)**. The Master of Public Administration Program (MPA) will assist the CECE during its capacity building period by coordinating with the community and various campus units including the Early Learning Center, NYSP Program, College of Education, College of Liberal Arts, College of Science and Health Professions, College of Business, Center of Excellence for Social Justice and Civil Rights, and Center for Public Deliberation and Participation to submit an application for the ED Promise Neighborhood Planning Grant for 2013.

ASU's CECE Mission Statement. The mission of the **Center of Excellence for Community Engagement (CECE)** through collaboration with Albany, SWGA, and the broader communities (i.e., state, national, and global) is to explore and establish beneficial opportunities for curricular engagement, outreach, and partnerships. The priority areas for the CECE include increasing educational achievement (cradle to college model) and offering workforce/employment training and workshops.

Needs Assessment

Over the past two years, AHA's Choice Neighborhoods Planning Initiative has undertaken a comprehensive effort to identify and collect both quantitative and qualitative data in order to understand the existing human and physical conditions of the community and the services needed to improve quality of life. This multi-faceted **Community Needs Assessment** along with stakeholder input has informed the development of the overall Transformation Plan. The **Community Needs Assessment Summary** in Chapter 2 describes two major sources of data that have been collected and analyzed:

1. **A Resident Survey** of households in McIntosh Homes, Golden Age and other public housing developments in the Choice Neighborhood target area **conducted by AHA during the Fall of 2011**; and
2. **Third-party data gathered by Albany State University (ASU) and Darton State College (DSC)** on the entirety of the CN Target Neighborhood.

Of the 1,478 residents living in the CN Target neighborhood, per the 2010 Census, nearly 40% reside in public housing, including the targeted McIntosh Homes and Golden Age public housing communities, plus Thronateeska and O.B. Hines.

Two distinct household sub-sets in the Choice Neighborhoods target area emerged from an analysis of demographic data:

(a) The AHA households, which tend to be larger, female-headed, African-American, and a roughly 1:1 ratio of adults to children and teenage youth; and

(b) The non-AHA households, almost half of which are one-person households, evenly distributed by gender, more racially diverse, and a 3:1 ratio of adults to children and teenage youth.

This data predicts that initial case management efforts by the People Implementation Entity (PIE), SWGCAC, focusing on neighborhood families whose children enroll in the Tift Head Start Center, will likely include a preponderance of families from the first sub-set. Because of AHA's ability to maintain contact with its families, service-related outreach efforts will be more efficient and effective. As additional resources are identified over time for enhanced case management, this AHA-centered approach can be expanded to the harder-to-reach non-Head Start and non-AHA households.

Resident Surveys and Results

AHA and its Planning Coordinator began the process of surveying the 280 total public housing households in the CN Target neighborhood by collaborating on a ten-page "*Resident Needs Questionnaire*" which was administered through an in-person interview session with heads of households. These households consist of the targeted McIntosh Homes households (125), Golden Age (66 units) to the south, plus Thronateeska Homes to the west (32 units) and O. B. Hines Homes to the south (56 units). The Questionnaire was administered by AHA staff during the Fall of 2011 and tabulation was concluded in early 2012.

A total of 178 households responded from all four (4) developments, for an overall response rate of 64%. At McIntosh Homes, the public housing development targeted within

AHA's Choice Neighborhoods Planning Grant, 89 households responded out of 125 total, for a response rate of 71%. The Questionnaire has been included in the Appendix.

The survey focused on housing preferences, employment status, needs for and use of human services, barriers to receiving services including transportation and health issues, and need for and access to Early Childhood Education. The information gathered provides detail that greatly enhances the neighborhood-wide third-party data obtained by Albany State University (ASU) and Darton State College (DSC) and will help inform the design of future assessments to measure the impact of neighborhood transformation over time. Resident responses are summarized as follows:

- *On the subject of services residents would use, a large number of responses were received (1,540), as heads of household were invited to indicate as many different services as needed.*
- *As HUD has long recognized, access to health care is a high priority on the list of human services needs. 353 responses were received in this area, amounting to 22.5% of all identified service needs.*
- *Need for access to healthcare is exceeded in the tenant responses only if one groups all of the "economic" needs together (employment preparation/training plus money management plus adult education/training plus business preparation and counseling.) These "economic" needs summed to 567, or 36.2% of all desired services.*

- *Following health care and economic status is concern for the education and care of one's children (childhood education, pre- and after-school care, youth programs, plus how to care for children, as in parenting, teen pregnancy and domestic violence programs).*
- *Following these major clusters of desired services are specialty areas such as homeownership preparation, elderly services, and recreation.*
- *The survey also asked about perceived barriers to using available services. One-fourth of respondents (48) reported, "I do not know what services are available" and a fifth (37) cited lack of reliable transportation to visit service agencies. One in eight (21) reported lack of child care as a barrier to visiting service agencies.*

These and other survey responses, together with the extensive third-party data gathered by ASU and Darton State College, have driven the design of the CN People Plan and overall Supportive Services Strategy.



Albany's service provider community offers residents and community members a number of educational and outreach activities on a monthly, quarterly and yearly basis. Since the initiation of the CN planning process, activities led by by AHA, the RPG, and Choice Neighborhood Partners and Member Organizations have included the following: Resource Fair; Mobile Health Fairs; Capacity Building Workshop- Grants 101; PPMH Fatherhood Initiative Health Fair; July 4th Community Celebration; Kids 4 Kids Fitness Event; Albany Technical College Family Day; Albany Police Department Day with a Cop; and a Senior Prom for seniors living at Golden Age public housing community.

Approach to Supportive Services

The **Albany Choice Neighborhoods Supportive Services Strategy** begins with services targeting the public housing communities located in the ***Oaks at North Intown*** neighborhood on an in-kind basis, and will expand over time with the identification of additional resources and continued outreach to the broader neighborhood.

McIntosh Homes and Golden Age developments, as well as other public housing communities in the neighborhood, offer Albany service providers a cohesive and responsive population with many highly-motivated individuals and families ready to participate in the broad array of services now being mobilized via the **Choice Neighborhoods partner / member organizations that have pledged over \$8.8 million in leveraged (in-kind) services to be delivered over the next five (5) years.**

A number of specific interconnected approaches are involved in bringing the Supportive Services Strategy to life. The effectiveness of these approaches will be determined by the following key components, described below.

1. Case Management

2. Service Coordination

3. Tracking

4. Sustainability

1. Case Management

Case management is critical to the overall success of the Supportive Services Strategy. The CN Transformation Plan views case management as an individual- or family-centered approach to assisting people of all ages with accessing the services they want and need. As a discipline, it includes screening/assessment/risk management, individualized service planning based on resident needs and choices, provision of options and information, linkage/referral to formal and informal services and supports, service coordination at the client level, crisis intervention, follow-up, advocacy, monitoring/evaluation of resident progress as well as timeliness and effectiveness of service delivery, and maintenance of records.

This CN People Plan is greatly enhanced by the identification of **Southwest Georgia Community Action Council (SWGAC)** as the **People Implementation Entity (PIE)** that will function as the catalyst that makes the overall vision a reality. **SWGAC** was selected to play this pivotal role because it has sufficient experience, capacity and an understanding of the importance of intensive and sensitive case management in order to achieve the transformational improvements in quality of life envisioned.

Case management, like all of the other services that will be initially offered, will begin on an in-kind basis. Thus **SWGAC's** capacity to focus a portion of its existing case management cadre to Choice Neighborhoods is critical to the ensuing ramp-up of the \$8.8+ million dollar in-kind services network described in this Plan. As the network continues to grow, this Vision for People anticipates vigorous efforts by AHA and the **Choice Neighborhoods "Working Groups"** to identify additional sources of funding to finance an increase in the intensity and reach of case management in particular and the services network generally.

2. Services Coordination

Effective service coordination will be paramount to success of the **Supportive Services Strategy**. Partnership and network-building with community-based supportive and social service agencies are critical components of this process. The importance of effective coordination led AHA to create service-oriented Working Groups early in the Choice Neighborhoods planning process. Participating organizations on each Working Group were challenged to work together to devise a well-coordinated array of services to be made available to all residents of the targeted neighborhood within their area of focus.

It is noteworthy that the **Resident Planning Group**, formed early in the Choice Neighborhoods planning process, and composed of residents of McIntosh Homes, has representatives on each of the CN Working Groups, to bring the resident perspective to the People-oriented aspects of the Transformation Plan.

3. Tracking

Given the emphasis of Choice Neighborhoods on metrics, results and outcomes, the ability to track the status and activity of individual participating households will be critical. Computerized tracking systems will be employed to enable case managers to track participants from the beginning of the initiative until the participants have achieved their goals. The systems are capable of evaluating service delivery both individually and on an aggregate basis and providing updated summaries of goals, objectives and outcome results for each participant. Data can ideally be shared with participating service providers in a variety of formats including electronic transfer.

The **Southwest Georgia Community Action Council (SWGAC)** utilizes a program management software called ChildPlus.net for the tracking of their clients in the Headstart program and their families. The software addresses all components of program management for Headstart including: ERSEA (Eligibility, Recruitment, Selection, Enrollment, and Attendance in Head Start); Family Services; Health; Immunization; Disabilities; Pregnancy and Birth; In-Kind; Education; PIR (Program Information Report); Transportation; Mental Health; and Professional Development. There are 45 and 90 day screenings for the child that are required from the date of entry. SWGAC uses **Teaching Strategies GOLD** for educational assessments. Assessments are completed 3 times a year to measure gains of children by center and by entire program. Children are measured in social emotional, cognitive, mental health and physical health. SWGAC currently tracks 35 Head Start children residing in AHA public housing in the CN Target area.

Teaching Strategies GOLD can be used with any developmentally appropriate early childhood curriculum and is based on 38 research-based objectives that include predictors of school success and are aligned with the Common Core State Standards, state early learning guidelines, and the Head Start Child Development and Early Learning Framework. These help teachers focus on what matters most for children's success.

4. Sustainability

The people-oriented aspects of this Transformation Plan are based on the principle that sustainability of the Supportive Services Strategy is critical to attaining long-term outcomes that improve resident quality of life. A key goal of the Plan's sustainability strategy is to avoid the abrupt and premature cessation of key services to participating households.

SWGAC, together with each Choice Neighborhoods Working Group, will be tasked with identifying the array and level of services that participating service providers can sustain, as leverage, for the foreseeable future. (Indeed, this is one of the advantages of basing the Supportive Services Strategy on leverage commitments). The vast majority of the leverage commitments documented throughout the remainder of this narrative are from local agencies with proven track records of delivering and sustaining services over a period of many years. The strategy of leveraging these resources is based on the "win/win" premise of Choice Neighborhoods facilitating access to cadres of the target populations each provider is in the business of serving.

Goals, Metrics and Outcomes

Improved quality of life for all community members is the overarching goal of the *Oaks at North Intown* Choice Neighborhoods Initiative. The CN People Plan is an essential component of this vision for the neighborhood and has been devised to address a specific set of goals (specific desired outcomes) and ways to measure progress (metrics). Improvements can be sought, tracked, and documented as achievements with metrics based on the following indicators:

- (a) Children having access to high quality early learning programs and services**
- (b) Availability of high quality schools that prepare youth to graduate from high school, college and career-ready, and to enable them to perform well on standardized tests relative to the state average**
- (c) Residents having access to high quality health care, including primary and preventive care.**
- (d) Residents experiencing a safe living environment**
- (e) Increases in household incomes, and**
- (f) Residents enjoying good access to parks and recreation**

Table 4.1: Goals, Metrics and Outcomes Summary

SERVICE AREA	BASELINE METRIC	DESIRED OUTCOME (5 Years)
EDUCATION	Enrollment in Early Childhood Program	68 NH children ages 0-3 in Early Head Start; 70 NH children ages 3-5 in Head Start (65%)
	Dependency on Adult Assistance	Reduce dependency of children in performing basic cognitive functions by one-third
	Proficiency in Reading, Math, Science	Reduce gaps in reading, math, science proficiency in NH schools vs. statewide #s by 50%
	% in High Quality / Improving Schools	Enroll 164 NH children of 251, ages 5 to 19, in high quality or improving schools (65%)
HEALTH & WELLNESS	Emergency Room (ER) Visits per Year	Reduce NH usage of PPMH ER through prevention of 45 avoidable visits per year
	Number / Percentage of Residents with a regular source of primary and preventive health care	Create a School-Based Health Center serving NH residents (15% of total residents) 65% NH residents linked to a non-ER, regular source of primary & preventive health care
PUBLIC SAFETY	Part 1 Violent Crimes	Reduce Part 1 crimes by 50% from 21.0 to 10.5 per 1,000 persons
	Resident Fear of Crime	Reduce % of people expressing 'fear of crime' by X% in future surveys
ECONOMIC SELF-SUFFICIENCY	Average PH Household Income	Increase average McIntosh HH income by 40% from \$8196 to \$11,500 in 2013 USD
	PH Households reporting Income	Increase proportion of McIntosh families reporting employment income from 33% to 50%
	NH Residents ages 16+ Employed	Increase proportion NH residents who are employed from 35.8% to city-wide 52.6%
YOUTH	Albany High School Graduation Rate	Increase graduation rate of high school freshmen from current 54.5% to match statewide average 67.4%
GENERAL SERVICES	Access of Offenders to Services	Baseline to be established and goals set
	Reduction in Homeless Population	Baseline to be established and goals set
	Independent Seniors&Disabled Persons	Baseline to be established and goals set

NOTES: NH = Neighborhood PH = Public Housing ER = Emergency Room HH = Household

Key Supportive Services Strategies

The overarching **Supportive Services Strategy** is subdivided into various service sub-areas or disciplines.

These are:

1. **Education** *including both Early Childhood and Schools*
2. **Health and Wellness**
3. **Public Safety**
4. **Economic Self-Sufficiency**
5. **Youth**
6. **General Services** *including elderly, persons with disabilities, persons re-entering society, and homeless)*

Each sub-area description includes:

baseline conditions, implementation goals, participating service partners, delivery strategies, and financial commitments.

The literature on which the Choice Neighborhoods Initiative was based asserts that, sadly, a child’s future can largely be predicted by his or her zip code, and that growing up in an environment of concentrated poverty will likely perpetuate this adverse state of affairs unless significant interventions are made with regard to **education**.

Accordingly, HUD’s expectation is that Choice Neighborhoods Transformation Plans pave the way for: (1). a high level of resident access to high quality early learning programs and services so children enter kindergarten ready to learn; (2). significant improvement in the quality of schools nearest to the target development that prepare students to graduate from high school college- and career-ready; and (3). significant growth in existing individual resident educational outcomes over time relative to the state average.

Given these expectations, the following Education strategy is designed to ensure, to the degree possible, that neighborhood residents between the ages of 0-18 will have access to high-quality early learning programs, schools, and education programs that will improve key measurable outcomes for school-aged children and youth in the neighborhood. The Education Strategy will increase access to programs that offer a continuum of effective community services, strong family supports, and comprehensive education reform to improve the academic and developmental outcomes for resident children and youth.

The AHA will work closely with its key **Education Implementation Entity, Albany State University**, and a coalition of partners comprising the **CN Education Working Group**, to ensure that

access to high-quality early learning and school settings is gained for as many neighborhood children as possible. Together they have developed a well-defined, results-oriented education strategy divided into two components, **Early Learning** and **Schools**. Each component is intended to achieve specific outcomes, as detailed below.

Early Learning

The Early Learning CN Education Strategy is intended to improve the priority outcome that children enter Kindergarten ready to succeed. For several decades, evidence has shown that Head Start (aimed at children ages 3 to 5) and “Early Head Start” (ages birth to 3 years) are comprehensive, inclusive programs that improve outcomes in physical well-being and motor development, social-emotional development, cognition, and general knowledge including early numeracy for children.

The baseline number of infants and toddlers (ages birth to 3 years) attending Early Head Start in the neighborhood was zero (0), of a total neighborhood population of 105 children in this age group. (This is due to the current lack of neighborhood-based “Early Head Start” or equivalent). The baseline number of preschool-age children (ages 3 to 5) attending neighborhood-based Head Start was 35 (or 36.5%) of a total neighborhood population of 96 such children.

Regarding physical and motor development (Indicator P3), at the baseline over three out of four enrollees (77%) needed moderate to high levels of adult assistance to demonstrate balance, coordinate physical movements, show fine motor

1. Education

1. Education

dexterity and control, and exhibit eye-hand coordination. At the baseline, the level of social-emotional, language, literacy, cognition and knowledge of Head Start enrollees also indicated an overwhelming dependency on adult assistance. More than 90% of children needed moderate to high levels of adult assistance in processes such as following directions, sharing and developing friendships, using new vocabulary, rhyming, retelling story outcomes, tracking individual printed words, numeracy, and shape recognition.

The Year 5 goals for Early Learning include enrolling 68 neighborhood children in “Early Head Start” (targeted to children ages birth to 3 years) and 70 neighborhood children in Head Start at the Tift Head Start Center. Regarding existing needs for adult assistance with physical and motor development (77% of children), the 5-year goal is to reduce that demand to 50%. The Plan aims to reduce dependency of young children regarding social-emotional, language, and other cognitive skills (now at 90+%) to 65% over the next five years. Examples nationwide indicate comparable achievements where Head Start and Early Head Start access was improved.

The Early Learning initiatives will focus first on expanding the reach of the existing **Tift Head Start Center**, located a block south from McIntosh Homes. The Tift Center’s generous offer of 35 priority enrollments per year to neighborhood children should solidify and expand the rate of participation within a 5-year target period.

In addition to expanding the enrollment of neighborhood children in the **Tift Head Start Center**, a new initiative focusing

on children ages birth to 3 years will be undertaken by the **Education Working Group**, with particular leadership from the **Education Implementation Entity (Albany State University - ASU)**. They will explore the feasibility of establishing Early Head Start in the neighborhood, aimed at children ages birth to 3 years. **ASU** intends to apply for a Promise Neighborhoods grant, and build on the efforts of its existing Early Childhood Education program, to explore expanding both Head Start and Early Head Start opportunities for neighborhood residents. A related effort of the **CN Education Working Group** will be to ensure that all pre-school learning initiatives of this Transformation Plan support and enhance the capacity of neighborhood children to pass the entrance examination and otherwise qualify for admission to the neighborhood-based **Lincoln Elementary Magnet School**. Lincoln is a highly acclaimed “Georgia School of Excellence” located within the target neighborhood. Lincoln aims for 80% mastery of the various skills tests ranging from language to science to math. Expanding the number of neighborhood children who attend Lincoln will have a powerful impact on combatting the entrenched poverty that currently helps define the targeted neighborhood.

The AHA and its Early Learning partners will continue to expand access to these high-quality early learning programs for the foreseeable future as part of the Sustainability strategy based on leverage commitments founded on existing and historically-maintained levels of funding.

Southwest Georgia Community Action Council (SWGAC), the parent organization of the **Tift Head Start Center**, has made a generous offer to designate 35 Head Start enrollment slots, each

“The Schools Strategy is intended to improve the priority outcome that children are achieving academically and children are graduating from high school, college- and career-ready.”

year, to neighborhood children, at an estimated value of \$4.9 million. This includes the supportive case management that will comprise the “first tier” of intensive services coordination and tracking as described previously.

Schools

This section will describe the specific activities that will be undertaken and sustained after implementation of this Transformation Plan to ensure that young neighborhood residents have access to high-quality schools. This will be accomplished through a multi-faceted approach:

- The capacity for **young neighborhood children to access the neighborhood-based, highly-acclaimed Lincoln Elementary Magnet School** will be enhanced. Located within the CN Target neighborhood, the school exceeds state achievement levels in most categories. However, its current testing and application process preclude all but a handful of neighborhood children from attending at present.
- The feasibility of establishing a neighborhood, **faith-based K-8 academy** will be explored;
- A “**Parents as Teachers**” initiative will focus on all families with children; and school improvements focusing on high school are also anticipated.

The CN Education Strategy is intended to improve the priority outcome that children are achieving academically and children are graduating from high school, college- and career-ready. As the **Dougherty County School System (DCSS)** was unable to provide achievement data specifically for neighborhood

children, only school-based percentages are used in establishing baseline results and Year 5 Goals. The baseline data collected by ASU shows that neighborhood students attending Northside Elementary master reading at only around three-quarters the rate of the State of Georgia (roughly 60% met or exceeded reading standards, vs. approximately 80 % statewide).

The gap in math proficiency is relatively smaller (67 percent vs. 82 percent statewide) but still significant. At the middle school level, the gap in math mirrors that of elementary school. Overall achievement is lower in terms of science proficiency (roughly 56 percent met or exceeded standards vs. 73 percent statewide). By the time the neighborhood children reach high school, their language proficiency typically almost matches overall “passing” status (86% pass vs. 91% statewide) but the rest of the state shows a much higher percentage attaining honors proficiency (16.3% statewide vs. Albany High School’s 4.5%).

The Year 5 Goals are to reduce the gaps between neighborhood students and statewide students across the board by 50%. Additional Year 5 Goals under “Schools” include enrolling at least 65 percent of all neighborhood school-aged children in high-quality and/or improving schools. Given that there are 109 neighborhood children ages 5-9, 87 ages 10-14, and 55 ages 15-19, the goals would be 71, 57, and 36, respectively.

The four-year graduation rate for Albany High School was 54.5%, versus a statewide average of 67.4% and a national average of 73.4%. The Year 5 Goal is to at least match the statewide high school graduation rate.

1. Education

1. Education

The **Schools CN Education Strategy** will be three-fold:

First:

Efforts will be made to work with SWGCAC's **Head Start and Dougherty County School System** to better educate community members on the Lincoln Elementary Magnet admissions requirements and to better prepare pre-school children to pass the necessary proficiency tests in order to increase access of neighborhood children to this high-quality school.

Second:

The **Education CN Working Group** will support and encourage local efforts to create a **College and Career Academy** at nearby **Albany High School**.

Third:

In late September 2012, a former school superintendent, affiliated with nearby **Trumpet of God**, announced in a Working Group meeting her intention to pursue a **K-8 Charter School** to be located in the target neighborhood. Her organization, known as **A School for Children, Inc.**, has signaled its intention to target 50 to 100 student slots to neighborhood children, focusing if possible on boys. The resulting "quality schools continuum" (Lincoln Elementary Magnet School, followed by the K-8 charter school as middle school, and the College and Career Academy as high school) would improve prospects for neighborhood children matching statewide graduation rates and meeting the priority outcome of graduating school college and/or career-ready.

The prospects for neighborhood children to continue to have access to consistently high-quality schools beyond a 5-year implementation period are particularly solid at the elementary level if the proportion of neighborhood children attending the publicly-funded **Lincoln Elementary Magnet School** can be increased as planned. The same will be able to be asserted if a publicly-funded College and Career Academy is installed at the nearby **Albany High School**.

The **College and Career Academy** would likely be co-located with a **School-Based Health Center** serving neighborhood families, and would link the operation of the center to career preparation and eventual hiring by the sponsoring hospital (**Phoebe Putney Memorial Hospital**, located within several blocks of the CN Target neighborhood boundary). In this way, goals involving not only education but also self-sufficiency and health-and-wellness can be pursued in a coordinated fashion. Although no dollar amount is yet available for the resources involved, the letter from **A School for Children, Inc.** estimates the value of its pledge of 50 to 100 student slots at upwards of \$100,000 per year or \$500,000 over a five-year implementation period.

A **Parents as Teachers Home Visitation Program** initiative by the **Dougherty County Family Literacy Council** will focus on the prevention of child abuse and neglect through home visitation of 200 Choice Neighborhoods families over a five-year period, and calculated the value of those services at \$575,000.

The CN Transformation Plan places great emphasis on promoting healthy lifestyles and improving access to primary and preventive health care among neighborhood residents. **The proposed Health and Wellness strategies are aimed at improving the priority outcome that children, youth and adults are physically and mentally healthy.** Achieving these outcomes will contribute to the educational goals outlined in the CN People Plan 'Education Strategy' whereby keeping students healthier translates into improved school performance.

Statistical and self-reported data indicate that residents of the target neighborhood have experienced barriers in accessing a regular source of primary health care. Hospital discharge data obtained by **Albany State University** shows a staggering reliance on the **Phoebe Putney Memorial Hospital (PPMH) Emergency Center**. The neighborhood population of 1,478 persons generated 686 emergency room visit, translating to roughly 0.46 visits per person per year. The statewide average is 21.7% lower, at 0.36 visits per person per year. It is widely recognized that a certain portion of ER visits in any given year are preventable. While various methodologies have been employed to assess the extent of unnecessary visits to the ER, it is generally estimated that, on average, one third or more of ER visits overall could be avoided. The rate of preventable ER visits to PPMH may be higher, given the multitude of barriers facing members of the CN community. High emergency room utilization is an indicator of lack of access to a regular source of primary and preventive health care as well as the absence of sources of after-hours/urgent care.

The related Year 5 Goal is to reduce PPMH Emergency Center visits per person from 0.46 per person to 0.41 per person, through reduction of preventable ER visits. This reduction would represent a 20% decrease in preventable visits (or roughly 48 fewer visits), assuming that 35% of the 686 ER visits made by CN residents in 2011 were avoidable, and a 7% reduction in ER visits overall.

High ER utilization can also result when community members who suffer from chronic illnesses such as asthma, congestive heart failure, diabetes, and mental health problems are unable to manage their conditions effectively through primary care visits and self-management strategies. Diagnosis data for PPMH Emergency Department visit for 2011 indicate that for members of the target neighborhood, upper and lower respiratory infections accounted for 13% of ER visits, mental health issues (psychosis and depression) accounted for 8.5% of ER visits, asthma accounted for 5.8% of ER visits, and diabetes or its complications accounted for 3.3% of ER visits. These rates were higher as a proportion of total ER visits than the statewide proportions for these health issues: 11.9% for respiratory infections, 2.6% for mental health issues, 1.5% for asthma and .65% for diabetes. The higher proportion of these diagnoses among CN residents reflects a high need for regular primary care, outreach and education, and assistance with self-management for these conditions.

Access to regular primary and preventive care may be hindered for community members who lack health insurance coverage, though free clinics and Federally Qualified Health Centers treat patients regardless of insurance status or ability to pay. Resident

2. Health & Wellness

“The health and wellness strategy is aimed at improving the priority outcome that children, youth and adults are physically and mentally healthy.”

responses to the **Resident Needs Assessment Survey** conducted as part of the CN planning process indicated that the majority of heads of household are covered by Medicaid (63.8%); another 11% have Medicare coverage; less than four percent have private insurance coverage; and the remaining 20% of respondents have a non-specified form of health insurance coverage or lack any coverage. Additional, targeted data gathering efforts will provide a more comprehensive picture of the types of insurance coverage (or lack of coverage) community members have.

When respondents to the resident survey were asked to indicate which types of additional services they would be most interested in using, heads of household ranked health care services higher than any other category of service (22.5% of respondents chose health care services; the next-highest ranking services were employment training, selected by 11.5 of respondents). While **Samaritan Clinic**, a primary health care clinic, is located on the eastern boundary of the CN Target neighborhood, it is not clear to what extent residents consider or utilize this health center as a regular source of primary health care. Data provided by the **Dougherty County Health Department** indicates that a limited number of community residents (48 persons) received health care services from provided by the Health Department in 2011, but this entity was not a source of regular care. There is no source of after-hours primary/urgent care or Emergency Room Diversion Program easily accessible by target neighborhood residents.

The related Year 5 Goal is to increase the number of community members who report having a regular source of primary and preventive health care.

Key health measures at the County level reported on the Phoebe Putney Health System Community Dashboard web site provide a clear indication of the extent to which Dougherty County residents (and -- potentially to a greater extent -- the subset of county residents in the CN target community) lack access to regular primary and preventive health care, suffer from health problems, engage in unhealthful behaviors and experience greater morbidity and mortality relative to those in other Georgia counties. Table 4.2 provides examples of these indicators. A wealth of additional data is available from the **Phoebe Putney Community Dashboard** web site and from the **Health Impact Assessment (HIA)** report in the Appendix.

School-Based Health Center

The CN Transformation Plan includes several initiatives that will help AHA and its CH partners to achieve the goals articulated above. **The centerpiece Health and Wellness initiative is the establishment of a new School-Based Health Center (SBHC)**, to be located at nearby Albany High School, the envisioned home for the College and Career Academy. The SBHC will increase access to primary health care, serving as a regular and easily accessed source of primary and preventive health care for students and neighborhood residents. School-based health centers are a critical part of the country’s health care safety net, providing care without concern for patients’ ability to pay and in a convenient location where students spend most of their waking hours: at school. Many SBHCs are able to provide care to family members and other community members as well as students, and, are able to operate outside of school hours and during school breaks, as resources allow.

Table 4.2: Key Health Indicators - Dougherty County

Health Indicator	Description	Value	Ranking relative to other Georgia counties
Self-Reported General Health Assessment: Poor or Fair	Percentage of adults who answered poor or fair to: "How is your general health?"	20.8	Lowest quartile (Note: ranking based on comparison to other U.S. Counties)
Morbidity Ranking	Overall Morbidity (illness or disability)	123 (123rd out of 159 Georgia counties)	Lowest quartile
Mortality Ranking	Overall Mortality (death rate)	100 (100th out of 159 Georgia counties)	Third quartile
Health Behaviors Ranking	Overall health behaviors (such as smoking, unhealthful diets and risky sexual behaviors)	137 (137th out of 159 Georgia counties)	Lowest quartile
Teen Pregnancy Rate	Number of pregnancies per 1,000 females aged 15-17	58.9 pregnancies (Note: Healthy People 2020 national health target is 36.2)	Lowest quartile
Adults with Diabetes	Percentage of adults aged 20 and older who have ever been diagnosed with diabetes (excludes gestational diabetes)	13.6 percent	Lowest quartile (Note: ranking based on comparison to other U.S. Counties)
Adult Obesity	Percentage of adults aged 20 and older who are obese according to Body Mass Index (BMI)	34.8 percent	Lowest quartile
Adult Smoking	Percentage of adults who currently smoke cigarettes	20.6 percent	Third quartile (Note: ranking based on comparison to other U.S. Counties)

2. Health & Wellness

The Oaks at North Intown CHOICE NEIGHBORHOODS TRANSFORMATION PLAN

Phoebe's Network of Trust provides Health Teacher Training and Nutritional seminars to school personnel throughout Southwest Georgia. Network of Trust is a comprehensive children and teen services program operated and funded primarily by Phoebe Putney Memorial Hospital with some external grant assistance for specific programs. Network of Trust operates and funds school nurses in all 28 of the Dougherty County Public Schools, the only such program in Georgia, with an annual expenditure of \$1.3 million. It serves 17,000 students (ages 4-19), including faculty and staff to provide much needed access to care to often vulnerable populations.

A substantial body of research has documented that School-based Health Centers lead to notable improvements in adolescent access to health care when compared with utilization in other settings, particularly for sensitive services such as pregnancy prevention, STD screenings, mental health, and substance abuse services as well as nutritional education. Improved health care access provided by SBHCs have been associated with improved student performance academically. While staffing, financing, facility and capacity issues are to be determined as part of the ongoing strategic planning process for the SBHC, the Health and Wellness Working Group envisions the SBHC as being positioned to accomplish the following: address acute health problems such as respiratory infections; offer preventive health services including teen pregnancy prevention, early detection of asthma and diabetes, and influenza vaccination; and provide behavioral health care (including mental health and substance abuse issues), chronic illness management, and health education and promotion for Center patients and their families as well as the community at large.

Establishment of the SBHC will be fueled by the significant momentum, commitment and community capacity that have developed as part of the CN planning process. The key partner organizations who will be planning and supporting the establishment of the SBHC at Albany High School - **Albany Area Primary Health Care, Inc.**, a consortium of Federal Qualified Health Centers, and **Phoebe Putney Memorial Hospital** - recently opened a new SBHC within Turner Elementary School, located in **Dougherty County School System** (outside of the target neighborhood). These organizations will be able to capitalize on the practical experience and knowledge they have gained

in establishing the **Turner Elementary SBHC**, operational since March 2013, and will use this Center as a model. Supervision and technical assistance for this process will be provided by **PPMH's Network of Trust** and faculty at **Emory University**, who possess significant school-based health center expertise and experience.

Albany Area Primary Health Care, Inc. (AAPHC), Serving the Southwest Georgia community since 1979, **AAPHC** is a non-profit community health center with locations in a six-county area including: Baker, Calhoun, Dooly, Dougherty, Lee, and Terrell Counties and is governed by a board of local citizens. **AAPHC** provides care in the specialties of Internal Medicine, Family Medicine, Pediatrics, Obstetrics and Gynecology, Podiatry as well as General Dentistry. Services are provided by highly trained professionals and centers are open to the general public, adults and children, regardless of residence, income or insurance coverage. This critical partner will provide invaluable practical experience to guide in the process of establishing a second SBHC at Albany High School, responsive to the findings of the Choice Neighborhoods needs assessment process.

Education and Outreach

As a companion initiative to the SBHC, AHA and its key health care partners will **develop and conduct education and outreach campaigns in the target neighborhood** in order to improve understanding among community residents of the value and availability of primary care, including promoting the new SBHC and helping to strengthen links to **Samaritan Clinic** and other existing sources of primary and preventive health care in the

2. Health & Wellness

vicinity. In addition, education will be provided to community members regarding the appropriate use of ER care. Educational campaigns will be designed and implemented based on best practices, culturally competent and evidence-based approaches employed effectively within other, similar communities.

In addition, in order to promote healthy lifestyles and better health among community residents, AHA, along with community partners, **will undertake initiatives that foster community-based health promotion and disease prevention.** In recognition of the health risks of smoking, including the hazards of exposure to secondhand smoke, and as part of the CN Planning process, the **AHA adopted a non-smoking policy in January 2013.** Smoking is only allowed in designated exterior spaces within AHA properties. Smoking is prohibited in all apartments, shared porch areas, common use exterior walkways, entryways and parking lots. AHA and its health care partner entities will explore opportunities to collaborate with organizations with established, evidence-based smoking cessation programs (featuring peer support, individual counseling and development of quit plans, and pharmaceutical support) that can be provided on-site for residents who are interested in quitting smoking. These programs may be offered in collaboration with the Albany High School-Based Health Center as well.

The **SBHC** will utilize the walking track and other assets of the school to promote exercise, and will coordinate efforts with the **Dougherty County Department of Parks and Recreation.** AHA and key health care partner entities will coordinate with organizations that promote better access to healthy food, including **Sherwood Baptist's** kitchen operation, **Trumpet**

of God's recently-purchased intown farm, **Mission Change's** neighborhood-based community garden, and the **Southwest Georgia Project for Community Education**, which has received a grant to train and assist those interested in urban farming. This organization is also very active with regard to farmer's markets, and is interested in connecting the neighborhood with farmers as part of a broad strategy of promoting access to healthy food sources in high poverty neighborhoods.

For the Community Garden Project, Hines Memorial and Mission Change will apply lessons learned from the Lincoln Elementary Magnet School Garden. PPMH partnered with the American Heart Association and provided \$25,000 in funding for a teaching garden at Lincoln Elementary Magnet School. The Teaching Garden promotes healthy living through a learning – based program. Students learn how to plant seeds, nurture growing plants, harvest produce and ultimately understand the value of good eating habits. They had their first meal prepared with the harvested veggies on Wednesday, April 24, 2013. The idea for the Teaching Garden is based on studies indicating that participating in school gardening programs can improve students' attitudes about fruits and vegetables.

The **Dougherty County Health Department** will conduct screenings and provide health education for a minimum of 100 patients under its Adult Health, Child Health, and Women's Health programs, each year for a five-year implementation period (or 500 patients total). The Health Department may provide some of these services at **Sherwood Baptist's** nearby outreach facility at the former Coca-Cola bottling facility. In addition, the **Southwest Health District Health Promotion Coordinator**

The Oaks at North Intown CHOICE NEIGHBORHOODS TRANSFORMATION PLAN

will implement a targeted health promotion and education campaign focusing on the prevention and management of diabetes and hypertension, two chronic conditions that affect a significant portion of neighborhood residents and contribute to preventable ER visits. The **Southwest Health District** has also committed to provide support and assistance to the AHA as it transitions to a tobacco-free residential community.

The **School-Based Health Center** will be one element of a broader relationship between the **AHA** and **Phoebe Putney Memorial Hospital (PPMH)**, embodied in a Letter of Commitment (LOC) included in the Appendix. The LOC focuses on potential areas of mutual interest including the SBHC, development of housing for medical personnel, medical skills training, employment preparation and outreach, and other mutual efforts to promote neighborhood-based care that is proactive, less costly, and more appropriate than the current emergency-room-driven system now in place. **The initiatives envisioned by the CN Working Group will build upon and complement efforts already being undertaken by PPMH to achieve a reduction in preventable ER visits, hospital admissions and readmissions.** PPMH's process for reducing ER visits, avoidable admissions and readmissions:

1. Increased social work presence in the EC
2. Implemented a discharge checklist
3. Implemented patient post discharge phone calls targeting CHF, AMI, and Pneumonia patients
4. Created a process to identify CHF and AMI patients for cardiac teaching
5. Increased SOURCE (Service Options Using Resources in Community Environment)* referrals associated w/EC visits

6. Discussed partnerships with the Council on Aging
7. Increased in-services related to community resources and care transitions for staff
8. Started a Discharge Process / Instructions Committee
9. Started partnership meetings with Home Health and Skilled Nursing Facilities including Phoebe HH, Amacita HH, Ethica NH and Pruitt NH.

*CHF - Congestive Heart Failure; AMI - Acute Myocardial Infarction; *SOURCE - State (DCH) program for preventing unnecessary ER visits and readmissions.*

It should be noted that the **Public Safety Working Group** assisted the **Georgia Department of Public Health** in submitting a **Byrne Criminal Justice Initiative (BCJI) grant application** entitled **"A Comprehensive Strategy to Increase Quality of Life through Crime Reduction in West Central Albany, Georgia"**. The application is founded on the public health approach to injury prevention and is supported by the crime reduction strategies outlined in the CN People Plan 'Public Safety Strategy' section.

The aforementioned entities, including **Phoebe Putney Memorial Hospital (PPMH)**, **PPMH Network of Trust**, **Sherwood Baptist**, **Trumpet of God Ministries**, **Mission Change**, **Dougherty County Health Department**, **Dougherty County Recreation** and **Parks Department**, and the **Southwest Georgia Project for Community Education**, are all participating on an in-kind leverage basis, meaning their involvement can be sustained via the various means of support that each group relies on to sustain their programs over time.

The Public Safety CN Initiatives of the Transformation Plan are aimed at improving the priority outcome that residents feel safe in their neighborhood. The CN Transformation Plan describes the active involvement of the **Resident Planning Group (RPG)**. From the beginning, the **RPG** voiced concern regarding public safety in the neighborhood and, during the CN Plan development period, built a coalition with similar-minded citizens in the nearby neighborhoods of **Palmyra Heights and Rawson Circle**. As a result, a public safety focus has emerged as a key element of the overall Transformation Plan.

Residents of the CN Target neighborhood must contend with a disproportionately high rate of violent and property crime in comparison with the city overall. Based on statistics obtained from the **Albany Police Department (APD)**, in the year 2011 there were 21 Part 1 violent crimes per 1,000 persons in the target neighborhood. (Part 1 violent crimes include homicide, rape, robbery, and aggravated assault). This compared with 8.3 Part 1 violent crimes per 1,000 persons citywide, and 4.03 Part 1 violent crimes statewide. In 2011, there were 63 Part 2 property crimes per 1,000 persons in the target neighborhood. (Part 2 property crimes include burglary, larceny, auto theft, and arson). This is roughly equivalent to the 61.1 Part 2 property crimes per 1,000 persons citywide, but is significantly higher than the 36.4 Part 2 property crimes statewide.

The **Resident Needs Assessment Questionnaire** (survey) asked heads of household to rank those actions that they believed would improve the neighborhood. While residents ranked “Larger dwelling units in revitalized housing” as the highest priority, the second and third ranked improvements were “Better locks

and security” and “Work with Albany Police to reduce crime”, reflecting the widespread perception that crime reduction must be a key focus in the neighborhood transformation process.

The Year 5 Goal is to reduce Part 1 violent crimes by 50%, to 10.5 per 1,000 persons. This would reduce the disparity between the neighborhood and the City of Albany by 83%. Regarding resident feelings of safety, the Year 5 Goal is to reduce the relative importance of public safety concerns to the bottom third of future surveys, and to reduce the overall number of crime or safety-related concerns expressed by at least 50%. Given that crime and fear of crime affects virtually everyone, these initiatives are expected to improve the quality of life for the target neighborhood’s entire population of 1,478 persons. The youth and gang-related strategies will directly affect the neighborhood’s 174 youth ages 10 to 19.

The Public Safety CN Strategy will be guided by the efforts of the **Public Safety CN Working Group**, which was established as part of the CN Planning process and was first tasked with assisting the AHA with the development and submittal of a **FY 2012 Byrne Criminal Justice Innovation (BCJI)** grant application to the Department of Justice (DOJ). Members of the CN Working Group include law enforcement-related entities, such as the **Albany Police Department (APD), Dougherty County District Attorney, Georgia Department of Corrections Parole Division, U.S. Attorney, Dougherty County Juvenile Court**, and also those involved in re-entry and services to other vulnerable populations such as the homeless: **Albany Area Community Services Board, Phoebe Putney Memorial Hospital, Sherwood Baptist Church, Albany Rescue Mission**, and representatives from the RPG.

3. Public Safety

The Oaks at North Intown CHOICE NEIGHBORHOODS TRANSFORMATION PLAN

“The public safety initiatives of the Transformation Plan are aimed at improving the priority outcome that residents feel safe in their neighborhood.”

A second grant application attempt and submittal to the DOJ was completed in March 2013 under the leadership of the **Georgia Department of Public Health’s Injury Prevention Program (IPP)** with **Albany State University** identified as the Research Partner and with the assistance and input of the AHA and the Public Safety CN Working Group members. The application is founded on the public health approach to injury prevention and IPP enlisted the participation of the **Health and Wellness CN Working Group** members including the local health departments, **Phoebe Putney Memorial Hospital (PPMH)**, **Georgia State University** and **Emory Center for Injury Control**. FY2013 Grant announcements are expected in September 2013.

The Public Safety strategies, as described in the FY2012 BCJI grant application and subsequent resubmittal in FY2013, are:

1. **Crime-focused effort, which involves increasing police presence in the target neighborhood as part of a community-oriented policing model**, identifying known offenders and discussing and responding to critical incidents to coordinate crime suppression efforts more effectively. This strategy is also aimed at increasing public perception of enforcement and enabling law enforcement to connect with the community in positive ways.
2. **People-oriented service delivery effort**, which is currently under way as part of the development of the overall Vision for People component of the AHA’s Choice Neighborhoods (CN) Planning initiative. AHA will design, develop and implement a wrap-around, team-based approach to case management as described previously. This includes a means to address public safety goals as well as commonly understood risk

factors for crime (e.g. unemployment, unsupervised youth not engaged in structured activities, school drop-out as well as health-related issues). Special emphasis will be placed on re-entry initiatives aimed at individuals returning to low-income, high-crime neighborhoods following periods of incarceration, and on the establishment of a wellness curriculum in public schools.

3. **Addressing Physical and Social Disorder by focusing on neighborhood distress, disorder and neglect through prevention, enforcement and re-use of vacant and abandoned properties** within the Choice Neighborhood target area. Crime Prevention through Environmental Design (CPTED) strategies including improved street lighting and enhanced video surveillance will support effective policing and enhance built environment approaches. This effort will be led by the **City of Albany** in conjunction with **APD, PPMH, and the City’s Departments of Planning and Development, Community and Economic Development (DCED), Albany-Dougherty Inner City Authority (ADICA)** and **Code Enforcement**.

The aforementioned entities, including the APD, Dougherty County District Attorney, Georgia Department of Corrections Parole Division, U.S. Attorney, Dougherty County Juvenile Court, Albany Area Community Services Board, PPMH, Sherwood Baptist Church, Albany Rescue Mission, City’s Departments of Planning and Development, DCED, ADICA and Code Enforcement, will continue to participate on an in-kind leverage basis, meaning their involvement can be sustained via the various means of support that each group relies on to sustain their programs over time.

The Economic Self-sufficiency CN Strategy is aimed at achieving the priority outcome that the average income of existing HUD-assisted households will increase. This section of the Transformation Plan articulates a strategy for promoting economic self-sufficiency among residents of the revitalized housing and of the surrounding neighborhood.

The **Resident Needs Assessment Questionnaire** revealed that average annual household income for public housing residents was less than one third of the citywide average (\$8,196 vs. \$25,191). Sources of income were predominantly not employment related. 53 respondents (or 34.0%) cited child support or other non-wage sources, 29 (or 18.6%) cited Supplemental Security Income (SSI), 14 (or 9.0%) cited Social Security, and 6 (3.8%) cited Temporary Assistance to Needy Families (TANF). Only 52 (or 33.3%) reported employment income.

Census data on the entire neighborhood revealed that only 42.6% of the population ages 16 and over is part of the labor force (vs. 60.2% citywide and 65.5% statewide) and only 35.8% of the neighborhood was employed (vs. 52.6% citywide and 59.0% statewide).

The Year 5 Goals are to:

1. **Raise average McIntosh Homes household income** by forty percent (to roughly \$11,500 in today's dollars);
2. **Raise the proportion of those households reporting employment income** to fifty percent; and
3. **Raise neighborhood-wide labor force participation and employment levels** to approximate the citywide averages.

In order to achieve these goals, the AHA created the **Employment and Job Training CN Working Group** to assist in designing and executing the economic self-sufficiency aspects of the Transformation Plan. The **Employment and Job Training CN Working Group** is composed of:

- **Southwest Georgia Workforce Investment Board**
- **Dougherty County Department of Family and Children Services (TANF agency)**
- **Southwest Georgia Area Health Education Center (SOWEGA-AHEC)**

Several groups representing potential Employers including

- **Chamber of Commerce** and the Chamber's anti-poverty arm known as **Strive2Thrive**
- **Water, Gas & Light Commission**
- **Phoebe Putney Memorial Hospital**

Key Educators including

- **Albany Technical College**
- **Dougherty County Family Literacy Council**

Local Churches including

- **Sherwood Baptist**
- **Mt. Zion Baptist Church**
- **Trumpet of God**

Strategies will focus on leveraging a portion of the caseload of those groups currently offering employment preparation and skills training services (**Workforce Investment, TANF, Albany Tech, Literacy Council**, etc.) and tailoring training and counseling

4. Economic Self-Sufficiency

The Oaks at North Intown CHOICE NEIGHBORHOODS TRANSFORMATION PLAN

“The economic self-sufficiency strategy is aimed at improving the priority outcome that the average income of existing HUD-assisted households will increase.”

to match the workforce needs of potential employers. Additional partners will be sought to widen the circle of participation.

The highly acclaimed **Strive2Thrive** anti-poverty initiative, which originated from a partnership with and sponsorship by the **Albany Chamber of Commerce**, is now devoting a significant number of its available slots to McIntosh Homes residents. The AHA’s Executive Director serves on its board of directors.

The **Southwest Georgia Area Health Education Center (SOWEGA-AHEC)**, a community-driven [501(c)3] not-for-profit organization whose goal is to improve access to healthcare by improving the number and distribution of healthcare providers in 38 counties in southwest Georgia, is committed to recruiting doctors and other health care professionals to work closely with AHA with particular interest in career ladder opportunities for area residents as well as housing opportunities in close proximity to PPMH. For AHEC programs and services, see website at: <http://www.sowega-ahec.org/index>

The **Southwest Georgia Workforce Investment Board** operates the U.S. Department of Labor’s “One Stop Shop” system in southwest Georgia, and via letter dated 9/25/2012, made a particularly robust offer to market the efforts of its thirteen mandatory partner organizations to CN residents.

To enhance resident employability, the **Dougherty County Family Literacy Council** announced on September 2012 that it will target its **Parents as Teachers Home Visitation Program** to 200 Choice Neighborhoods households over the next five years, and calculated the value of those services at \$575,000.

The AHA will focus its own GED offerings, through **Albany Technical College**, to Choice Neighborhoods residents as well. Albany Tech, in its letter of 2/28/2013, valued these services at \$102,100 over the next five years.

The agency administering “TANF” (Temporary Assistance to Needy Families), the **State of Georgia Department of Family and Children’s Services**, will market its tried-and-true welfare-to-work apparatus to those Choice Neighborhoods residents eligible under TANF. For continuity and oversight purposes, these efforts will be informed by input from the employer community represented on the **Employment and Job Training CN Working Group**.

This section of the Transformation Plan articulates **a strategy aimed at improving the priority outcome that youth graduate from high school college and career-ready.**

The four-year cohort graduation rate for Albany High School was 54.5% in 2012, versus a statewide average of 67.4% and a national average of 73.4%. **The goal is to match or exceed the statewide high school graduation rate.**

The AHA created the **Youth Choice Neighborhood (CN) Working Group** to assist in designing and executing strategies for promoting positive youth development under auspices of the Transformation Plan. The **Youth CN Working Group** is composed of:

- **Phoebe Putney Memorial Hospital (PPMH)**
- **PPMH's "Network of Trust"**
- **Boys and Girls Club**
- **Girls Inc.**
- **Dougherty County Department of Parks and Recreation**
- **Mt. Zion Youth Initiatives**
- **Hines Memorial Church**
- **A School for Children, Inc.**
- **MISSION Change**
- **Albany YMCA**
- **Girl Scouts, and**
- **Albany State University**

As with each of the other Working Groups established as part of the Choice Neighborhoods planning process, the **Youth CN Working Group** understands that its work must be conducted

in close cooperation with the other CN Working Groups, and in particular the Education and Public Safety efforts.

Several initiatives spearheaded by the **Youth CN Working Group** members can be implemented or expanded in the near term as a result of synergies achieved through these collaborative efforts. **MISSION Change** recently shared its aspirations to expand its grass-roots efforts working with McIntosh Homes children, to include an after-school program serving 30 to 40 children and youth. While instructors had been hired to teach a range of topics, including photography, yoga, and piano, the organization had no indoor facilities. As a solution, the AHA offered its McIntosh Homes Community Center, and also indicated it will explore upgrading the playground that currently serves as **MISSION Change's** base of operations. Fortunately, this does not interfere with operations of the **Boys and Girls Club**, which transports youth from McIntosh to its larger center several blocks to the east on Jefferson.

Second, when **MISSION Change** described the Community Garden project it had begun during the summer of 2012, **Trumpet of God** offered support in coordination with its recently-purchased farm. In addition, **Trumpet of God's** chief grant-writer offered to assist **MISSION Change** in seeking sources of funding for its after-school program. **Girls Inc.**, located right in the neighborhood, targets girls ages 6 to 18, both for after-school and summer programs, and is now serving 85 to 100 girls who are currently mostly from outside the neighborhood. (Some attend the **Lincoln Elementary Magnet School** that most neighborhood children do not attend).

“The youth strategy is aimed at improving the priority outcome that youth graduate from high school college and career-ready.”

Girls Inc. indicated their willingness to target five memberships to neighborhood residents, valued at \$5,000 annually. **Boys and Girls Clubs of Albany** have pledged after school camperships to 100 children, valued at \$120,000 annually. The **Albany Area YMCA** has pledged 25 family memberships, worth \$24,000 annually, and associated health screenings. In addition, Albany State University expressed its willingness to offer slots in its **Family Life Center** parent education program to Choice Neighborhoods parents. This program already works closely with **Workforce Investment and the TANF agency**, which in turn supports the efforts of the **Employment and Job Training CN Working Group**.

The aforementioned entities, including **Trumpet of God Ministries, MISSION Change, Boys and Girls Clubs of Albany, Girls Inc., Albany Area YMCA, and Albany State University**, are all contributing services on an in-kind leverage basis, meaning their involvement can be sustained with the means of support that each group relies on to sustain their programs over time.

“Youth” can be defined in a number of ways. **Girls Inc.** is focusing its efforts on youth ages 6 to 18. There are 305 individuals in the neighborhood ages 5 to 19, so one interpretation is a target universe of just under 300 youth. HUD’s HOPE VI Program (the predecessor to Choice Neighborhoods) defined youth as ages zero to 18, so this would expand the potential target youth population by another 179 children. The various initiatives currently on the table appear to encompass opportunities for several hundred youth, so initially the program is positioned to impact roughly half of all neighborhood youth, which is a promising start.

This sub-section focuses primarily on the elderly and persons with disabilities, as well as persons re-entering society via parole or probation, and the homeless. Unlike the other sub-sections, such as education, health and wellness, and economic self-sufficiency, there is a paucity of baseline statistical data, particularly in the area of re-entry, as well as for those persons whose issues have coalesced such that they are homeless. Accordingly, an initial mandate of the Working Group is to continue efforts to gather relevant data and devise a set of metrics, from which Year 5 Goals can be established.

What is clear, according to 2010 Census data, is that of the total target neighborhood population of 1,478, 159 persons (10.8%) are elderly (age 65 and above). Census data was not available regarding the population of persons with disabilities, but of the 344 public housing households reporting income, 103 (or 29.9%) cited Supplemental Security Income (SSI), which is generally considered an indicator of a person with a disability. It is also possible that there is some overlap between elderly and persons receiving SSI, but it appears that the neighborhood's universe of elderly and/or persons with disabilities numbers 200 to 300, a sizeable cohort potentially requiring a range of specialized services. Open Arms, a local shelter for homeless youth ages 18 to 22, reports that the school system estimates it has 800 homeless students attending its schools system wide. The **Albany Police Department** estimates the extent of citywide re-entry at around 400 persons annually.

All of these baseline numbers need to be further refined, at which time Year 5 Goals can be established. Guiding principles would be to:

1. **Increase access of persons undergoing re-entry**, to housing, employment, and other essential services;
2. **Reduce homelessness and increase access to services** that could prevent future vulnerabilities; and 3) preserve the independence of the elderly population and those persons with disabilities able to live independently, with or without reasonable accommodations.

The AHA created the **General Services CN Working Group** to focus on the elderly and persons with disabilities but over time began to look upon this group as more broad (e.g., re-entry and homelessness). For this reason, the composition of the group may evolve over time. Currently, the Working Group consists of the following organizations:

- **Albany Area Community Services Board** (mental health and addiction);
- **Liberty House** (domestic violence shelter);
- **Faith Community Outreach** (homeless shelter for women with children);
- **Advocacy Resource Center** (persons with disabilities);
- **Southwest Georgia Council on Aging**;
- **Lily Pad** (child abuse/assault); and
- **Goodwill Industries**.

An additional committed member of the Working Group is the **International Development Resources Corporation**, a local non-profit formed by **Albany State University** professor, Dr. Ochie, and operating a program titled "**Second Chance**," which provides re-entry services for offenders.

6. General Services

Although the Working Group has much work yet to do, including defining the extent of need, many of its members have already signaled their intention to devote a portion of their program capacity to target neighborhood residents.

- The **Council on Aging** is already working with elderly public housing residents and is willing to expand its **Meals on Wheels** and case management services both at the Golden Age development and to other seniors in the target neighborhood.
- **Open Arms** is willing to shelter and counsel homeless or runaway neighborhood youth ages 18 to 22. Its shelter is small (18 beds) but it has a robust life skills counseling program, does extensive outreach, and makes referrals to other service providers including some on the Working Group.
- **Faith Community Outreach** also has limited shelter capacity (5 dwelling units) but also offers counseling via its parenting classes and makes referrals to other groups as well.
- **Advocacy Resource Center** now serves 1,200 persons with various disabilities through its 14 programs, ranging from assistance to the blind, the developmentally disabled, those needing adult day care, and the mobility impaired, and like the other members is willing to target a portion of its services to neighborhood residents, as the extent of need is identified over time.
- **Liberty House** has offered to provide emergency housing, as well as domestic violence assessments and services, to affected neighborhood residents.

These entities, and others who commit their services, are all contributing services on an in-kind leverage basis, meaning their involvement can be sustained via the various means of support that each group relies on to maintain their programs over time. In many cases, these high-quality services are located at or near the target neighborhood.

At present, two groups have put a dollar value on their contributed services:

1. **Southwest Georgia Council on Aging** calculates the value of Meals on Wheels and case management for 45 neighborhood seniors at \$112,500 per year or \$562,500 over a five-year implementation period.
2. **Liberty House** estimates the value of its emergency housing, and domestic violence assessments and services, at roughly \$40,000 per year or \$200,000 over a five-year implementation period.

The CN Housing Plan proposes the development of several phases of new housing for the neighborhood. Initially the plan is to develop new housing on land that is presently vacant. However, if funds are identified over time for the replacement of McIntosh Homes, and other nearby developments such as Golden Age, this would set in motion the need to thoughtfully and sensitively ensure that all residents benefit from this revitalization of housing, whether they choose to return to the revitalized neighborhood or permanently relocate. The process will be based on resident relocation and reoccupancy preferences, as identified (first) through the **Resident Needs Assessment Questionnaire**, and later through individual contacts with each household by the Albany Housing Authority (AHA) relocation specialists. Should this situation arise, residents of public housing to be replaced will be informed of their right to return, and of the specific counseling and supports that will be provided prior to and up to 3 years after initial relocation. These services and support will ensure that all residents can maintain lease compliance and eligibility for units in the revitalized development, including effectively handling landlord disputes, in order to achieve a successful transition back to the revitalized neighborhood.

Early in the Choice Neighborhoods planning process, the Housing Authority gathered information on resident housing preferences as part of the **Resident Needs Assessment Questionnaire**. The initial questions focused on gauging resident interest in returning to a revitalized McIntosh Homes community. 60.4% of respondents said “yes” they would be interested in doing so. A majority of the remainder were not sure, given that firm plans for the revitalized site have not yet been formulated. Residents

were asked what kind of housing they would choose to relocate to while McIntosh Homes is being demolished and rebuilt. 68.5% said “Section 8 Voucher” while another 20.5% specified “Transfer to another Albany public housing development.”

When asked about their permanent housing preferences, one-third (34.1%) said “return to the revitalized McIntosh Homes neighborhood,” while 28.4% said “stay in Section 8 housing” and one-quarter (26.1%) specified “homeownership.” Regarding the latter, when asked if they were interested in owning their own home, nearly three-quarters (73.6%) answered affirmatively. But when asked to estimate when they would be ready to purchase a home, almost two-fifths (39%) said it would be “more than 5 years,” and another 30.5% said “3 to 5 years.” These responses suggest that residents are realistic about the disparity between their interest in homeownership and their ability to realize that dream for the foreseeable future.

The Transformation Plan will embrace the goal of enrolling, tracking and supporting the attendance of McIntosh Homes families with children ages birth to kindergarten, in high-quality early learning programs located either in the receiving neighborhoods and/or in the target neighborhood during the relocation process. The recent offer of 35 enrollments, per year, at the **Tift Head Start Center** will be immensely helpful in achieving this desired outcome, as will the efforts of **Albany State University, through its proposed Center of Excellence for Community Engagement**, to expand the breadth and reach of early learning programs for neighborhood children.

In addition, the **Education Implementation Entity, Albany State University(ASU)**, will coordinate closely with **Dougherty County Schools** to mitigate the impact of the relocation and reoccupancy process on both the school system and relocating families. The goal of this process is to minimize, to the extent possible, disruption to and negative impacts on the education of school-aged children as a result of the relocation and reoccupancy process.

The **Relocation and Re-Occupancy** process will also be carried out with an eye towards HUD's Strategic Plan goal to increase the proportion of HUD-assisted families in low-poverty and racially diverse communities.

In this light, the AHA relocation specialists will coordinate their efforts closely with its Section 8 specialists, and other PHAs in the area, to create what will serve as a regional mobility counseling program. With this program in place, households using a tenant-based voucher as their means of relocation will have the knowledge and connections to avail themselves of as wide a choice in their housing search process as possible. The effort will be especially sensitive to, and will provide counseling for, those voucher holders seeking to live outside of neighborhoods of minority concentration and/or poverty concentration. It will identify housing opportunities in neighborhoods that are not minority-concentrated or poverty-concentrated and that have high-quality schools and early learning programs. Lastly, the Housing Authority will provide transportation assistance for voucher holders to visit identified housing opportunities, to ensure that their housing search is as broad as possible and inclined to include new relocation options.

As part of its resident outreach and involvement process, the AHA will continue to communicate its intention to enable as many of the original McIntosh Homes residents to return to the on-site replacement housing as possible. As the planning process unfolds and the Transformation Plan is implemented, efforts to work with resident leaders to work out the terms for original residents to receive preferences for return will continue. One provision of the preference will be that McIntosh tenants be lease-compliant at the time of their departure from McIntosh Homes. They will also be required to have remained lease-compliant during the relocation period. It is a major objective of the overall CN People Plan to equip McIntosh residents to be successful in meeting these requirements.



AHA Choice Neighborhoods Team and Members of the McIntosh Homes Resident Planning Group (RPG)

Economic Opportunities for Low and Very-Low Income Families (Section 3)

This section of the Transformation Plan describes the Albany Housing Authority's mechanisms for complying with Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u) and its implementing regulations at 24 CFR part 135. Specifically, the Housing Authority will continue to comply with the requirement, to the greatest extent feasible, that training, employment, and other economic opportunities (including contracting) will be directed to low- and very low-income persons, particularly those who are recipients of government assistance for housing, and to business entities that provide economic opportunities to low- and very low-income persons in the area in which the project is located.

People Leverage

As the Choice Neighborhoods planning process and Transformation Plan narrative was being finalized, the Albany Housing Authority maintained its vigorous effort to continue soliciting and quantifying in-kind leverage from the service provider community in Albany.

As of late May 2013, the AHA had in hand **letters of commitment or publicly-announced intentions to focus in-kind leverage in a number of key areas, including access to healthy food, family literacy, parenting, early childhood education, and economic self-sufficiency, among many others. The dollar value of such commitments is in excess of \$8.8 million over a 5-year period.** Further efforts to solidify in-kind leverage are expected to yield in-kind leverage worth several million more.

This in-kind support will enable the Albany Housing Authority, through its several CN Working Groups, to deploy and coordinate a comprehensive service delivery network that is expected to catalyze comprehensive transformation of the neighborhood and lead to further momentum in assembling the resources needed to implement the breadth of the Transformation Plan.

Table 4.3 summarizes the CN People Plan leverage commitments to date. Letter of Commitment by each organization listed is included in the Appendix.

Table 4.3: Summary People Plan Leverage

STRATEGIC FOCUS AREAS	CN PARTNER ORGANIZATION
1. Youth, Education	A School for Children, Inc.
2. Youth	Boys & Girls Clubs of Albany
3. Health & Wellness	Dougherty County Health Department
4. General Services	Faith Community Outreach Center
5. Youth	Girls Inc.
6. General Services	Liberty House
7. Self-Sufficiency	Sherwood Baptist Church
8. Education	SWGA Community Action Council
9. Self-Sufficiency	SWGA Workforce Investment Board
10. Self-Sufficiency	Albany Technical College
11. Education	Dougherty County School System
12. Education	Albany State University
13. Education	Albany State University
14. Youth	Albany Area YMCA
15. General Services	SWGA Council on Aging
16. Education	Family Literacy Connection
17. Self-Sufficiency	SWGA Project for Community Education
18. Youth	MISSION Change
19. Self-Sufficiency	Strive2Thrive

TYPE OF SERVICE	# OF NH PERSONS SERVED	ANNUAL VALUE	FIVE-YEAR VALUE
New K-8 Charter School	100 children annually	\$100,000	\$500,000
After School Camperships	100 children annually	\$120,000	\$600,000
Adult, Child and Women's Health	100 patients annually	TBD	TBD
Shelter and Outreach Services	8,000 service instances	\$ 33,280	\$166,400
After-School and Summer Programs	5 memberships annually	\$ 5,000	\$ 25,000
Domestic Violence Services	TBD	\$ 40,000	\$200,000
Mentoring Individual Families	TBD	TBD	TBD
Head Start Enrollment Slots	35 children annually	TBD	\$4,900,000
Job Prep, Training and Placement	TBD	TBD	TBD
Adult Basic Education (GED)	10 adults annually	\$ 20,420	\$102,100
Parent and Student Math / Reading	300 slots annually	\$ 50,000	\$250,000
Family Life Program Slots (Early Childhood)	10 families annually	\$ 2,500	\$ 12,500
Strengthening Cradle to Career Pathways	TBD	\$ 25,000	\$125,000
Family Memberships; Health Screenings	25 families annually	\$ 24,000	\$120,000
Meals on Wheels; Case Management	45 seniors annually	\$112,500	\$562,500
Parents as Teachers Home Visitation	40 families annually	\$115,000	\$575,000
Community Garden & Farmers Market	15 women over 5 years	\$ 40,000	\$200,000
After-School Programs	50 children annually	\$ 45,000	\$225,000
"Getting Ahead Classes" and Job Support	5 families annually	\$ 2,750	\$ 11,000
		TOTAL =	\$8,824,100

HOUSING PLAN



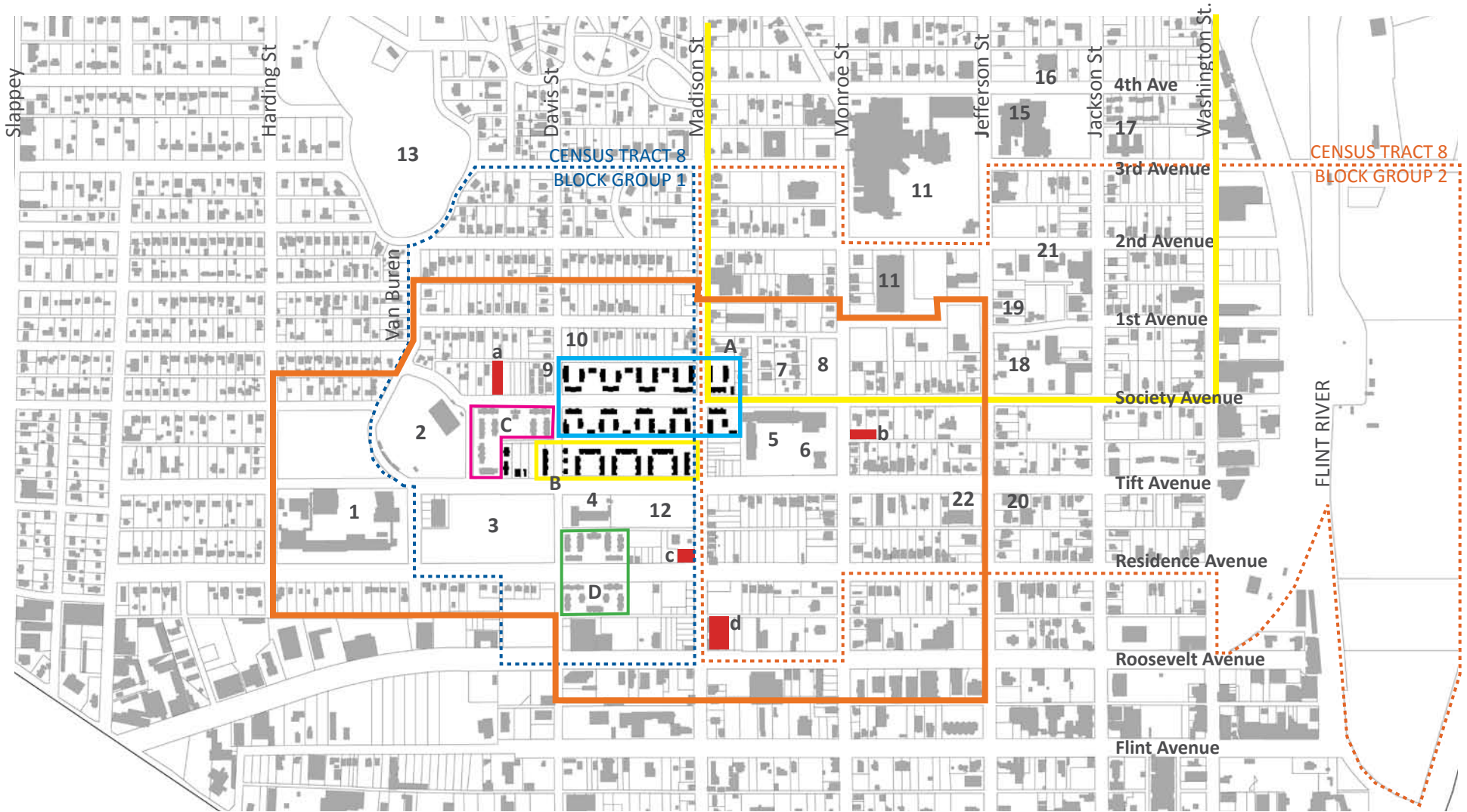
HOUSING PLAN SECTIONS

- 129 Planning for Housing**
- 131 Overall Housing Vision and Impact**
- 132 The Albany Housing Authority**
- 133 Existing Housing Context**
 - West Central Albany
 - Public Housing - McIntosh Homes and Golden Age
- 139 Housing Objectives**
 - Goals, Metrics and Outcomes
- 140 Preliminary Market Needs Assessment and Opportunities**
- 146 Key Housing Strategies**
 - Mixed Income Housing and Replacement Housing
 - Housing Program and Implementation Activities
 - Leveraging Resources
 - Housing Program Summary
 - Housing Implementation Entity
- 158 Design and Green Building**
 - Proposed Site Design
 - Proposed Housing Design
- 164 Relocation Strategy**
- 165 Fair Housing and Equal Opportunity**



The challenges facing cities like Albany are very different from those facing cities that have grown during the 1990's and early 2000's. Here, key threats are not a shortage of land or substantial lack of affordable housing but continuing loss in population, jobs and businesses resulting from stagnant economies. These issues require a new paradigm for urban revitalization and community transformation in Albany: one that acknowledges the central role of housing policies and housing investment in helping to rebuild the city's economy and which defines new and creative roles for the local government, not-for-profit community organizations and other stakeholders in order to foster positive community change.

Albany's Choice Neighborhoods Transformation Plan is centered on the revitalization of Albany's most distressed neighborhood, the Albany Housing Authority's (AHA) McIntosh Homes and Golden Age public housing sites and the surrounding West Central Albany community, newly named the ***Oaks at North Intown***. AHA and its Choice Neighborhoods (CN) Partners see **housing investment as neighborhood investment** and understand the importance of leveraging key resources to create the greatest potential impact for overall community benefit. By first identifying goals and principles to guide community redevelopment and investment decisions and then second, delineating specific strategies that can be effective in building the local housing market and creating a neighborhood of choice, Albany has assembled a comprehensive Choice Neighborhoods 'housing strategy' designed to reverse the cycle of decline in West Central Albany. Given limited resources and the size of the challenge, AHA, its CN Partners and the City of Albany must make every dollar count and ensure every investment actively furthers the agreed upon Choice Neighborhood goals. The decisions Albany will make to secure and invest housing resources through the ***Oaks at North Intown*** Choice Neighborhoods Transformation Plan are among the most important decisions it can make for its future.



Map 5.1: Choice Neighborhoods Target Area

AHA Public Housing Communities:

- A. McIntosh Homes (125 du)
- B. Golden Age (66 du)
- C. Thronateeska Homes (32 du)
- D. O.B. Hines (56 du)

Places of Worship:

- a. Israel's Temple
- b. Church of the Albany Rescue Mission
- c. New Testament Church
- d. Hines Memorial CME Church

- 1. Albany High School
- 2. Hugh Mills Stadium
- 3. Albany High School Athletic Fields
- 4. Tift Head Start Center
- 5. Lincoln Elementary Magnet School
- 6. Former Mamie Brosnan Elementary School (Vacant)
- 7. Girls Inc.
- 8. Engram City Park
- 9. Boys & Girls Club (AHA Building)

- 10. Existing AHA Playground
- 11. Phoebe Putney Memorial Hospital (PPMH)
- 12. Existing Retention Area (DCED Vacant)
- 13. Hilsman Park
- 14. Coca Cola Building (Sherwood Baptist Church)
- 15. PPMH Healthworks
- 16. PPMH Child Development Center
- 17. Albany Health Care

- 18. SOWEGA Council on Aging
- 19. Samaritan Clinic
- 20. Little Learners Academy
- 21. Salvation Army
- 22. Harvey Grocery Store (Vacant)

CN Target Area

PPMH Development Area

Better housing and a neighborhood of choice lies at the heart of Albany’s Choice Neighborhoods Transformation Plan. The **Oaks at North Intown** is clearly a viable but threatened neighborhood. Its continued decline, with the resulting loss of property value, deterioration, ongoing disinvestment and abandonment will have a persistently dramatic and negative effect on the city as a whole and on the surrounding existing schools, local hospital and residential neighborhoods unless substantial stabilization efforts, centered on housing redevelopment and neighborhood improvements, are put into place to reverse this pattern.

The cost of stabilizing such an area will be substantially lower than the cost of bringing back an area where the fabric of the community must be rebuilt from the ground up. The CN Housing Plan therefore builds on the existing neighborhood’s rich social fabric, strong community bonds, existing neighborhood assets, existing schools - Albany High School, Lincoln Elementary Magnet School and Tift Head Start Center - and key anchor institutions located within or adjacent to the target neighborhood - including Phoebe Putney Memorial Hospital (PPMH) and Albany State University (ASU) - to foster revival and ensure comprehensive revitalization. It is both a **people-based** and **place-based strategy** that connects existing and newly formed CN partnerships between the AHA, the City of Albany, neighborhood residents and local community organizations and institutions, with Albany’s traditions and community identity deeply rooted in the geographic, cultural, social and physical connections of individual neighborhoods.

Through Choice Neighborhoods, AHA and its committed CN Partners have developed the **Oaks at North Intown** Transformation Plan as a ‘blueprint’ for action. **The Plan envisions the transformation of the distressed West Central Albany community into a viable and sustainable mixed-income neighborhood through key housing and non-housing related strategies that will support public housing residents and neighborhood families from diverse backgrounds and across a range of incomes.**

AHA is committed to providing affordable housing units to replace the existing 125 units of public housing (PH) at McIntosh Homes and the existing 66 units of public housing (PH) at Golden Age, one-for-one, and add an additional 125 to 252 new units of affordable and market rate housing both on-site and off-site within the boundaries of the CN Target Area(*). The Plan is informed by a preliminary market needs assessment; sustainable design principles to guide physical investments; a housing needs assessment that draws on third-party data compiled by Albany State University (ASU) and Darton State College; survey data from current residents of McIntosh Homes, Golden Age and other AHA public housing sites; data from AHA’s waitlist; and data from the Georgia Department of Community Affairs, the U.S. Census and HUD to establish metrics and measurable outcomes.

(AHA and the City of Albany will continue to explore the pros and cons associated with the potential expansion of the CN Target Area boundaries to include all of Census Tract 8, Block Group 1 and Block Group 2 area.*

Key Housing and Non-Housing Strategies are intended to:

Regenerate existing residential areas

by focusing on eliminating the distressed site and housing conditions at McIntosh Homes and Golden Age, and reducing vacancy and abandonment in the surrounding neighborhood through mixed-income housing development on-site and off-site, on vacant, abandoned or foreclosed properties

Build on community assets and create opportunities

for lower income families to become more stable and engaged members of the community

Link housing investments

by AHA, the City of Albany and Phoebe Putney Memorial Hospital (PPMH) with appropriate services, improved schools, public assets, transportation, and access to jobs. Through the leadership of AHA, PPMH, ASU, and the Tift Head Start Center, a strong emphasis is placed on access to high quality educational opportunities, including early childhood education, and on community health-related initiatives for residents within the neighborhood.

The Albany Housing Authority *is committed to community transformation*



The mission of the Albany Housing Authority (AHA) is to “provide low income families with safe, secure, and healthy housing, while fostering an atmosphere that will allow individual families to develop a sense of community within each neighborhood.” The AHA presently operates and manages 20 public housing developments serving 1117 families within the City of Albany. AHA also manages 230 city owned properties for income eligible residents. The current economic recession and the decline of the local manufacturing industry has left the city with an increasing need for housing assistance resulting in a combined public housing and Section 8 waiting list of over 2,000, which is further exacerbated by a growing homeless population at approximately 300. AHA recognizes its role as the top provider of affordable housing in the City of Albany and to achieve its goals, has restructured its organization, built capacity internally and externally, and established strategic partnerships.



Through the Choice Neighborhoods Initiative, AHA continues to further its mission of bringing about improvements in the quality of life of public housing residents by transforming Albany’s most distressed neighborhood into a neighborhood of choice with collaborative public involvement viewed as essential to community change efforts.



Starting with the devastating Flint River flood in 1994, AHA understood the importance of implementing extensive community outreach efforts to support the relocation of residents from the 140 destroyed PH units and enabled the development of 239 new units of housing in seven new locations with community buy-in including AHA’s mixed income community, Ashley Riverside, in downtown Albany. In 2001

and 2007, AHA provided contract development services for two Section 202 Elderly Housing communities, Arcadia Commons and Arcadia Courtside, using an inclusive public planning process to assure active participation by community residents.

AHA’s efforts to develop a strategy for revitalizing the obsolete McIntosh Homes and Golden Age public housing communities began in 2009 with limited resources and the realization that the challenges faced today in West Central Albany are substantial. AHA’s initial vision for both housing communities and West Central Albany is (1) to replace the deteriorated and physically distressed public housing with a new market-quality, mixed-income community, (2) provide real housing choices for residents, (3) to enhance existing housing, (4) to strengthen access to neighborhood retail, and (5) to create enduring linkages and leveraged its resources that support educational, health and employment opportunities. With representation from community residents and over 50 local public, private, and non-profit organizations, Albany’s Choice Neighborhoods Transformation Plan is the result of nearly two years of planning and a testimony to AHA’s enduring commitment to transforming neighborhoods of concentrated poverty into neighborhoods of opportunity for the people of Albany.

Photos - top to bottom:

1. Albany Housing Authority Choice Neighborhoods Team Members
2. Preparations for Community Luminaries Activity (December 2011-2012)
3. McIntosh Homes Choice Neighborhoods Resident Planning Group

Existing Housing Context:

West Central Albany, newly named the *Oaks at North Intown*

The Choice Neighborhood (CN) target area occupies 238 acres within Intown Albany and contains 688 housing units. It is predominantly a neighborhood of renters (90.4%), with only 9.6 percent of its units owner-occupied and a vacancy rate of nearly 26 percent in 2011, compared to just over 13 percent for both indicators in surrounding Dougherty County. The existing residential character of the neighborhood consists of modest one and two story residential structures and a significant concentration of vacant or deteriorating buildings occupying over 50 percent of the total neighborhood land area. More than half of the housing units (52%) are detached single-family homes with duplexes and small multi-family buildings accounting for an additional 8 percent. The remaining 40 percent of the housing stock is in large multifamily housing projects, most of which are owned by AHA. A small number of larger residential buildings have been adaptively converted for retail or commercial purposes over time.

The housing stock's median age is over 60 years old, compared to 37 years old in the County, creating significant difficulties for maintenance and greater need for rehabilitation. In 2012, of all owner-occupied units, 2.5 percent were cited for code violation and 3.7 percent were dilapidated structures as recorded by the City of Albany Code Enforcement Department. In the same year, housing permits for new construction (0), rehabilitation (12) and demolition (5) were primarily for single-family homes. The median price of a home in 2011-12 was \$48,500 in the CN target area, 34.9 percent lower than the County as a whole (\$74,500).

Within the CN Target Area, there are four AHA public housing developments serving 279 families, including McIntosh Homes (125 units) and Golden Age (66 units). Through the use of capital grants funds, AHA continually improves the quality of the existing housing stock and has been diligent in reducing vacancies across all of its public housing inventory, thereby maintaining a vacancy rate below 2% in 2011 and 2012.



LEGEND:

AHA PUBLIC HOUSING:

- A. AHA McIntosh Homes (125 Units)
- B. AHA Golden Age (66 Units)
- C. AHA Thronateeska Homes (32 Units)
- D. AHA O.B. Hines (56 Units)

- 1. Albany High School
- 2. Hugh Mills Stadium
- 3. Albany High Athletic Fields
- 4. Tift Head Start Center
- 5. Lincoln Elementary Magnet School
- 6. Former Mamie Brosnan Elementary School (Vacant)
- 7. Girls, Inc.
- 8. Hilsman Park
- 9. Boys & Girls Club (AHA Building)
- 10. AHA Playground
- 11. Phoebe Putney Memorial Hospital
- 12. Existing Retention Area (Vacant)
- 13. Hines Memorial C.M.E. Church



MAP 5.2: Existing AHA Public Housing Communities in the Choice Neighborhoods Target Area

Existing Housing Context: McIntosh Homes and Golden Age Public Housing

Located at the center of the CN target area, McIntosh Homes AMP 1 consists of three developments built in the 1940's and 1950's, which were initially assigned project numbers GA 23-1, 23-2, and 23-3. Golden Age, part of AMP 3 and identified as GA 23-7, is located immediately adjacent to McIntosh Homes. Both sites occupy over 1 1/2 neighborhood blocks representing close to 10 acres of land area. GA 23-1 or Thronateeska Homes, built in 1942, was the very first public housing development built in Albany. It takes its name from the American Indian name for the Flint River. The second development, built also in 1942, was O.B. Hines Homes, GA 23-2, named for Mr. O.B. Hines who was a lay leader of Hines Memorial Christian Methodist Episcopal Church which is located on Madison and Roosevelt. These two developments have undergone significant improvements to make them viable for continued use as public housing. They consist of 32 and 56 units respectively.



McIntosh Homes Public Housing. GA 23-3, or McIntosh Homes, has outlived its useful life and is today a severely distressed public housing community. Constructed in 1952, the 125 apartments in 37 one and two-story buildings on the McIntosh Homes site are over 60 years old and are physically and functionally obsolete in their current condition. Despite AHA's diligent efforts over the years to maintain the buildings and site in functioning condition, the shortcomings of the original design of the structures (relative to today's room sizes and market standards) and layout of the site simply cannot be overcome through maintenance, adaptation, or rehabilitation. A moderate rehabilitation in 1998, including roof replacement, sanitary sewer improvements, and heater system replacement, was not sufficient to upgrade the designs, structure and systems for long term viability.

The extent and nature of infrastructure and site deficiencies, and fundamental design flaws (barracks layout) preclude rehabilitation estimated at a cost of \$13.1 million or 65.23% of the \$19.9 million in Total Development Costs (TDC) based on a current needs assessment, making the project eligible for demolition. The outdated original design of the structures and layout of the site present numerous problems for long term viability. The units have single pane non-insulated glass windows and there is no central air conditioning despite the hot Southwest Georgia summers. Further, its presence in this sector of the City serves as a deterrent to neighborhood investment and change, as evidenced by the prevalence of deteriorated, underutilized, and vacant properties surrounding the site, and houses in various stages of neglect and deterioration in the immediate vicinity.



The following summarizes present conditions of distress at McIntosh Homes:

- **REAC Physical Inspection.** AHA’s McIntosh Homes scored 60 on HUD’s REAC (Real Estate Assessment Center) inspection in 2010.
- **Structural Issues.** Significant cracks and gaps as evidenced in the interior and exterior masonry walls resulting from settlement and deterioration of the buildings and units over the past 61 years.
- **Building Systems.** Obsolete electrical, mechanical systems, and building envelopes are present throughout the site. The 150-amp electrical system in each unit is undersized for today’s typical electrical loads and lacks GFCI and arc-fault protection required by code. None of the buildings has central cooling for the extreme hot and excessively humid Southern climate.
- **On-Site Infrastructure.** Public infrastructure systems serving the site were installed as part of the original construction in 1952. Improvements to these original systems were made in 1998 with subsequent water distribution issues addressed in 2005.
- **Design Deficiencies.** The interior configuration of the apartments has not changed since the original construction in 1952 and the small unit sizes do not meet the minimum standards for unit sizes to qualify for 2010 State of Georgia Tax Credits. The buildings remain barracks-like in character, without defensible space, with limited accessibility for the mobility impaired, and with a site plan that isolates and stigmatizes the public housing residents from the community.

Despite these negatives, McIntosh Homes is maintaining occupancy at about 97% with a long waiting list of applicants, and serves as affordable housing for families with average incomes of \$8,950, and with average rents of just over \$50 per month. Family demographics reveal the following: 51% of the adults are between 18 and 30 years of age; 85% of the adults are female; 98% of the residents are black and 2% are white.

AHA PUBLIC HOUSING DEVELOPMENTS within the CN Target Area:

	TOTAL	1-bedr	2-bedr	3-bedr	4-bedr
McIntosh Homes	125	24	53	40	8
Golden Age*	66	59	7	0	0
Thronateeska Homes	32	4	16	12	0
O.B. Hines	56	16	22	14	4

** (13) units are efficiency units*



Golden Age Public Housing. GA 23-7, or Golden Age, was built in 1964 and has outlived its useful life. The 66 units of efficiency, one and two bedroom apartments, are in one-story garden style units with limited off street parking. The roofs are over 20 years old and are in need of replacing. The windows are non-insulated single pane glass. The heating and air-conditioning units are through-the-wall tpac systems that were installed over 11 years ago and are at the end of their useful life. Bath fixtures and interior doors are original with the units and are need of replacement. The property has limited accessibility for the mobility impaired and is only 5% ADA compliant .

At present and despite these negatives, Golden Age is maintaining an occupancy of 98% with a long waiting list, serving as affordable housing for persons with average incomes of \$9,838 and with average rents of \$90.63. Residents aged 55 and older comprise 70% of the tenant population, with the majority of residents (67%) being female; 97% of the residents are black and 3% are white.



Map 5.3:
Aerial Map indicating location of McIntosh Homes and Golden Age Public Housing Sites within CN Target Area

- A. AHA McIntosh Homes (125 Units)
- B. AHA Golden Age (66 Units)
- C. AHA Thronateeska Homes (32 units)
- D. AHA O.B. Hines (56 units)

- 1. Albany High School
- 2. Hugh Mills Stadium
- 3. Albany High Athletic Fields
- 4. Tift Head Start Center
- 5. Lincoln Elementary Magnet School
- 6. Former Mamie Brosnan Elementary School (Vacant)
- 7. Girls Inc.
- 8. Engram City Park
- 9. Boys & Girls Club (AHA Building)
- 12. Existing Retention Area (Vacant)



The ***Oaks at North Intown Transformation Plan*** has been developed as an integral part of a revitalization strategy for the larger West Central Albany community with new investments in housing seen as the **main catalyst for neighborhood change**.

The CN Housing Plan envisions a revitalized neighborhood that connects a vibrant downtown Albany located just to the south with the economic engine of Phoebe Putney Memorial Hospital (PPMH) to the east, and the historic neighborhoods of Palmyra Heights and Rawson Circle to the north and west. The CN Housing Plan vision encompasses affordable housing, but also includes other types of mixed-income rental and ownership housing, high performing schools, medical facilities and health initiatives, retail opportunities and other neighborhood amenities. More importantly, this vision hinges upon a change in the mindset of the community such that the ***Oaks at North Intown*** neighborhood is identified as a place of opportunity and choice and that is:

- 1. Mixed-Income** through the implementation of a replacement housing strategy that reduces the concentration of distressed public housing on both the McIntosh Homes and Golden Age sites and provides a mix of public housing, tax-credit housing, Section 8 housing and market-rate housing to households with a mix of income levels throughout the ***Oaks at North Intown*** neighborhood.
- 2. Energy Efficient and Sustainable** by encouraging all housing development and housing rehabilitation and/or infill to meet or exceed applicable energy codes; and by utilizing a building and neighborhood certification system (i.e., LEED New Construction, LEED for Homes, LEED ND, Enterprise Green Communities, Earthcraft, or others) that increases resource efficiency, reduces greenhouse gas emissions and promotes healthy living environments for residents.
- 3. Accessible, Adaptable and Visitable** as well as Connected and Free from Discrimination by establishing and achieving the Section 504 and Fair Housing Act accessibility requirements and by ensuring affordable broadband Internet access; and free from discrimination in the sale, rental or financing of housing.
- 4. Affordable** by preserving affordability while creating income diversity and attracting new higher income residents into the neighborhood through the development of attractive mixed-income housing.
- 5. Physically Viable** by ensuring that all design and construction responds to user needs and is designed at a scale that is compatible with the character of the existing neighborhood fabric, and constructed with high quality, durable and low-maintenance materials.
- 6. Financially Viable** by developing an implementable approach that is budgeted appropriately and responds to market demand.

Preliminary Market Needs Assessment and Opportunities

For the purposes of the CN planning process, AHA conducted a preliminary market needs assessment to analyze current market conditions and their influence on the revitalization and redevelopment of the **Oaks at North Intown** neighborhood. The market assessment by PLANVEST is supplemented by ADICA's (Albany-Dougherty Inner City Authority) 2011 Downtown Albany Housing Market Study and draws on data and trends analyses for a broader market area as shown on Map 5.4 to include the CN Target Area, Downtown Albany and the surrounding Intown Albany area in Dougherty County. The boundaries of this primary market study area are defined as follows:

- **Downtown Albany** is defined as the Flint River to the east, north to W. Roosevelt Alley, west to Jefferson Street and south to W. Highland Avenue. This area encompasses the fifteen blocks that are the Central Business District (CBD).
- **Intown Albany** includes the Oaks at North Intown neighborhood and is defined as the area from the Flint River to the east, north to Liberty Expressway (Highway 19/82), west to Slappey Blvd and south to Oakridge Drive.

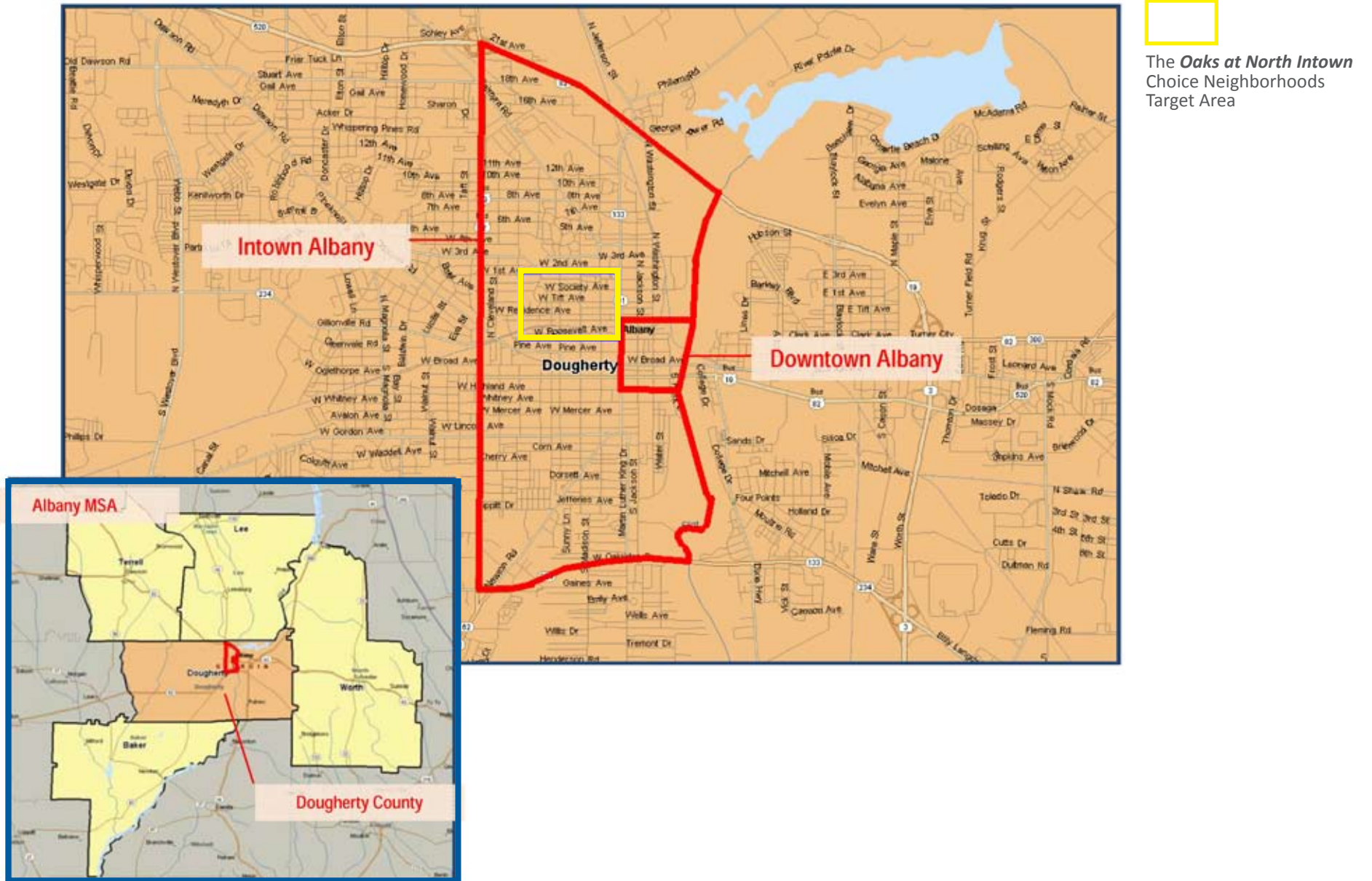
While the focus of the study is on the CN Target Area, the market analyses examined the characteristics of this larger primary market area to gain a better understanding of the potential housing market and to support the strategies proposed in the CN Housing Plan. Where possible, data has been included for the City of Albany, Dougherty County and the Albany MSA, which includes Baker, Dougherty, Lee, Terrell and Worth Counties. The following overview presents the key findings of these analyses and addresses the positive attributes that can

serve to drive neighborhood investment as part of an overall City strategy towards downtown/intown revitalization. These key attributes are the CN target area's proximity to downtown Albany; excellent access to major roadways; proximity to the historic neighborhoods of Palmyra Heights and Rawson Circle; the presence of anchor institutions like Phoebe Putney Memorial Hospital (PPMH) and Albany State University (ASU); and ongoing targeted investments by both PPMH and the City of Albany in the adjacent Arcadia, Old Northside and Sandy Bottom neighborhoods as well as the recently approved loft conversion program in the CBD.

Current conditions of the Housing Market in Downtown and Intown Albany

- **Population Trends.** The population and number of households (HH) in the Intown Albany Area is not growing while the surrounding areas have modest growth. The population forecast for 2016 for Intown Albany indicates a decline. However, the population for Dougherty County is projected to increase to 94,316 in 2016, an increase of 0.8%.
- **Household Trends.** Reflecting lack of growth in population, the number of HH in the Intown Area is not growing. Data indicates that the number of households in Intown Albany is projected to continue to decrease from 5,091 in 2011 to 4,956 in 2016, a decrease of 2.7%, while the number of households in the County is projected to increase 1.6% to 36,201 HH and the City is projected to increase 3.2% to 62,113 HH.

MAP 5.4: Map indicating the boundaries of the primary market study area. See Appendix for PLANVEST Market Scan and ADICA Market Study.



The Oaks at North Intown CHOICE NEIGHBORHOODS TRANSFORMATION PLAN

- **Demographics.** The population of the Intown Area is slightly older and is more modestly educated than in the surrounding Dougherty County area. More than one-third of Intown residents do not have a high school diploma. An additional 29.7% have only a high school diploma or equivalent. Households are smaller, with fewer non-traditional married families and with modest incomes. In Intown Albany, 45.8 percent of HH are non-family households, 36.2 percent are other family households and 18 percent are married-couple family HH.
- **Household (HH) Incomes.** Intown HH have a very low median household income of \$19,443, which is 57.5% of the median income in the County (\$33,803) and 50.7% of the median income in the MSA (\$51,714). In the CN target area, close to 50% of HH had 2012 incomes below \$9,000.
- **The Intown Area is an important employment center,** but few Intown employees live in the area. An estimated 20,068 employees work in Intown Albany, mostly in Services and in Public Administration. According to the US Census, only 10.1% of these workers live intown, with the remainder commuting from the rest of Dougherty County and the surrounding areas.
- **The housing supply in Intown Albany is primarily renter-occupied,** with a balance of single family and multifamily units that are significantly older than those in the surrounding areas. There are 5,933 housing units in Intown Albany, of which 85.8%, or 5,091 units, are occupied. The majority of the housing units (70.8%) are renter-occupied and 29.2% are owner-occupied.
- **Almost half of the Intown housing units (49.5%) are single family homes,** with duplexes and small multifamily accounting for an additional 46.5%. The remaining 4.1% of the housing stock is in large multifamily housing projects or in other types of units. The median age of Intown housing is 52 years old, compared to 37 years old in the County and 33 years old in the MSA.

Housing Market Trends

- **The number of building permits issued** in the County have decreased dramatically and remain primarily for single family homes.
- **Rental Market.** Apartments in the area have very low vacancy rates but modest rents. Existing apartment complexes containing a total of 1,374 units have vacancy rates ranging from 1.2% to 26.6%, with an average vacancy of 5.7%. The apartment complexes' asking rents range from \$415 per month to \$648 per month, with an average asking rate of \$525 per month. Median rents are not expected to increase significantly between 2011-2016. HUD's Fair Market Rents (FMR) for 2012 are similar to those determined to be median rent levels in the Central Albany MSA.
- **Sales Market.** Sales activity for homes in the Intown Area is modest, both in number of sales and in price. Within the **Oaks at North Intown** neighborhood or immediately adjacent, single family listings for units built in the 1930's and 1940's have asking prices ranging from \$19,000 to \$100,000. The median asking price of these units is \$35,500. Home prices increase dramatically to the north and northwest of the CN target boundaries which includes the Rawson Circle and Palmyra Heights neighborhoods.
- **Sales activity in Albany and Dougherty County** as a whole has been severely impacted by the current economic downturn, with fewer sales and depressed sales prices. In Dougherty County, the average price decreased from a high of \$252,768 in 2007 to a low of \$125,156 in 2009, a decline of 100.4%.

Housing Market Demand in Intown Albany

Four primary factors will contribute to create future demand for housing in Intown Albany:

1. **Demand from Regional Household (HH) Growth.** Estimates indicate that a potential demand for 6 to 9 units of new ownership housing and 6 to 9 units of new rental housing per year over the five years will come from the growth of new HH in the County. These estimates indicate potential demand for 29 to 43 units of owner housing and 29 to 43 units of renter housing over the period 2011 to 2016.
2. **Housing Demand from Intown Workers.** There is an estimated potential demand for approximately 19 to 39 new owner units and 24 to 48 renter units each year over a five year projection period. This demand would be in addition to the demand generated from regional growth.
3. **Downtown Housing Demand from Albany State University (ASU) Students.** There are 4,176 students at ASU, some of whom live off-campus independently. Estimates indicate that these students can generate Intown demand of 1 to 2 owner units annually, or 4 to 8 units over the period, and annual demand for 24 to 48 rental units per year, or 120 to 240 rental units over the five year period.
4. **Intown Housing Demand from Regional Employees.** The final potential source of Intown housing demand would stem from the employees of the largest regional employers interested in living Intown, including Phoebe Putney Memorial Hospital (PPMH). If Intown Albany can capture 3% to 5% of these regional employees, it would generate owner housing demand of 4 to 7 units per year, or 20 to 35 units over the period, and would generate demand of 12 to 20 renter units per year, or 60 to 100 units over five years.

Summary of Potential Demand for Intown Housing In Albany.

The PLANVEST study estimated that there will be demand for 30 to 55 units of ownership housing and 75 to 125 units of rental housing per year over the five year projection period from the four sources of demand identified for intown housing within the primary market boundary area, which includes the **Oaks at North Intown** neighborhood. Any new housing development in the area will be competing with existing housing stock, both ownership and rental units, for this demand. However, due to the unique potential for Intown urban housing, which is not currently available in Albany, the area has a strong potential to capture a substantial portion of this demand.

Recommendations

Creating new housing in Downtown / Intown Albany and in the **Oaks at North Intown** neighborhood will require overcoming major challenges but promises to stabilize and strengthen Albany's Intown neighborhoods while addressing the City's affordable housing needs.

A review of the demographic data and market conditions, including current and anticipated short term future (2011-2016) City of Albany market trends, indicates that approximately 2,400 new housing units would be supportable in the City of Albany, including 900 new units within the Intown Albany market area, over the next five years. Planvest believes that the **Oaks at North Intown** neighborhood is a viable neighborhood with strong potential to capture a share of this housing demand as part of an overall and comprehensive neighborhood revitalization strategy with lasting positive impacts on residents and families living there today. Repositioning the **Oaks at North Intown** so that it becomes a neighborhood of choice will involve strategic investments that build on existing strengths and have the potential to jump-start housing investment activities.

PLANVEST estimates that 240 to 480 total new housing units would be supportable within the CN Target Area, inclusive of the planned replacement of the 191 rental apartment units at McIntosh Homes and Golden Age. This projections is based on the assumption that the CN Target Area would achieve a market penetration or share ranging from 10 to 20 percent of the overall City of Albany housing market need/demand forecast.

Within the CN Target Area, ownership housing demand/need is forecasted to amount to between 100 and 200 units over the five- year period or roughly 20 to 40 units annually over the next five years. A price point range of between \$60,000 and \$90,000 is suggested, depending upon unit configurations, sizes, and amenities. Multi-family rental housing demand/need is forecast to amount to between approximately 140 and 270 units over the five year 2011-2016 period. This represents a demand of 30 to 50 units annually.

Commercial & Retail Development Opportunities

Within the CN Target Area, retail is almost non-existent as most retail and service operations have closed. The former Harvey's Grocery Store on Jefferson Street was one of the last major retail operations within the area, and along with the now vacant King's Mart on North Madison Street, represented the last of the area's food stores. Presently, commercial retail and service needs are being met by limited facilities located to the south on West Oglethorpe Boulevard, the Downtown Area and to the southwest and northwest along Slappey Boulevard. Most of the major facilities on Slappey Boulevard are between one to two miles distant.

PLANVEST conducted a Retail Gap Analysis for the CN Target Neighborhood utilizing both a 0.5 and 1.0 mile radius. Within the 0.5-mile market area, there appears to be sufficient retail dollar support for grocery stores and supermarkets. Assuming

a \$300-\$350 per square foot (SF) productivity, approximately 7,100 to 8,300 SF of space could be feasible for development. General merchandise type retail facilities also showed sufficient dollars available and could warrant between 6,000 to 7,000 SF of closeout or dollar-type stores.

Approximately 3,000 SF of limited-services eating type facilities were indicated as supportable, assuming \$200 per square foot. Within the 1.0 mile market area, the same support opportunities were noted except that limited services eating facilities evaporated due to the existence of available supply between the .5 and 1.0 mile market radius. A small opportunity was noted for home-center type retail facilities. The opportunity identified for home-centers from within the 1.0 mile market area would support between 5,100 to 5,500 SF of space which is small for this type of retail establishment.

Additional market support from within the 1.0 mile market area for grocery and supermarket facilities is indicated as increasing to between 19,400 SF and 22,700 SF. A one-mile market radius is reasonable for this type of facility and the facility store would serve as an anchor for a small convenience retail center. General merchandise space, and particularly off-price or a dollar-store type facility could be supported in the 15,000 to 20,000 SF range based upon the dollar potentials indicated from the larger one-mile market area. Lastly, a small family clothing facility, possibly off-price, could be supported in the amount of 4,000 SF assuming a \$250 per square foot productivity level.

The *Oaks at North Intown* Choice Neighborhoods Transformation Plan

envisions the transformation of the distressed West Central Albany community into a viable and sustainable mixed-income neighborhood through **key housing and non-housing related strategies** that will support public housing residents and neighborhood families from diverse backgrounds and across a range of incomes.

Key Housing Strategies

The McIntosh Resident Planning Group (RPG) and the Choice Neighborhoods Working Groups currently serve as the liaison between the AHA and the broader community with representation from public housing and neighborhood residents and over 50 local public, private and not-for-profit organizations.

All groups participate in decision-making and consensus building for all aspects of the Choice Neighborhoods planning process, and advise AHA on best approaches for continued community engagement and outreach for plan implementation.

The CN Housing Plan is based on feedback gathered from the McIntosh Homes, Golden Age and neighborhood residents, community stakeholders, Choice Neighborhoods Working Groups, the McIntosh Resident Planning Group (RPG) and the City of Albany all of whom have worked with AHA to develop a well-defined, feasible and sustainable plan over the past two years. The review of the housing trends and understanding of the neighborhood have also been critical to the crafting of the proposed Plan. Two key overarching housing investment strategies are seen as essential to rebuilding the ***Oaks at North Intown*** neighborhood:

1. **Infill Housing Strategy** including new construction and rehabilitation to stabilize the neighborhood's existing housing stock and neighborhood fabric.
2. **Replacement Housing Strategy** through new mixed-income housing development **on-site**, on the McIntosh and Golden Age sites, and **off-site**, throughout the CN target neighborhood.

By addressing the blighting influence and abundance of vacant lots and dilapidated housing within the CN Target Neighborhood area through housing rehabilitation and/or new construction and, at the same time, revitalizing the McIntosh Homes and Golden Age public housing sites, this dual approach to housing investments will increase neighborhood stability and facilitate transformation and further improvements of the community for years to come.

Mixed Income Housing and Replacement Housing

The goals of de-concentrating poverty and of encouraging a healthy mix of household incomes to foster community change are complementary, not conflicting, to the goals of ensuring that today's affordable housing is preserved as a resource and that current long-term residents of the community benefit from the neighborhood's revitalization for years to come.

This plan calls for one-for-one replacement of public housing units in accordance with HUD requirements for Choice Neighborhoods. It is the intent of this Plan to demolish the identified units, if and only if, funding from the Choice Neighborhoods Program or other funding sources is determined available to support the replacement housing. To accomplish the CN Housing Plan vision, all 191 of the original units at McIntosh Homes and Golden Age will be demolished. In their place, replacement housing units and new units of affordable and market rate housing will be developed on the McIntosh Homes and Golden Age sites (on-site) and throughout the neighborhood (off-site) as part of the overall infill development and replacement housing strategies.

Housing Program and Implementation Activities

Focusing on a mixed-income model, the CN Housing Plan will utilize a phased development approach to replace all existing McIntosh Homes (125 units) and Golden Age (66 units) public housing units (191 total) and add an additional 125 - 252 mixed-income units; will provide Housing Choice Opportunity for returning AHA families; and will leverage conventional and tax credit financing to create market rate and affordable units.

The Plan is composed of **four (4) KEY HOUSING ACTIVITIES** to support the two key housing strategies described above and overall neighborhood revitalization goals.

Activity 1:

New Mixed-income Residential Development **Off-Site**

Activity 2:

New Mixed-Income Residential Development **On-Site**

Activity 3:

Home-ownership Housing Opportunities through Acquisition, Rehabilitation and/or New Construction

Activity 4:

New Housing Redevelopment within the CN Target Neighborhood, and/or Potential Expansion Area, by Others.

In order to begin housing development immediately, we will start with development of off-site housing on AHA-controlled land (Activity 1) while financing is being secured for the replacement of the McIntosh Homes and Golden Age sites (Activity 2). Housing development Activities 3 and 4 can also be an early step in the housing program, dependent on available resources.

As housing activities are implemented, the resulting creation of new housing opportunities across a range of housing types, incomes levels, and tenures to targeted on-site and off-site locations within the *Oaks at North Intown* neighborhood will, overtime, create the critical mass and foundation needed to support the transformation of the community into a neighborhood of choice.

Getting Started

Activity 1: New Mixed-Income Residential Development Off-Site

Activity 1 is composed of two housing development stages and is the proposed first phase of the CN Housing Plan. This activity calls for the development of a total of 101 housing units in a combination of a new elderly housing community and a new multi-family, mixed-income rental housing development. The implementation of this activity is divided into two components as follows:

1. **Off-Site Multi-Family Rental Phase Development of Sixty (60) new units.**
2. **Off-Site Section 202 with Mixed Finance Development of Forty-one (41) new units.**

The off-site properties proposed for development under Housing Activity 1 are indicated on Map 5.5, parcels A, B and/or C. See also Map 5.1 for CN Target Area Boundaries and proposed CN Expansion Area and also Chapter 6: Neighborhood Plan. Table 5.1 summarizes the off-site housing development program mix including bedroom size and percent distribution.

Photos - left to right:
AHA Section 202 Projects

Arcadia Courthouse:
24 units, completed in 2011

Arcadia Commons:
28 units, completed in 2005

AHA's Arcadia Courthouse is evidence of a successful collaborative effort between AHA and PPMH.



1. Off-site Multi-Family Rental Phase Development of Sixty (60) New Units - Key Points:

- AHA plans to issue a developer Request for Proposals (RFP) to identify a developer partner with experience in mixed-income, mixed-finance transactions. Scope of the RFP will include:
 - (a) Initial off-site phase
 - (b) Choice Neighborhoods Grant Application and Implementation
- Low-Income Housing Tax Credits are an important part of the anticipated resources
- AHA recognizes that the state housing finance agency, DCA, will only allocate 9% tax credits to developers with substantial, prior development experience

Program Description:

One of the two initial off-site housing developments will be a 9% LIHTC multifamily rental housing community is to be developed in the CN Target Neighborhood as a component of a transaction utilizing soft debt from AHA and other sources of finance available in support of the competitive 9% LIHTC application. Of the 60 multifamily rental offsite units, 8 are public housing units; 8 are PBV units; 29 are LIHTC units targeted to 0 to 60% AMI; and 15 are market rate units. Targeted vacant lots for housing development are presently owned by the City of Albany and AHA, are parcels identified for acquisition by AHA, and/or are Phoebe Putney Memorial Hospital (PPMH) owned land.

2. Off-site Section 202 Elderly with Mixed Finance Development of 41 New Units (incl. 30 Section 202 units and 11 LIHTC-only units) - Key Points:

- AHA has experience with the Section 202 process
- AHA, in partnership with a local non-profit corporation, developed two successful Section 202 projects: Arcadia Commons, completed in 2005, with 28 units and Arcadia Courtside, completed in 2011, with 24 units
- AHA is considering two options for the development of the new off-site Section 202 development:
 - (1) AHA may work with a development consultant as it did for prior funded Section 202
 - (2) AHA may include the Section 202 development in the scope of work for the developer partner RFP process, reserving the right to select a second (not-for-profit) developer to spearhead the 202/Mixed-Finance transaction

Program Description:

As one of the two initial off-site housing development phases, a Section 202 elderly housing community is to be developed in the CN Target Neighborhood and/or outside the area as a component of a transaction combining 202 Project Rental Assistance Contract (PRAC) funds with 4% Low-Income Housing Tax Credits (LIHTC) and tax-exempt bonds. Given this combination of funding, the housing will include both low-income subsidized elderly residents as well as unsubsidized residents who pay rents based on 60% of median income. Based on a prototype transaction that closed in December 2012, in Atlanta, a one- or two-story property of 41 one-bedroom units is envisioned.

and an additional non-revenue unit would be used for a live-in staff person. Of the 41 units, 30 would be considered Section 202 units, and the remaining 11 would be unsubsidized LIHTC units. The inclusion of LIHTC and bond financing will allow the property to contain more units than a typical Section 202 deal and will enable the units to be somewhat larger and to feature modern amenities. The program design also provides a broader mix of incomes than under the traditional 202 program which is limited to 0 to 50% of Area Median Income (AMI).

The financing structure is analogous to a public housing “Mixed-Finance” transaction, in that the PRAC funds (which are a direct grant) are initially used to collateralize the tax-exempt bonds during the construction period, at which time all or most of the bonds are retired. (Mixed-Finance bond deals have similarly used HOPE VI funds, CFRC, regular Capital Funds, and/or Replacement Housing Factor to serve as collateral during the bond holding period). Operating costs are apportioned between the 202 and LIHTC units (using a factor such as ratio of dwelling units or square footage), and permanent debt, if any, will be serviced via cash flow generated by the latter.

The AHA may select an experienced not-for-profit developer to spearhead this transaction, and will use a not-for-profit affiliate to serve as Sponsor. The transaction will provide thirty (30) units meeting the Choice Neighborhoods definition of replacement housing and will meet Choice Neighborhood policy goals of broadening the income mix of housing created under the Transformation Plan. It also generates significant Housing Leverage that assists in the pursuit of additional sources of financing for the overall CN Housing Plan.

Getting Started

Activity 1: New Mixed-Income Residential Development Off-Site



The 'blue houses' are located on Residence Avenue between N. Madison and N. Monroe Streets. During the 1840's, after construction of the railroad line down the center of Roosevelt Street and the depot on Washington Street, a need arose for modest housing for railroad employees. Working-class houses were built along the east-west streets near the railroad, along Residence, Tift and Madison including the houses termed today the "blue houses". At present, these structures are under demolition by the City of Albany. (06/2013)

Land Control for Activity 1: Off-site Housing Development

AHA has been working to identify potential locations for the off-site housing development components, as described below:

A. AHA has acquired 13 parcels on Madison Street and Residence Avenue within the CN Target Neighborhood. See the Appendix for location and information on grouping of parcels. The parcels have a total of 12 one-story vacant single-family and multi-family residential structures, known as the "blue houses," in dilapidated condition and with a multitude of code violations and liens. Based on this acquisition action and prior conversations, the City of Albany has agreed to donate the adjoining property owned by the City and will consider donating other parcels owned by the Department of Community and Economic Development (DCEd) located within the CN Target Neighborhood as described on the Tax Department Values listing and the City of Albany Letter of Commitment in the Appendix. The combined land areas of these City owned parcels total 4.75 acres and are listed as Groups 1, 2, 3 and 4. The properties in Group 1, together with the newly acquired property owned by AHA, will be used for the first phase of off-site multifamily housing development and can accommodate approximately 60 new units of housing on 4.57 acres of land. The use for Group 2 (0.9 acres) and Group 3 (1.26 acres) will also include housing to be developed at a later date and will allow AHA flexibility as it moves forward to enhance the initial housing construction. Group 4 (0.24 acres) indicates parcels owned by DCEd.

B. In order to be competitive for the Section 202 funding for the development of the offsite elderly housing community,

AHA has requested that Phoebe Putney Memorial Hospital (PPMH) make available either by gift or sale the property known as 613 N. Jackson Street, located on the south side of Society Avenue and across the street from the new central office and service center of the SOWEGA Council of Aging presently under construction. The site is near a bus line, hospital and other medical services locations, churches and downtown. Proximity and access to medical services, proximity to other services for the elderly and proximity to neighborhood amenities such as churches, parks, and libraries are all important components in the evaluation of site location under the Section 202 program.

Leveraging Resources

Offsite Multifamily Residential Development of 60 new units:

1. Assumes 9% LIHTC allocation and syndication (\$6.27 million)
2. Assumes AHA Loan of non-federal housing of \$500,000 with additional funding required of \$750,000
3. Assumes AHA acquisition loan of \$150,000
4. Assumes First mortgage loan of \$190,000
5. Assumes Federal Home Loan Bank Affordable Housing Program (FHLB AHP) funds of \$390,000

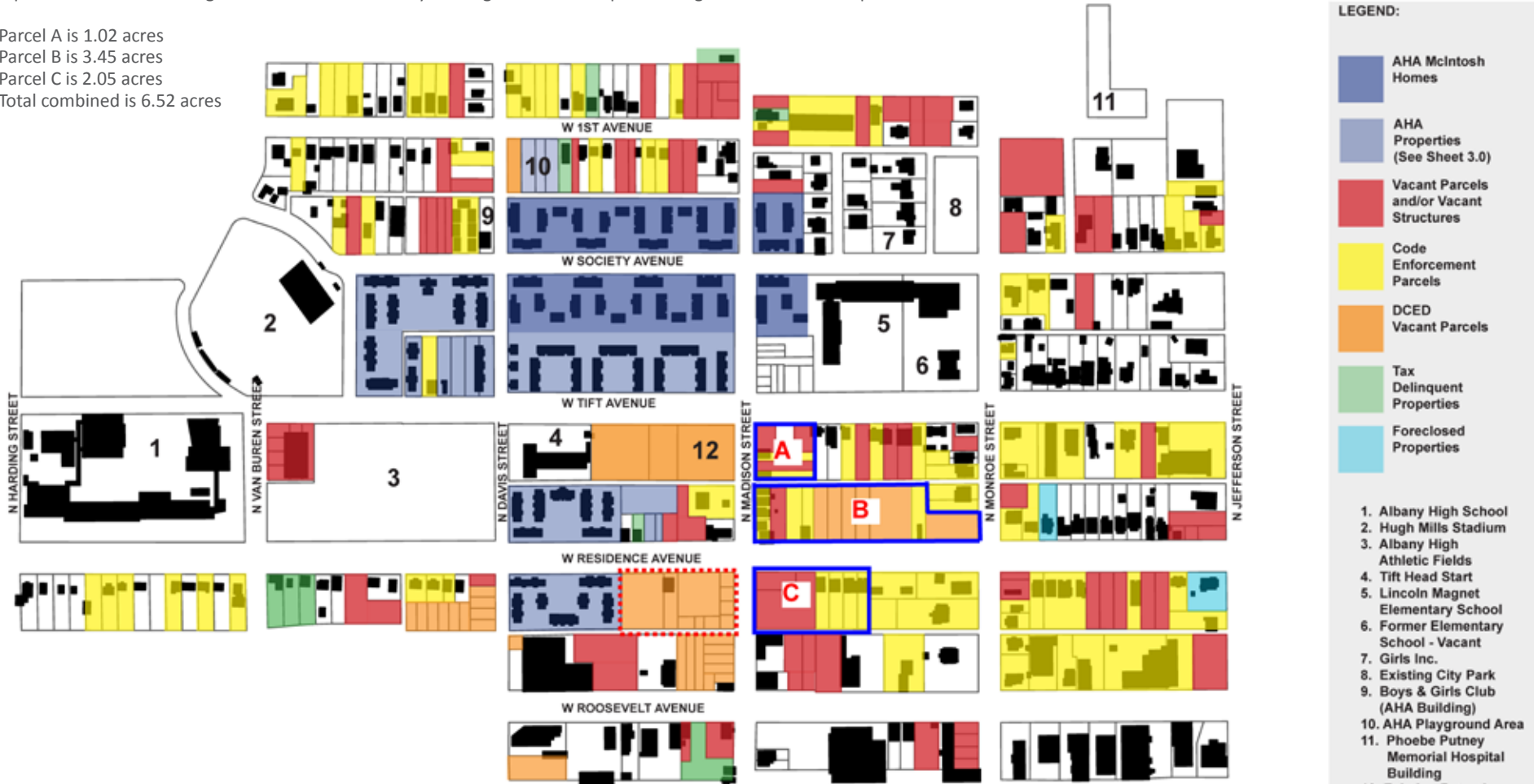
Off-site Section 202 with Mixed Finance Development of 41 new units (incl. 30 Section 202 units and 11 LIHTC-only units):

1. Assumes Section 202 units are fully funded by Section 202 Grant (\$3.4 million)
2. AHA will pursue mixed-finance and use 202 funds to collateralize tax-exempt bonds and leverage 4% LIHTC equity (\$2.1 million)

MAP 5.5: Existing Neighborhood Conditions Assessment & Opportunities for Infill Redevelopment.

The properties indicated within Areas A, B and C along Madison Street, Tift Avenue and Residence Avenue include the “blue houses” and also the properties listed in Groups 1, 2, 3 and 4 owned by the City of Albany and DCED. See Appendix XX for listing of properties, addresses and parcel by parcel land area. A portion of Area C is being allocated for a community urban garden. See Chapter X: Neighborhood Plan for specifics. Combined land area is as follows:

Parcel A is 1.02 acres
 Parcel B is 3.45 acres
 Parcel C is 2.05 acres
 Total combined is 6.52 acres



Data Source for Mapping:
 All parcel mapping and parcel data is based on information received from the City of Albany and Dougherty County.

Moving Forward

Activity 2: New Mixed-Income Residential Development On-Site



The 'blue houses' are located on Residence Avenue between N. Madison and N. Monroe Streets. During the 1840's, after construction of the railroad line down the center of Roosevelt Street and the depot on Washington Street, a need arose for modest housing for railroad employees. Working-class houses were built along the east-west streets near the railroad, along Residence, Tift and Madison including the houses termed today the "blue houses". At present, these structures are under demolition by the City of Albany. (06/2013)

The balance of Albany's CN housing program, approximately 252 new housing units on both the McIntosh and Golden Age sites, relies on **HUD's Choice Neighborhoods Implementation Grant (CNI) funds** for the full implementation of Albany's CN Housing Plan and revitalization vision.

AHA understands the limitations on the continued availability of HUD Choice Neighborhoods Implementation grant funding and will continue to pursue other potential funding sources for implementation of the CN Housing Plan. AHA also understands the challenges small communities like Albany face in competing with larger communities for scarce resources. AHA has spearheaded an effort to identify scoring elements from HUD's 2012 CNI Notice of Funding Availability (NOFA) and submitted recommendations for changes to the grant scoring process for HUD's consideration to provide a more level playing field for smaller communities pursuing community transformation goals. AHA believes that fiscal year 2014, depending on HUD funding availability, will serve as the best window of opportunity for Albany to be the smallest city in the nation to win this grant. In the event that Albany is not successful in being awarded a Choice Neighborhoods Implementation Grant to fund the development of the onsite housing components as described herein, AHA will continue to pursue other potential sources of funding for implementation of the ***Oaks at North Intown*** CN Transformation Plan.

On-Site Multi-Family Rental Phase Development of approximately 252 New Units:

Once the Activity 1 off-site housing development is under way and/or completed, the onsite plan for the 6.5+ acre McIntosh Homes public housing site and the 3+ acre Golden Age public housing site is to be implemented in one to two phases of development over a period of several years and result in a new multi-family, mixed-income rental housing community. Optimally, the proposed development will include 252 new rental units, of which 110 are public housing units targeted to 0 to 60% AMI, 42 PBV units targeted to 0 to 50% AMI, 49 Low-Income Housing Tax Credit (LIHTC) units targeted to 0 to 60% AMI, and 51 market rate units.

The to-be-selected developer partner will be a part of the FY2013 or FY2014 HUD CN Implementation Grant Application process and will likely be the developer for the on-site as well as for the off-site housing development components.

Leveraging Resources

1. McIntosh Homes Public Housing Site – Mixed-Finance Multifamily Rental Development of 168 units

- i. Assumes Tax-Exempt Bonds and 4% LIHTC equity (\$7.48 million)
- ii. Assumes First Mortgage Loan (\$830,000)
- iii. Assumes AHA Loan of CNI Funding (\$15.26 million)

2. Golden Age Public Housing Site – Mixed-Finance Multifamily Rental Development of 84 units

- i. Assumes one (possibly two) rounds of 9% allocation of credits and equity (\$8.9 million)
- ii. Assumes AHA Loan of CNI Funding (\$2.06 million)

AHA Funding as Leverage. Since AHA started the CN planning effort, major improvements to O.B. Hines public housing community located within the CN Target Neighborhood have been completed with a current (FY2012) contract price of \$1.6 million. AHA is using Capital Funds and Operating Funds for this work and it is part of the overall AHA plan to maintain and sustain public housing units in the neighborhood.



Partial illustration of Proposed New Mixed-Income Residential Development along West Society Avenue.

Moving Forward

Activity 3: Home-ownership Housing Opportunities through Acquisition, Rehabilitation and/or New Construction

The newly formed *The Oaks at North Intown Development Corporation* is a private not-for-profit organization with a 501 (c) federal tax exemption intended to serve as a **Community Housing Development Organization (CHDO)** with the express purpose of providing low-income housing in the CN Target Neighborhood and surrounding areas. The *Oaks at North Intown CHDO* is composed of residents from the affected public housing sites as well as representatives of the CN Working Groups who are involved in and committed to the CN Transformation Plan.

Like any participating not-for-profit developer in the HOME program (HOME Investment Partnerships Program is a federal block grant to State and local governments designed exclusively to create affordable housing for low-income households), the newly formed CHDO has applied for funds for eligible HOME program activities, including targeted acquisition, rehab, new construction and first-time homebuyer assistance. Once funding is available and acquisition and rehab activities are complete, the CHDO can then sell the homes to prospective homebuyers. The HOME funding, intended to develop affordable housing, will be available as a grant and will therefore not carry repayment terms, allowing the CHDO to modify sales terms or provide soft seconds to facilitate sales restricted to buyers at 80% of median income. As the CHDO is able to generate its own funds through the use of the HOME set aside funds to purchase, renovate, and sell houses, then the CHDO could also potentially use the fund proceeds to invest (loan) in the CN Housing Plan's on-site housing development component (Activity 2). Organizational documents for the new *The Oaks at North Intown Development Corporation* have been completed as of January 10, 2013. See the Appendix for additional information.



Moving Forward

Activity 4: New Housing Redevelopment within the CN Target Neighborhood by Others*

AHA is exploring additional housing investment opportunities by engaging major institutions and corporations within or adjacent to the CN target neighborhood as key partners in the overall neighborhood revitalization effort. Located within a block of the CN target neighborhood, Phoebe Putney Memorial Hospital (PPMH) has a major stake in the future of the neighborhood, which affects not only the value of PPMH holdings but also their stature as an institution. While institutions like PPMH can be involved in a wide range of activities beyond housing-related pursuits, including valuable roles in strengthening access to high-quality neighborhood schools and health care, and creating job and training opportunities, there are also a number of important roles PPMH can play in revitalizing the neighborhood's housing stock, directly or indirectly.

PPMH is presently committed to coordinating land use within its PPMH Development Area, shown in Map 5.1, with AHA's Choice Neighborhoods revitalization effort to maximize the benefit of available land and development resources. This effort may include making land available for housing development, expanding PPMH institutional development into the CN targeted revitalization area, and coordinating PPMH needs for residential opportunities for its workforce by creating housing opportunities within walking distance of its main campus through incentives for staff to purchase homes in the CN target area or partnering with AHA on a mixed income housing development. See the Appendix for PPMH Letter of Commitment.

() See Map 5.1 for CN Target Area Boundaries and potential CN Expansion Area to include a portion of the PPMH Development Area.*

A best practices example in Connecticut illustrates a successful commitment investment initiative between the City of New Haven and Yale University Hospital, which has operated a program since 1994 to assist Yale employees to buy homes in targeted neighborhoods in the city. Yale University Hospital pays buyers a total of \$25,000, of which \$7,000 is provided at closing, and the remaining \$18,000 in nine annual payments of \$2,000 as long as the buyer remains in the home. The program is offered to any permanent employee at any level working more than 20 hours per week, and has led to nearly 600 Yale employees buying homes in the city. These community investment partnerships have had a positive effect on the city's housing market as a whole, and particularly on the Dwight neighborhood, immediately north of the Yale University campus.



Housing Program Summary

Table 5.1: Housing Program Summary

Onsite Units

New Construction Mix	Bedroom Size	%	ACC Units	NON-ACC Units			Total
				PBV	LIHTC-Only	Market	
McIntosh Homes	0	0%	0	0	0	0	0
	1	31%	23	8	10	11	52
	2	60%	43	17	20	20	100
	3	10%	7	3	3	3	16
		100%	73	28	33	34	168
			43%	17%	20%	20%	100%

New Construction Mix	Bedroom Size	%	ACC Units	NON-ACC Units			Total
				PBV	LIHTC-Only	Market	
Golden Age	0	0%	0	0	0	0	0
	1	33%	12	5	5	6	28
	2	57%	21	8	10	9	48
	3	10%	4	1	1	2	8
		100%	37	14	16	17	84
			44%	17%	19%	20%	100%

New Construction Mix	Bedroom Size	%	ACC Units	NON-ACC Units			Total
				PBV	LIHTC-Only	Market	
On-Site TOTALS	0	0%	0	0	0	0	0
	1	32%	35	13	15	17	80
	2	59%	64	25	30	29	148
	3	10%	11	4	4	5	24
		100%	110	42	49	51	252
			44%	17%	19%	20%	100%

Offsite Units

New Construction Mix	Bedroom Size	%	ACC Units	NON-ACC Units			Total
				PBV	LIHTC-Only	Market	
Offsite	0	0%	0	0	0	0	0
Multi-Family	1	30%	2	0	12	4	18
	2	60%	5	5	16	10	36
	3	10%	1	3	1	1	6
		100%	8	8	29	15	60
			13%	13%	48%	25%	100%

New Construction Mix	Bedroom Size	%	Section 202 Units	NON-ACC Units			Total
				PBV	LIHTC-Only	Market	
Offsite	0	0%	0	0	0	0	0
Section 202	1	100%	30	0	11	0	41
	2	0%	0	0	0	0	0
	3	0%	0	0	0	0	0
		100%	30	0	11	0	41
			50%	0%	18%	0%	68%

Replacement Unit Count	ACC	PBV	Sec 202	TOTAL
	118	50	30	198

Housing Implementation Entity

The AHA will procure one or more developer partner(s) with experience in mixed-income, mixed-finance transactions to lead the implementation of the Housing component of the Oaks at North Intown Transformation Plan. The developer partner(s) will assist AHA with the day to day CN housing development and asset management activities to effectively develop newly constructed high-quality, energy efficient, affordable housing, which will result in significant improvements in the quality, affordability and income mix of housing in the Oaks at North Intown neighborhood. AHA will initiate the three-month long developer procurement process by June 2013 and complete the process by September 2013.

AHA has also enlisted the **City of Albany** and **Phoebe Putney Memorial Hospital (PPMH)** as key housing partners. The City of Albany intends to coordinate and make targeted investments to expand and/or accelerate existing initiatives as well as seek new funding sources to implement newly proposed initiatives related to the CN Neighborhood Plan. It will also seek to identify funding opportunities to generate support for new housing development in the target area. Potential sources of funding may include **Housing Trust Funds**, **Byrne Criminal Justice Initiative funds (BCJI)**, **Community Development Block Grant funds (CDBG)**, **Home Investment Partnerships Program funds (HOME)** and other sources.

See AHA and City of Albany Memorandum of Understanding (MOU) and the PPMH letter of Commitment (LOC) in the Appendix.



Partial illustration of proposed neighborhood “gateway” entryway feature at corner of Madison and Tift.

Design and Green Building

The redevelopment of McIntosh Homes and Golden Age provides a unique opportunity to develop new mixed-income housing that is integrated within the fabric of the existing community, is compatible in scale and uses the latest green building technology. The preliminary site and housing design for the McIntosh Homes and Golden Age site is responsive to the existing neighborhood context and to the proposed on-site residential and non-residential components that will serve to transform the surrounding neighborhood. The goal of the plan is to reconnect both sites as an integral, cohesive and vibrant component of the surrounding neighborhood, effectively ending the isolation between the two sites and the surrounding community. Specific design components are noted and illustrated below.

AHA believes it has an important role to play in accelerating the transformation of affordable housing and realizing the benefits of the emerging green economy to low-income families

and communities. AHA is therefore committed to building a community at the ***Oaks at North Intown*** that is energy and resource efficient, beautiful, and most importantly, cost effective, healthful, and safe for its resident families and children.

The ***Oaks at North Intown*** sustainability program will aim to fulfill the requirements of a recognized green rating certified program that may include LEED New Construction, LEED for Homes; LEED ND; Enterprise Green Communities; Earthcraft; or others, as appropriate. This approach provides a framework for promoting smart growth, public health, energy and water conservation, operational savings and sustainable building practices in affordable housing design. AHA's design approach will encompass sustainable site development, energy-conserving infrastructure, and healthier material choices in order to create an energy efficient community while also taking into consideration local, regional and funding source requirements.

Existing:
AHA McIntosh Homes
fronting both sides of
West Society Avenue



Proposed: Artist Rendering illustrating New Mixed-Income Residential Development along West Society Avenue.



Proposed Site Design

The Plan seeks to follow four **Planning & Design Principles:**

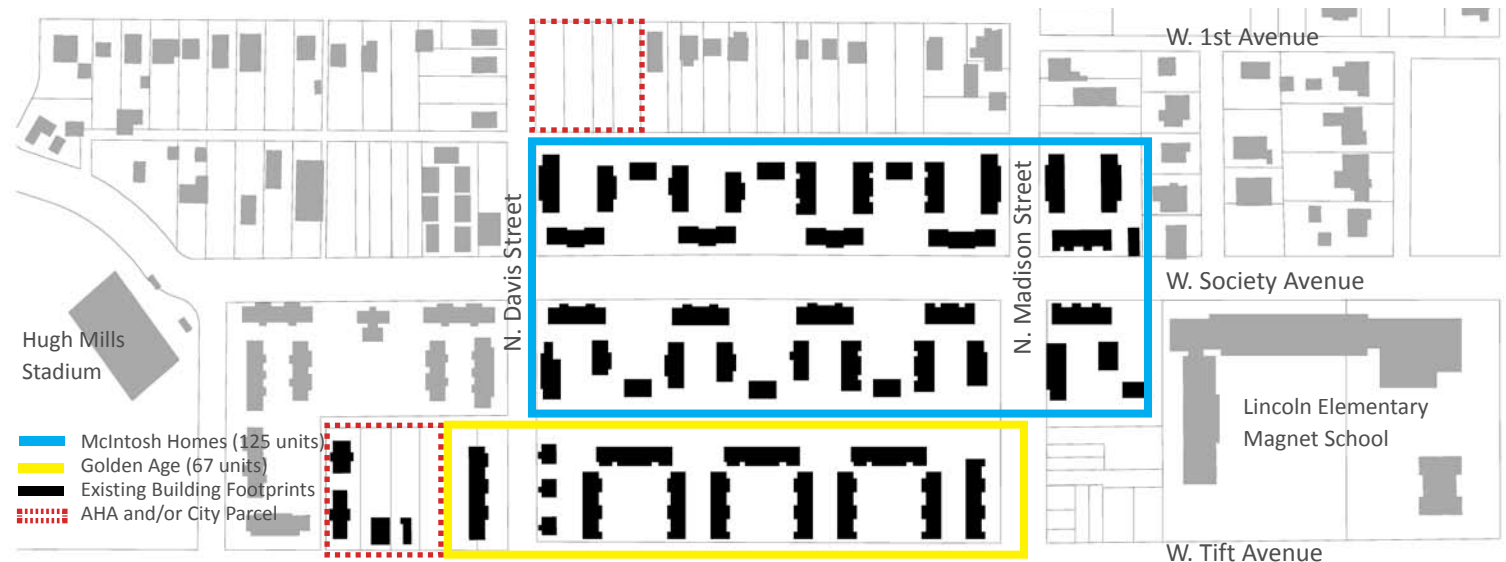
- **Enhances the walkability of the area** with a new housing development that is compact, pedestrian-friendly and interconnected through a network of sidewalks and crosswalks, off-site parking, pocket parks with playground areas and tot lots, and open space
- **Blends into the broader community**, ensuring that the housing and proposed community facilities are appropriately scaled to enrich the character of the neighborhood
- **Creates a more livable environment** as well as an interconnected system of parks and open spaces through a series of linked paths through the site;
- **Uses local architectural traditions, building scale, grouping of buildings, and design elements** that are compatible with and enrich the surrounding neighborhood, and are appealing to households across a range of incomes with a variety of unit types.

The design for the redevelopment of the McIntosh Homes and Golden Age public housing sites is responsive to the existing neighborhood context and to the proposed on-site non-residential components. The goals of the plan are to redevelop the 1-1/2 neighborhood blocks on which the public housing is located as one cohesive and vibrant new neighborhood and to reestablish north/south and east/west connections between the two sites and the surrounding community, thereby effectively ending their isolation.

The centerpiece of the new development is the proposed pedestrian Greenwalk, a landscaped and meandering paved pathway traversing the site and located within walking distance of all new residences.

Designed along the right-of-way of an existing storm-sewer trunk line, this ‘greenwalk’ provides a safe pedestrian connection between the proposed new Family Clubhouse/Management Center and Playground located at the southeast corner of Davis Street and 1st Avenue and the proposed new Oaks at North Intown Community Park to be created by the future rehabilitation of the existing detention pond site located at the southwest corner of Tift Avenue and Madison Street.

New homes within walking distance of these two proposed neighborhood park amenities will include a variety of townhouses, garden apartments and walk-ups with off-site parking located within the housing blocks.



Map 5.6: Existing McIntosh Homes and Golden Age Public Housing Sites.

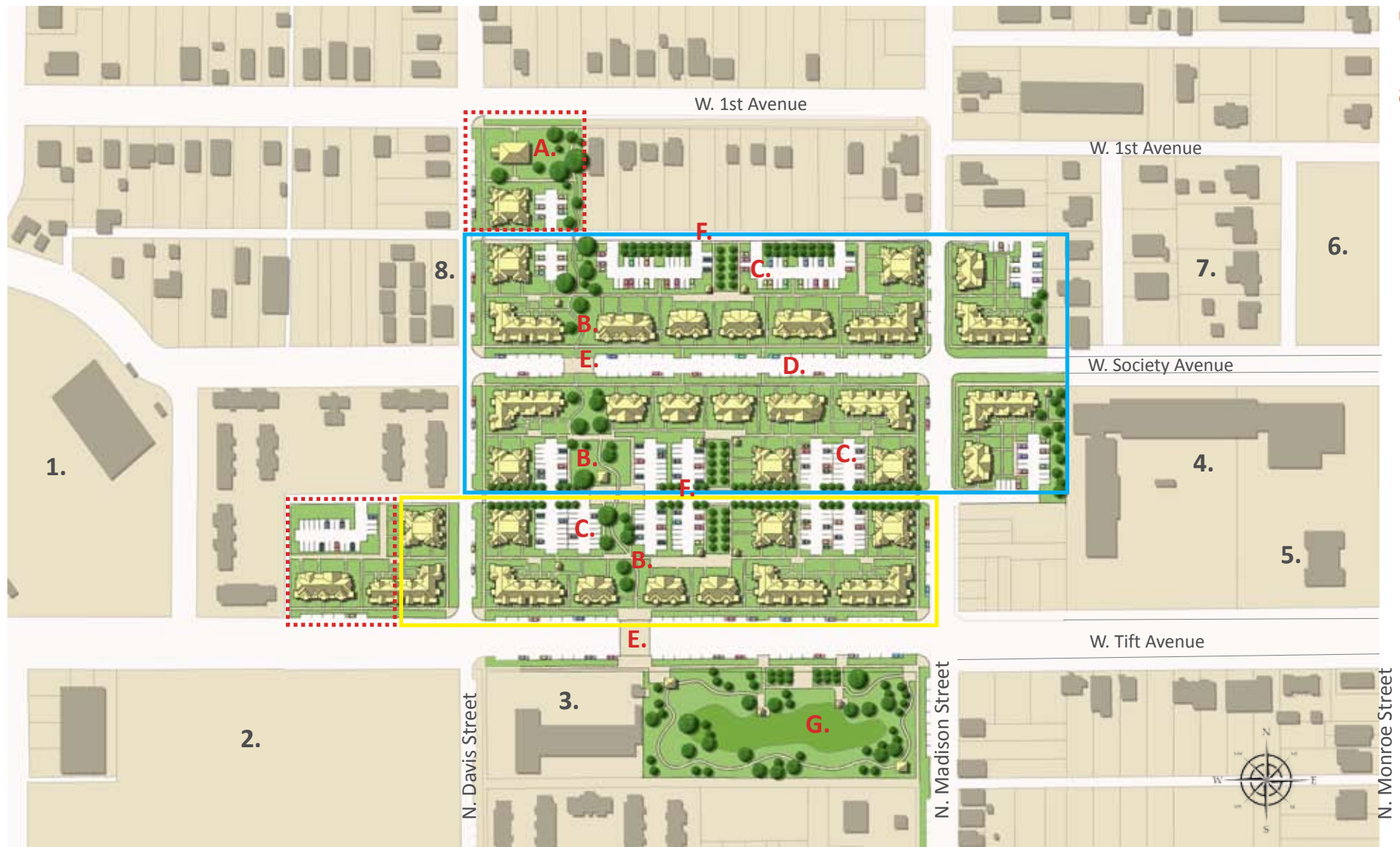
Map 5.7: Proposed Conceptual Site Plan Design for Redevelopment of McIntosh Homes and Golden Age Public Housing Sites

- A. Family Clubhouse and Management Center
- B. Pedestrian "Greenwalk" connecting Safe Playgrounds and Tot Lots
- C. Off-street Parking Courts accessed from Alleyway

- D. On-street Parking along Society Ave
- E. Pedestrian Crosswalk connecting "Greenwalk" and Open Space Amenities
- F. Alleyway Access to Parking Courts
- G. Existing Retention Pond - Proposed Rehabilitation for Community Use

- 1. Hugh Mills Stadium - Albany High
- 2. Athletic Fields - Albany High
- 3. Tift Head Start Center
- 4. Lincoln Elementary Magnet School
- 5. Former Mamie Brosnan Elementary School - Vacant

- 6. City Park on N. Monroe Street
- 7. Girls Inc.
- 8. Boys & Girls Club (AHA Building)



Proposed Housing Design



The historic architectural styles of Albany neighborhoods are rich and varied. The new housing is designed at a scale, height, attention to detail and use of materials that mirrors traditional Albany housing types. Facades will be designed to be primarily masonry and articulated along the street. To emphasize the urban character of the buildings, setbacks will be limited to between 10 to 15 feet. As illustrated in the adjoining images, the proposed one- to two-story apartment buildings and townhouses will have a craftsman style character using wide roof overhangs, brackets and porches with tapered columns. These buildings will use masonry, fiber-cement shingle and lap siding materials consistent with the design style. Many buildings will have gable-end roofs and a combination of gable and hip roofs. Apartments and townhouses can be combined in a variety of ways to satisfy market needs and to encourage a wide spectrum of building and unit types. The combination also allows for accessibility and visitability needs. All of the new units will be equipped with ample storage space, comfortably sized rooms, and quality finish materials throughout. The residential and non-residential buildings proposed for the on-site housing development include:

- **Town Homes** will be a combination of one and two-story buildings, with two and three bedroom units. The townhome ensembles will be limited to five units in length and provide a varied and attractive façade, highlighting the different elements that make up the building to emphasize the sense of uniqueness and ownership in the community. Design features include: 1) use of porches to define entrances; 2) the use of columns to frame these porches; 3) railings to define the private realm porch envelope space; 4) overhangs

for weather protection and to emphasize the horizontality of the buildings, and the uniqueness of the porch areas; 5) building massing that creates a central background building mass against which smaller building projections, the porches and windows, play. These elements create an ensemble of pleasant composition and rhythmic individuality. Parking is provided in the middle of the blocks.

- **Multi-Family Apartments** will be two stories in height and will be composed of one, two, and three bedroom units. On-street parking will make access very convenient with off-street parking provided in the middle of the blocks. Unit distribution in each floor will be from an open breezeway. Vertical elements define the ground level access points into the building and the location of vertical circulation elements. The use of balconies identifies each unit in the façade, and provides a direct relationship to the exterior.
- **The Family Clubhouse / Management Center** will be located at the terminus of the proposed new Greenwalk which provides convenient access to all residential buildings on the site. This facility will overlook a swimming pool area and will include a multi-purpose room, an exercise room, computer room, laundry area, a management office and mail kiosks for all families. The design will blend in with the proposed neighborhood and residential characteristics of the site and complement the layout of the proposed new greenwalk feature. A playground area, tot lots, sitting areas, and bike racks serve as additional amenities. The exterior of the building will be designed to complement the surrounding residential buildings and support the activities sponsored by the AHA Community Center across the street (Boys and Girls Club).

Artist Rendering illustrating Proposed New Mixed-Income Residential Development fronting Tift and Madison.



Proposed



Existing



Illustration indicating proposed Conceptual Building Elevation Designs

Relocation Strategy

The demolition of the McIntosh Homes and Golden Age Public Housing units will not be initiated until funding is identified for the development of the replacement units either through Choice Neighborhoods or other funding sources. The Relocation Strategy is intended to coordinate the relocation of residents with the phasing of the demolition of the units. The off-site housing component is designed to have new housing available in the neighborhood for relocation in advance of any demolition activity. The Relocation Strategy is committed to a choice-based relocation approach during public housing redevelopment that establishes ongoing and frequent communications with all public housing residents and allows families to select the type and location of their relocation housing. This communication begins before the formal 90-day notice requirement in 24 CFR 970.21 and continues throughout the redevelopment and monitoring period. AHA will provide relocation information, mobility counseling, and direct assistance in a fair, equitable, and open manner. Mobility counseling will provide information about housing in areas of lower minority concentration and cooperative agreements with other PHAs that can assist residents. AHA will use an integrated team approach comprised of relocation staff at McIntosh Homes and Golden Age to provide residents with excellent access to direct services.

How will Relocation work?

- I. **Housing Choice Opportunity for Returning Residents**
First priority given to lease eligible residents
- II. **Replacement Housing Strategy**
One for One of existing 191 units+
Additional market rate and affordable units

- III. **Replacement Housing Sites (HUD requirements)** will be *on-site and in the target neighborhood being revitalized; or outside the target neighborhood subject to meeting HUD requirements for Fair Housing.*

Who Can Afford to live at the redeveloped McIntosh Homes and Golden Age communities?

- Rent for the mixed-income public housing units is calculated using the same methodology as conventional public housing at 30% of the family's adjusted income.
- Living in redeveloped communities is not more expensive for the public housing family. The rent is the same!
- LIHTC units are rent restricted, and typically rent to families in the range of 50% to 60% of area median income
- Market-rate units rent at the maximum rent the local market will allow – there are no restrictions

Families in the relocation process will receive:

- One-on-one relocation counseling
- Financial assistance with relocation
- Choices on where they would like to move
- Families can choose from two options:
Existing vacant units in other AHA developments
Section 8 Housing Choice Vouchers

Can Residents who were relocated return to the New Community?

YES! Families who wish to return will have the opportunity to apply to return to the new community once the new units are built, or they can stay in the relocation housing of their choice.

Additional information regarding the relocation process is found in the People Plan section of this CN Transformation Plan.

Fair Housing and Equal Opportunity

Access to Opportunity

It is the intent of AHA to allow for all 191 replacement housing units to be located within the CN target neighborhood area. However, AHA and the City of Albany are considering the potential expansion of the CN target neighborhood boundaries to include the area east of Jefferson, bordered by the Flint River. See Chapter 6: Neighborhood Plan. In this case, replacement units could also be located within this expanded area footprint. This approach not only creates the critical massing of new investment needed to spur private investment in the community and Downtown Albany, but also preserves current McIntosh Homes and Golden Age residents' existing social networks, and will allow them to benefit from the comprehensive renewal of their community. See Map 5.1 for CN Target Neighborhood Boundaries and proposed Expansion Area in Chapter 6: Neighborhood Plan.

Long Term Affordability

AHA will maintain a 20-year affordability restriction on title for the 118 public housing units to be potentially funded by CNI, with the affordability period beginning at the date of initial occupancy. All of these units are targeted to families earning from 0 to 60% AMI. An additional 50 units will be PBV, targeted to families earning from 0 to 50% AMI. These units will remain affordable to families up to 50% AMI for the 20-year period or until such time that project-based assistance is no longer available.

Affirmatively Furthering Fair Housing

AHA affirmatively confirms its understanding and embraces the responsibility and duty it has to affirmatively further fair housing in all its housing programs. As such, AHA will address any barriers identified and affirm the federal requirements of nondiscrimination and equal opportunity for furthering Fair Housing as specified by 24 CFR 5.105(a) in the implementation of the CN Housing Plan. AHA does not consider race, color, age, religion, citizenship, national origin, gender, familial status, or disability in its determination of a family's eligibility for housing and works with the City and County to address Fair Housing issues.

AHA has designed and implemented a choice-based relocation plan to provide a wide range of housing opportunities, including HCVs, thereby providing local, regional and national housing opportunities. Voucher holders will be provided mobility counseling, transportation by AHA, and assistance from faith-based mentor volunteers. At AHA revitalized communities, including Ashley Riverside, former residents were urged to return to the revitalized community during AHA's relocation counseling and in ongoing CSS services. AHA and its Property Management Partners implement non-discriminatory admissions, occupancy, and property management policies to promote housing choice and diversity and utilize a site-based waiting list for all AHA communities. Other steps to remedy discrimination and promote fair housing rights and choice have included print and electronic media used in a non-discriminatory manner to reach out to all segments of the population in the larger community.

During the implementation of the CN Housing Plan, AHA will continue to market to those individuals least likely to apply, including disabled persons, by advertising in local and regional publications and provide information to agencies that serve target markets.

AHA has not had any issues with the previous two AHA Section 202 housing developments being accepted by Fair Housing. These two completed housing projects have similar demographics as being proposed under the Oaks at North Intown CN Transformation Plan. AHA has identified potential sites for new construction of the off-site development component for the proposed Section 202 elderly housing community and will comply with the Site and Neighborhood Standards requirements as specified by HUD. The following standards will apply to the proposed AHA Section 202 elderly housing community:

- The Section 202 income limit eligibility is 50% of median income.
- Occupancy in Section 202 housing is open to any household composed of one or more persons, one of whom is 62 years of age or more at the time of initial occupancy, if other occupancy requirements are met.
- The location of the project has been selected to be close to services likely to be required by occupants and to shopping and other facilities that will enhance the capacity of occupants to live as independently as possible.
- The site and the area around the project is determined to be safe and convenient public transportation is available or provided as many elderly tenants do not have cars.



NEIGHBORHOOD PLAN



NEIGHBORHOOD PLAN SECTIONS

- 171 Planning for Neighborhood**
- 173 Overall Neighborhood Vision and Impact**
- 175 Neighborhood Planning Context**
 - Taking Ownership
 - City Planning Context
 - City of Albany - Neighborhood Implementation Entity
- 178 Building on Assets**
- 180 Addressing Challenges**
- 183 Goals, Metrics and Outcomes**
- 186 Key Neighborhood Strategies**
 - Physical Assets
 - Developmental Assets
 - Recreational Assets
 - Commercial Assets
 - Social Assets
- 211 Neighborhood Leverage**
- 212 Neighborhood Plan Summary**



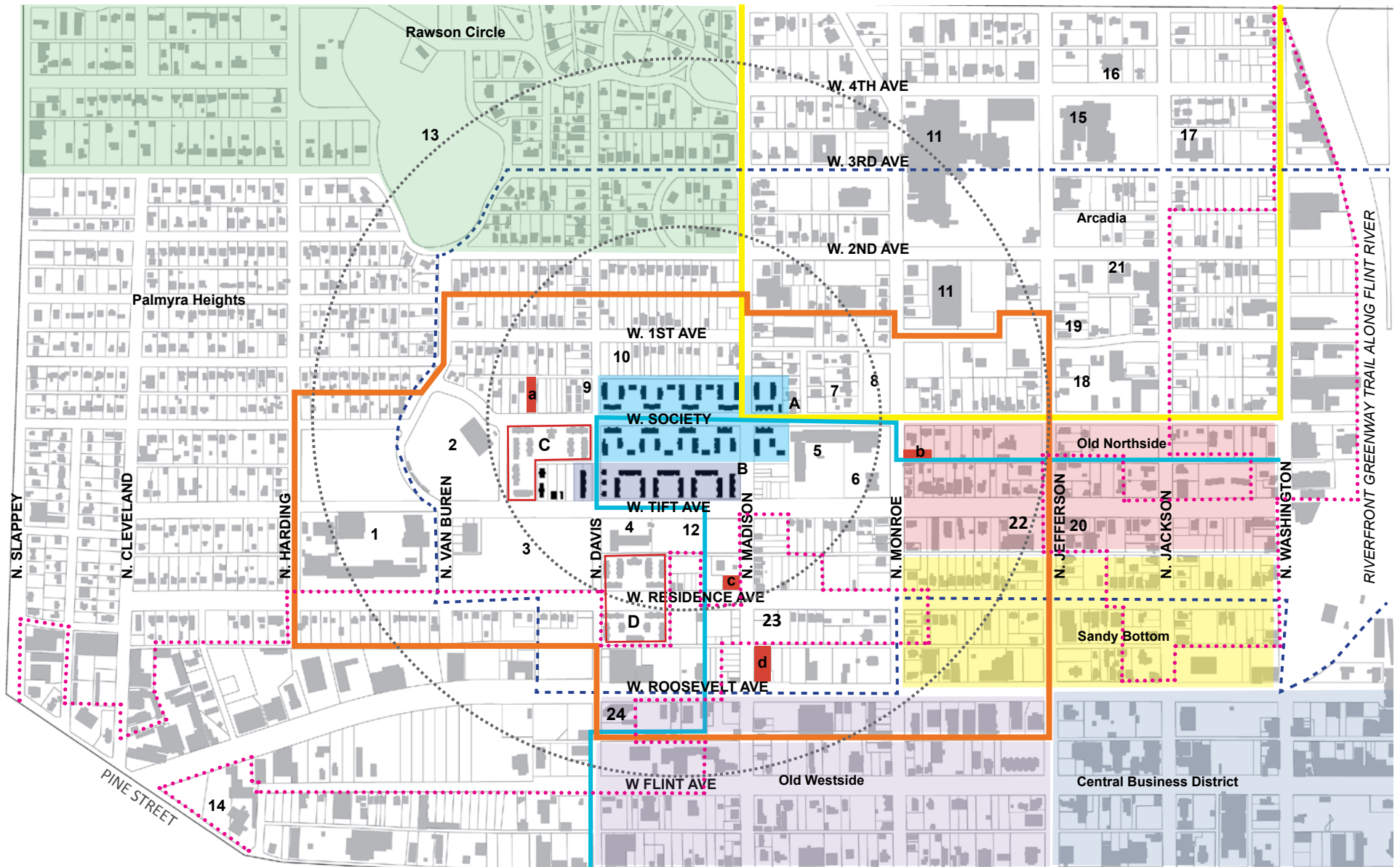
Great Neighborhoods Begin with Planning. The approach for the transformation of the *Oaks at North Intown* neighborhood is based on a clearly articulated vision and set of community-driven principles that are interrelated and applicable to the broad range of needs and opportunities facing the City of Albany today. These guiding principles form the framework that, if implemented, will provide the means by which the City and its residents can help physically, economically and socially shape one of its most important intown neighborhoods for the benefit and health of the City and the region as a whole. Together, the proposed neighborhood planning strategies leverage this community’s distinctive and rich attributes, address its many challenges related to high crime, disinvestment and decay and act as a catalyst for lasting, positive and sustainable community change.

The CN Transformation Plan has been prepared to meet the requirements of the HUD Choice Neighborhood Program and supports the development of a comprehensive neighborhood revitalization plan that focuses on addressing the three core goal areas: Housing, People and Neighborhood. Through the Choice Neighborhood Planning process, the *Oaks at North Intown* community has taken one of the most important steps to becoming healthier, safer and economically stronger. Embraced by the community, driven by needs and led by a clear vision for the future, the resulting Transformation Plan will guide the community through the steps necessary to realize its goals. Success will require the collaboration and cooperation of a multitude of stakeholders and interested parties who share the belief that **Albany can do better, should do better, and deserves to do better**. The challenge for the City of Albany and the Albany community is to determine how best to direct limited resources and investments so that the community as a whole moves forward together.

The CN Neighborhood Plan understands that “neighborhood” means different things to different people. There is, on the one hand, a physically defined concept of a neighborhood and, on the other, a complex combination of elements that define its sense of community and place-based identity. While in its ideal urban form the *Oaks at North Intown* is a neighborhood defined as a walkable place, with clear boundaries and an identifiable center of local services and civic institutions, its strength and vibrancy are equally dependent on the well-being of its physical context and that of its social capital. By addressing both, the *Oaks at North Intown* community can thrive; without it, the community will continue to falter.

The transformation of the *Oaks at North Intown* into a neighborhood of choice must therefore not be limited to improving its physical context alone. Just as important as the physical basis of community improvements, and a complement to it, is the rebuilding and/or creation of healthy social, economic and cultural networks within its neighborhood setting. By addressing both the neighborhood’s physical infrastructure and its social well-being, the *Oaks at North Intown* **CN People Plan, CN Housing Plan** and **CN Neighborhood Plan** reflect an understanding of the foundation upon which sustainable communities are built.

The Oaks at North Intown Choice Neighborhoods Target Area



Map 6.1: Choice Neighborhoods Target Area.

0.25 and 0.5 mile walking radius from McIntosh Homes

The CN Neighborhood Plan builds on previous and ongoing planning efforts by the City of Albany: **Albany-Dougherty County Comprehensive Plan** (2005-2025); **Albany Downtown Riverfront Plan** (1996); **Redevelopment Plan for Albany Riverfront and Gateway Tax Allocation District** (TAD) (2008); **Downtown Albany Housing Market Study** (2011); Albany-Dougherty Economic Development Commission, Southwest Georgia Regional Commission and City of Albany **Urban Redevelopment Plan** (URP) (2010); **Phoebe Putney Memorial Hospital (PPMH) Development Area Plan** (2011); Department of Community and Economic Development (DCED) **Land Bank Initiative** (2011); and the ongoing efforts of area institutions, community organizations and City of Albany agencies to rebuild the fabric of Downtown Albany and its surrounding Intown neighborhoods.

Based on community input and on the analysis and findings outlined in the **Community Needs Assessment**, the CN Neighborhood Plan has been crafted to serve as the structure for revitalizing the physical neighborhood in a manner that integrates and addresses the social and economic needs of the community. Centered on the original 125-unit McIntosh Homes public housing development, the Plan combines a comprehensive neighborhood redevelopment strategy with institutional, recreational, educational and infrastructure components designed to transform the **Oaks at North Intown** neighborhood. This Plan presents the opportunity to link neighborhood investments with social capital investments as part of a larger long-term strategic framework: one that leverages existing neighborhood assets as well as bringing new resources to address ongoing quality of life issues related to health, safety, housing choice and education. In order to do so, the **Oaks at North Intown** builds on its strengths. Its location - within a 1/2 mile of the Flint River and the City’s Central Business District - is an advantage that must be fully leveraged to generate opportunities for its residents. As illustrated in Map 6.1, Neighborhood Assets include the following organizations, institutions and amenities surrounding the CN Target area and/or within a five to ten minute walking distance from the center of McIntosh Homes.

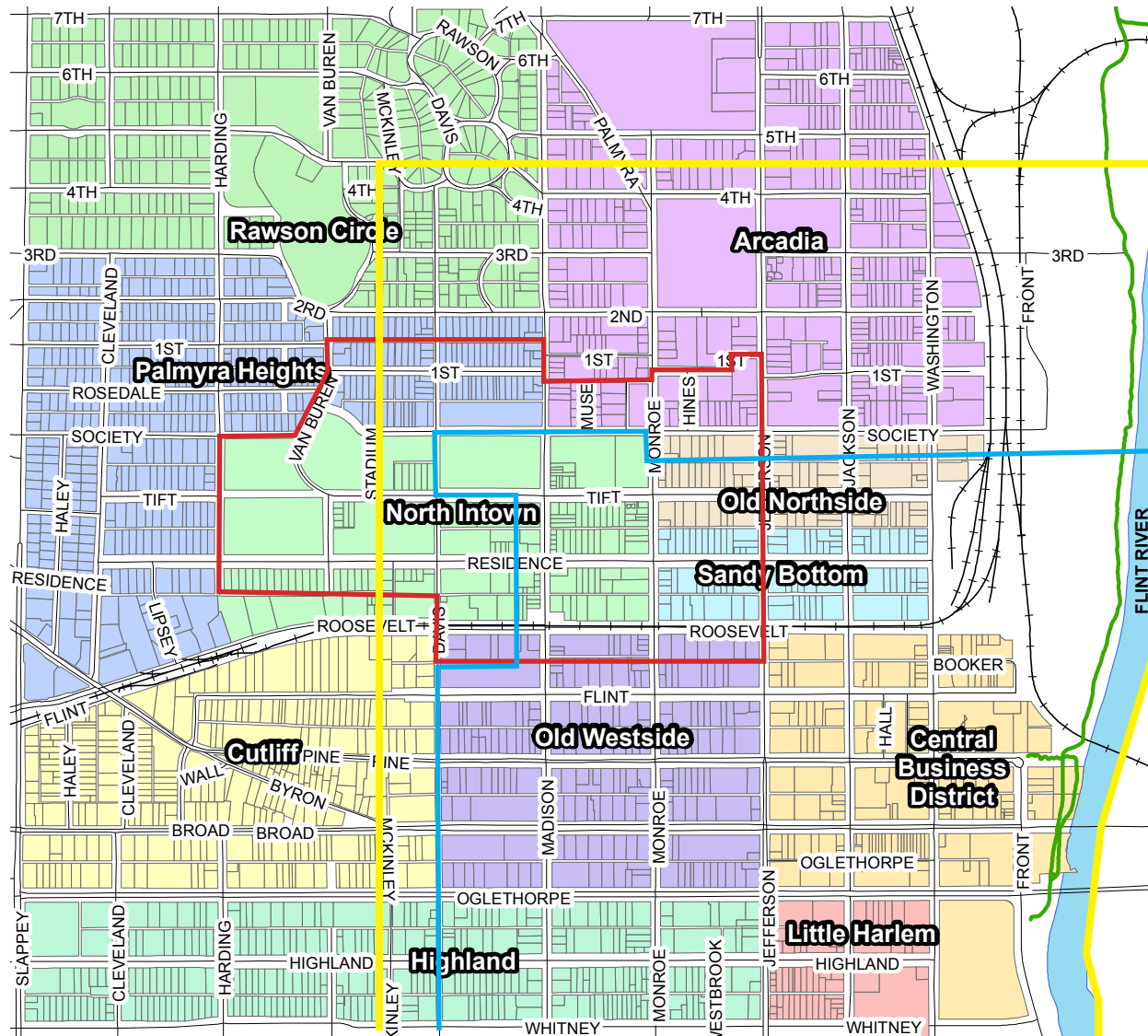
MAP LEGEND:			
Albany Housing Authority Public Housing Communities:	1. Albany High School	11. Phoebe Putney Memorial Hospital (PPMH)	21. Salvation Army
A. McIntosh Homes (125 du)	2. Hugh Mills Stadium	12. Existing Retention Area (DCED Vacant Parcel)	22. Vacant Grocery Store
B. Golden Age (66 du)	3. Albany High School Athletic Fields	13. Hilsman Park	23. Urban Garden Project
C. Thronateeska Homes (32 du)	4. Tift Head Start Center	14. Coca Cola Building (Sherwood Baptist Church)	24. Vacant Warehouse
D. O.B. Hines (56 du)	5. Lincoln Elementary Magnet School	15. PPMH Healthworks	 CN Planning Area
Places of Worship:	6. Former Mamie Brosnan Elementary School (Vacant)	16. PPMH Child Development Center	 Census Tract 8
a. Israel’s Temple	7. Girls, Inc.	17. Albany Health Care	 PPMH Development Area
b. Church of the Albany Rescue Mission	8. City Park	18. SOWEGA Council on Aging	 City of Albany TAD
c. New Testament Church	9. Boys & Girls Club (AHA Building)	19. Samaritan Clinic	 City of Albany URP Opportunity Zone
d. Hines Memorial CME Church	10. Existing AHA Playground	20. Little Learners Academy	

As the Neighborhood Implementation Entity, the City of Albany will work with AHA and its CN Partners to explore the pros and cons associated with the potential expansion of the CN Target Area to include Census Tract 8, Block Groups 1 and 2, as well as the area known as Sandy Bottom. See also Map 6.2.

- The Oaks at North Intown Choice Neighborhoods (CN) Planning Area
- Albany Historic District Boundaries
- City of Albany Tax Allocation District (TAD) Redevelopment Area

The City of Albany was founded in 1838 as a regional transportation center and was laid out on a basic grid of east-west and north-south streets. Initial development began along Broad Street, west of the Flint River, and radiated outward. Until the early 1970's, the downtown area served as the primary location for retail and other businesses. A city directory from this era lists a plethora of tailors, shoe stores, dry goods, grocery stores, contractors, architects and businessmen that operated in and around the vicinity of downtown.

The Albany Historic District, identified as a historic district in 1978, comprises an area of approximately seventy city blocks stretching west from the Flint River to Davis Street and extending south from West 4th Avenue to Mercer Avenue. The District encompasses the oldest parts of the city and is made up of a variety of commercial, industrial, and residential areas. The core of this district is the downtown, or central business district located to the west of the Flint River north of Oglethorpe Avenue. Radiating to the south, north and west are neighborhoods known as Old Westside, Old Northside, Arcadia, Rawson Circle and North Intown, newly named the Oaks at North Intown.



Map 6.2: Boundaries of the CN Target Area, Albany Historic District, TAD District and Intown Albany Neighborhoods.

Taking Ownership

The **Oaks at North Intown** Choice Neighborhoods (CN) Transformation Plan’s successful implementation is dependent on the community’s commitment to develop, prepare and implement the Plan. The inclusion of neighborhood residents, churches, schools, business leaders, and other stakeholders has been critical to ensuring that the community’s CN Transformation Plan is one that the entire community can embrace. In order to achieve widespread community support, it has been essential for AHA to identify lead organizations in the community that are willing to commit to the comprehensive effort involved in implementing the Housing, People and Neighborhood Plan(s) and that can take ownership and responsibility for key elements of each Plan.

The **City of Albany** is committed to leading the neighborhood components of the Transformation Plan as the **Neighborhood Implementation Entity**. In this role, the City will be responsible for CN neighborhood-level planning, coordination and implementation activities related to the Neighborhood Plan. The City will continue to work with the diverse groups of public, private, service, institutional, and resident stakeholders already assembled for this planning process and will utilize the Choice Neighborhoods planning effort as a model for neighborhood revitalization throughout the City of Albany. With a substantial leadership role in coordinating City Council and other public entities, **City efforts will be linked to ongoing city-wide comprehensive planning efforts designed to address the revitalization and enhanced connectivity between downtown, Albany’s Riverfront and Intown Albany neighborhoods.**

City Planning Context - Tax Allocation District Plan

After the devastating flood of 1994, the City of Albany set forth to create a new comprehensive vision for its Downtown by embarking on an extensive planning process which resulted in the **1996 Albany Downtown Riverfront Master Plan**. This critical planning effort laid out an ambitious plan for public improvements and private investments to reinvigorate the aging commercial core of the City of Albany. After significant successes in the past decade in implementing the public sector components of the Riverfront Master Plan, the City of Albany has established an additional incentive to attract the private development necessary to complete the vision for Downtown Albany. The **Albany Riverfront Master Plan (1996)** and the **Albany Tax Allocation District (TAD) (2008)** provides an essential financial tool needed to complete the implementation of the remaining elements of the **Albany Downtown Riverfront Master Plan** and create a revitalized gateway into the City of Albany. **The Oaks at North Intown, located within a portion of the City’s delineated Tax Allocation District (TAD), is a critical component in its implementation.**

The key to the City of Albany’s **Downtown Riverfront Master Plan** and the **TAD Redevelopment Plan** is the combination of public enhancements and private investment that can complement one another and reconnect downtown to its best asset, the Flint River, in order to stimulate comprehensive revitalization in the central business district and the surrounding Intown Albany neighborhoods.

Both plans are predicated on a two-pronged approach:

1. Revitalization of the urban core of the City including the downtown central business district and Intown Albany neighborhoods; and
2. The enhancement of the City's connection to the Flint River, a significant natural and recreational feature:

“Two assets of immense value define the contents of the City’s Plan: (1) the Flint River corridor and (2) the historic center of Albany. Each contains a wealth of smaller elements - including Albany’s Intown neighborhoods - that have individual worth but together form an ensemble that presents the Albany community with a challenging prospect. Through development and implementation of a comprehensive Plan for urban revitalization and development of the Flint River’s potential, Albany can establish a course for future prosperity for its citizens that few cities in the region can rival.” Albany Riverfront and Gateway Tax Allocation District Redevelopment Plan, 2008

The creation of the TAD allows the City to attract and encourage the private redevelopment of a number of key parcels which are currently underutilized, are a detriment to the perception of Albany’s Downtown and surrounding Intown neighborhoods and are incompatible with the City’s vision for the area. In addition, the TAD will leverage this private investment to provide public funds to address, update, and improve the area’s infrastructure, create additional streetscaping improvements and help the City achieve the Downtown Albany Riverfront vision in conjunction with the Choice Neighborhoods vision for the **Oaks at North Intown**.

City Planning Context - Urban Redevelopment Plan

The City of Albany’s **Urban Redevelopment Plan (URP)** was completed in 2010 as the next logical step in the City’s redevelopment planning process for this area, which began in 1996 with the Albany Riverfront Master Plan and continued with the 2008 Albany Tax Allocation District. The City of Albany successfully applied for an Opportunity Zone to be coterminous with this Urban Redevelopment Area. In accordance with the Georgia Urban Redevelopment Act (O.C.G.A. sec. 36-61-1 et. seq.), the URP is intended to address the aging downtown commercial corridor, Broad Avenue, the Roosevelt corridor and the surrounding housing north of the corridor in need of redevelopment. Once a thriving district, it is now plagued by disinvestment, high crime, poorly maintained housing stock, many vacant lots, high commercial vacancy rates, and business closures. **A portion of the Oaks at North Intown neighborhood is located within the URP Opportunity Zone as illustrated on Map 6.1.**

Together with the **Albany-Dougherty County Comprehensive Plan (2005-2025)**, these comprehensive planning efforts highlight the City’s goals for redevelopment as well as the steps necessary to achieve those goals. The **Oaks at North Intown Transformation Plan** has been collaboratively crafted to align with the City’s overall vision for the revitalization of downtown Albany and its surrounding neighborhoods.

The City of Albany is committed to community transformation. “Albany will evolve into an active economic, cultural and social center for South Georgia. The government will be lead by visionaries who can effect change, provide continuity and consistency of vision, and have a heart for every citizen. Albany will be a safe, beautiful, world-class community focused on providing a high quality of life for all citizens, both in its neighborhoods and in its vibrant downtown. Albany will be an important destination and a desirable place for families. It will have a progressive high-quality image both internally and externally, providing nationally attractive employment and educational opportunities for existing and future residents. Growth will be sustainable and respectful to the natural environment and the historic character of the community with services sufficient to support existing and future development. A spirit of “One Albany” will evolve built on strength, pride and diversity.” *Albany-Dougherty County Comprehensive Plan (2005-2025)*

City as Neighborhood Implementation Entity

As the CN Transformation Plan’s **Neighborhood Implementation Entity**, the **City of Albany, together with the departments of Planning & Development, Public Works, Code Enforcement, Engineering, Recreation & Parks** and the **Department of Community and Economic Development (DCED)**, commit to the following, as per the Memorandum of Understanding in the Appendix:

- CITY will serve as the lead entity for the implementation of the Neighborhood planning and coordination activities by taking a leadership role in the community process to transform the Oaks at North Intown from a neighborhood of distress toward a neighborhood of opportunity.
- CITY agrees that the CN Plan is aligned with the Land Use Element of the Albany-Dougherty Comprehensive Plan for 2005-2025; Albany’s Downtown Riverfront Master Plan (1996); TAD (2008) and URP (2010) plans, and intends to designate the Choice Neighborhood Plan as a Neighborhood Master Plan or other similar designation.
- CITY will coordinate planning efforts already underway, as well as new efforts undertaken, to align with the vision, goals and objectives of the CN Plan.
- CITY intends to coordinate and make targeted investments to expand and/or accelerate existing initiatives as well as seek new funding sources to implement newly proposed initiatives related to the CN Neighborhood Plan.
- CITY will seek to identify funding opportunities to support new housing development in the target area to include Housing Trust Funds, BCJI, CDBG, HOME and other sources.
- CITY will consider funding infrastructure and streetscape improvements to support new housing development in the CN Target Area.
- CITY will consider funding infrastructure and streetscape improvements in the CN Target Area including replacement sidewalks and traffic calming measures.
- CITY will consider support for overall public parks strategy in the target area to include funding for development of existing retention ponds for conversion into neighborhood parks and identifying program linkages with nearby City recreational facilities for after school and summer programs for neighborhood children.
- CITY will consider securing city owned land for potential offsite development of replacement housing and support efforts for re-zoning of this land as required, and will consider providing assistance for the relocation of incompatible land uses in the area.
- CITY will assist AHA and its third party data partner, Albany State University (ASU), with continued data collection and data sharing related to the Oaks at North Intown Transformation Plan efforts in order to monitor and report improvements in outcomes for neighborhood residents.



Located within the Albany Historic District, the newly named the **Oaks at North Intown** neighborhood is the original Choice Neighborhoods (CN) Planning Area and is bounded approximately by Jefferson Street to the east, West 2nd Avenue to the north, Harding Street to the west, and Flint Avenue to the south. Although this area of Albany was never officially known as “North Intown,” it was the residential neighborhood that developed during the 1840’s to the north and west of the central downtown business district and immediately west of the Old Northside neighborhood, as a result of rapid growth and demand for additional residential development and as an extension of the original downtown grid plan for Albany. Both Old Northside and North Intown were initially developed for wealthy white residents but after the construction of the railroad line, the need arose for modest housing for railroad employees. As a result, the neighborhood gradually changed in character from a neighborhood consisting of large, elaborate dwellings to smaller single units of housing and craftsman style bungalows.

The Choice Neighborhood Planning Area contains approximately 238 acres of land. 688 housing units in a wide variety of architectural styles and building types that date from the mid-nineteenth to the mid-twentieth century occupy a basic grid of north-south and east-west city streets with remarkably large size residential blocks (roughly 440 feet by 620 feet). Largely residential in nature, the area is home to several educational institutions including Albany High School and Lincoln Elementary Magnet School as well as the vacant turn-of-the-century Mamie Brosnan Elementary School building. A vast majority of residential uses are low density but there are also some medium and high density areas within the neighborhood. Overall, housing types

consist of small single family lots, duplexes, town homes, row housing and cluster housing. The high density residential areas consist of multi-family public housing developments owned by the Albany Housing Authority.

The character and particular identity of the neighborhood are greatly determined by its physical characteristics - most notably, its landscape qualities. One of the most distinctive landscape characteristics of the area is the stately oak trees that line most of the neighborhood streets. Dating to the early twentieth century, these trees are one of Albany’s and the neighborhood’s best and most defining features. The new name for the neighborhood, the **Oaks at North Intown**, emerged from the community’s preference for images evoking the distinctive oak-lined streets in the neighborhood, combined with the historical maps that referred to the area as “North Intown.”

At the initiation of the Choice Neighborhoods Planning process, residents were asked to identify positive attributes of the neighborhood. Attributes cited included the following:

- **Adjacency to Downtown Albany**
- **Key institutions in close proximity including Phoebe Putney Memorial Hospital, Albany State University, Darton State College and Albany Technical College**
- **Flint Riverfront greenway system within 1/2 mile of the Choice Neighborhoods Planning Area**
- **Proximity of Palmyra Heights and Rawson Circle historic neighborhoods**
- **Abundance of community churches within and in close proximity to the neighborhood**



Marked for more than half a century by commercial and residential blight, the Choice Neighborhoods (CN) Planning Area, newly named the **Oaks at North Intown**, once served as a distinct neighborhood, with thriving businesses and neighborhood support systems exemplifying the strong cultural and historical significance of this northwestern section of downtown Albany.

The high rates of poverty, extremely low incomes, long-term vacancy rate, high violent crime rate, and a low-performing high school in the CN Planning Area (“Target Area”) paint a picture of a distressed neighborhood characterized by the following statistics:

- **Poverty.** The target neighborhood has a 47.4 percent rate of persons living in poverty (Census 2000) and a 48.6 percent rate of extremely low-income households relative to the 24.8 and 18.2 percent rates respectively for the county as a whole.
- **Vacancy.** Long-term vacant properties within the target neighborhood area is 11.8 percent compared to 5.2 percent at the county level, or 2.3 times as high.
- **Crime.** Total Part 1 violent crime rate per 1,000 residents in target neighborhood is 46.2 compared to the City as a whole at 32.0.
- **Schools.** Albany High School, located within the target neighborhood is a low-performing Title I school that did not meet AYP (Adequate Yearly Progress) in 2010 and 2011 and is in Corrective Action.
- **Need for Affordable Housing.** Dougherty County has an affordable housing shortage of 1.49 compared to the US rate of 1.52.

In early stages of the Choice Neighborhoods Planning process, residents were asked to identify neighborhood challenges and constraints. The following indicates priorities listed by the majority of meeting attendees:

- **High concentration of need**
- **Vacancy and disinvestment**
- **Marginal and conflicting land uses**
- **Lack of neighborhood retail and amenities**
- **Lack of neighborhood parks and open space**
- **Lack of cohesive character and walkability due to traffic pattern and vehicular speed**
- **Safety**

Trends

Current neighborhood trends indicate the following:

- Median age of housing is 52+ years old
- Majority of units are rentals: 90.4% within CN Target Area vs 43.9% Citywide (70.8% Intown Albany)

Over the past 36 months, within the CN Target Area:

- Reduction of residential vacancies lasting longer than 36 months or more for 2011, quarter over quarter, totaling almost a full percentage point
- Commercial vacancies of the same duration, for the same area were unchanged
- Only 10.1% of Intown workers live intown, rest commute

Goals, Metrics & Outcomes



The *Oaks at North Intown* Choice Neighborhoods Transformation Plan

envisions the transformation of the distressed West Central Albany community into a viable mixed-income neighborhood with access to services, public assets and amenities.

The Plan **strengthens the fabric of the existing neighborhood through**

- improvements to the urban environment;
- investments in housing development including affordable housing, mixed-income rental and ownership housing;
- linking connecting residents to neighborhoods assets;
- improving community health and education; and
- promoting economic development opportunities and other neighborhood amenities.

GOALS: Through Choice Neighborhoods, the Neighborhood is expected to:

Improve and Expand Housing Opportunities whereby upon implementation of the CN Housing Plan (post-redevelopment), the neighboring housing has a very low vacancy/abandonment rate; the housing inventory is of high quality; the neighborhood is mixed-income; and maintains a mixture of rental and homeownership units at a variety of price points over time.

Improve Access to Basic Services within close proximity to the *Oaks at North Intown* community by reestablishing neighborhood retail services; by creating economic development opportunities; by establishing a primary care system serving the local community; and by providing access to nearby high-quality early childhood learning programs and services.

Improve Quality of Local Public School(s) by enhancing the quality of education offered with service learning opportunities tied to the ongoing redevelopment of the community; by developing partnerships with the many businesses, cultural organizations and higher educational institutions within Albany - *including Albany State University, Darton State College, Phoebe Putney Memorial Hospital and the Albany Chamber of Commerce* - to implement school reforms that raise student achievement over time and graduate students from high school prepared for college and career.

Improve Public Assets by redeveloping existing underutilized and/or abandoned spaces into high-quality neighborhood public parks, playgrounds and community gardens; by enhancing connectivity, both physically and programmatically, with existing open space networks in the City and the region.

Offer Effective Transportation Alternatives by addressing limited transportation availability and increasing/improving access to quality public transit, walking and/or biking options that connect residents easily to places of work and local services.

Increase Job Access whereby neighborhood residents have rates of employment among working-age non-disabled adults similar to or better than the rates in other neighborhoods in the City, jurisdictions and region.

Strengthen Public Safety whereby residents are living in a safer environment with dramatically lower crime rates than the neighborhood had prior to redevelopment and maintaining a lower crime rate over time.

OUTCOMES: The **CN Neighborhood Plan** outlines specific strategies for pursuing **five specific outcomes**, each aimed at addressing an existing physical or social barrier that stands in the way of the revitalization of the neighborhood as well as its ability to sustain existing residents and attract new residents and investment. These outcomes are the expected results of coordinated efforts and key investments in building new, rebuilding, adaptive reuse and/or improving access to:

1. Physical Assets that are associated with the built environment and physical infrastructure of the neighborhood, such as developing new housing opportunities (affordable on- and off-site housing through infill and redevelopment); critical community improvements (i.e. roads, sidewalks and bike paths); and improvements to the existing neighborhood housing stock.

2. Developmental Assets that allow residents to attain the skills needed to be successful in all aspects of daily life by strengthening / rebuilding educational institutions, early learning centers and health resources; ensuring increased economic and employment opportunities; improving access to high quality early learning and educational programs; improving access to health resources; expanded access to public transit.

3. Recreational Assets that create value in the neighborhood beyond work and education and ensure enhanced connectivity and community access to parks, community gardens, open space, athletic facilities and arts and cultural programming.

4. Commercial Assets through expanded local economic development and a reinvigorated commercial sector.

5. Social Assets that establish well-functioning social interactions, through innovative public safety and community engagement initiatives.

These outcomes will be achieved through an interlinked set of proven strategies, including property redevelopment and reinvestment, infrastructure improvements, employment services and supports, and investments in community programs and institutions.

Together, these strategies will enable the Oaks at North Intown community to build on its considerable assets – strong location, transit access, and adjacency to an engaged and world-class institution of health care - to attract new private investment and secure a sustainable neighborhood renewal.

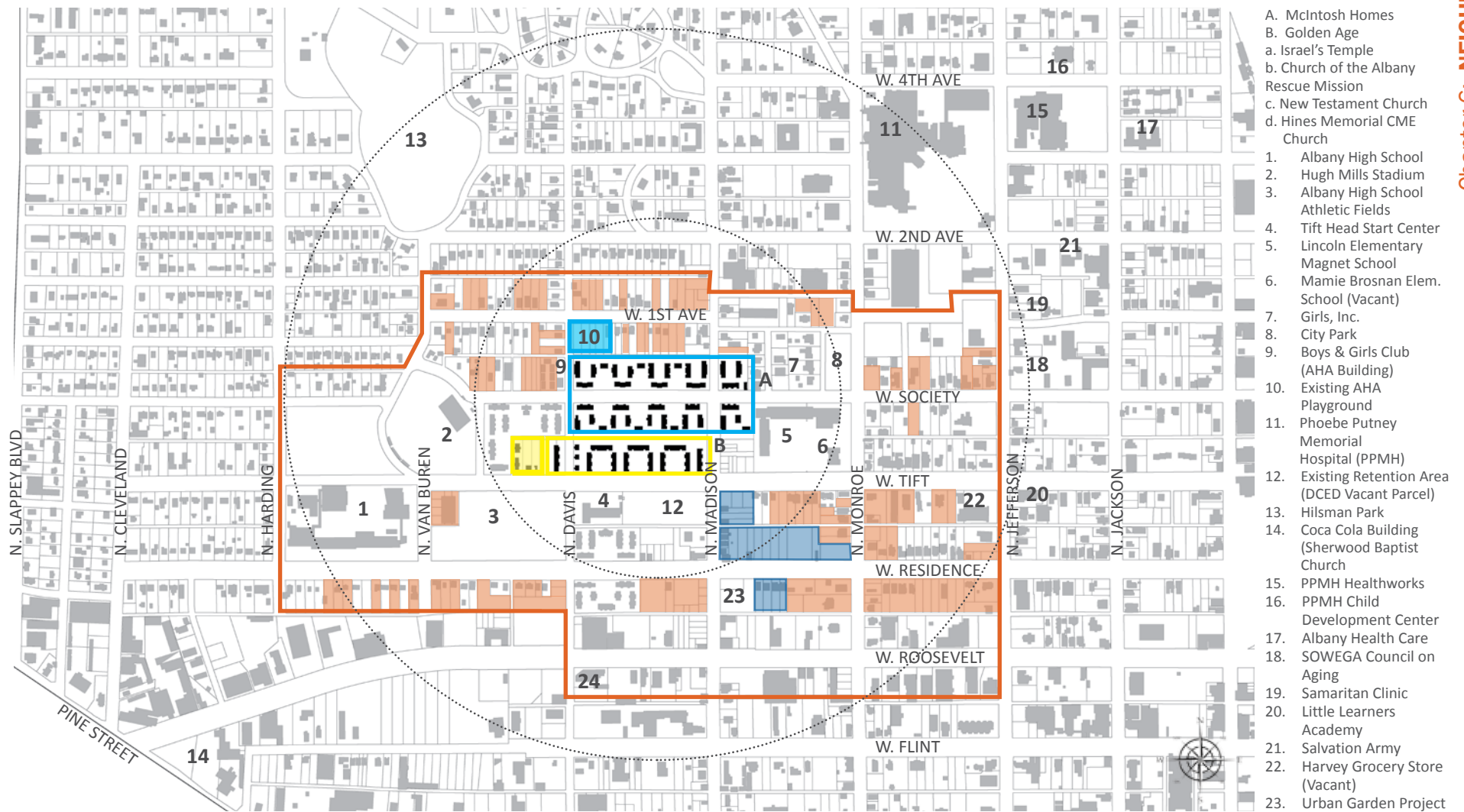
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1. PHYSICAL ASSETS

Strategy 1.1: Develop Affordable Housing

This strategy seeks to improve the neighborhood by utilizing housing redevelopment as a platform for improving quality of life. New housing investment represents the largest and broadest development opportunity available for the transformation of the neighborhood. As outlined in Chapter 5: Housing Plan, the redevelopment of McIntosh Homes, Golden Age and vacant and dilapidated sites will improve the physical environment and change the perception of the area. With a projected investment of approximately \$60 million and a total build-out of 353 housing units, the Transformation Plan, once implemented, represents the centerpiece of the revitalization of the entire neighborhood and will substantially transform the distressed conditions in the area. Completion of the Housing Plan will help bridge the gap between downtown and the surrounding historic Albany neighborhoods, substantially increase the availability of workforce and affordable housing in downtown Albany and provide a needed platform for coordination of a variety of services aimed at improving other critical and interconnected resident and community outcomes. Housing redevelopment and streetscape enhancements are to be compatible and appropriate in scale and character to the existing urban, architectural and landscape character of the neighborhood.

Metrics: The key short-term metric is to provide replacement housing for McIntosh Homes and Golden Age residents; the long-term metric is to have neighboring housing with a very low vacancy / abandonment rate; increased housing inventory of high quality; a mixed-income neighborhood; and maintain a mixture of incomes over time.



Map 6.3(a): Planned Physical Assets

Housing Redevelopment: Mixed-Income Residential On-Site and Off-Site on:

- Parcels identified as Vacant/Vacant Structures/Code Enforcement/DCED Vacant/Tax Delinquent and/or Foreclosed
- Parcels owned by City and/or AHA for Housing Activity 1: Offsite Housing Development. See Chapter 5: Housing Plan for details.

- A. McIntosh Homes
- B. Golden Age
 - a. Israel's Temple
 - b. Church of the Albany Rescue Mission
 - c. New Testament Church
 - d. Hines Memorial CME Church
- 1. Albany High School
- 2. Hugh Mills Stadium
- 3. Albany High School Athletic Fields
- 4. Tift Head Start Center
- 5. Lincoln Elementary Magnet School
- 6. Mamie Brosnan Elem. School (Vacant)
- 7. Girls, Inc.
- 8. City Park
- 9. Boys & Girls Club (AHA Building)
- 10. Existing AHA Playground
- 11. Phoebe Putney Memorial Hospital (PPMH)
- 12. Existing Retention Area (DCED Vacant Parcel)
- 13. Hilsman Park
- 14. Coca Cola Building (Sherwood Baptist Church)
- 15. PPMH Healthworks
- 16. PPMH Child Development Center
- 17. Albany Health Care
- 18. SOWEGA Council on Aging
- 19. Samaritan Clinic Little Learners Academy
- 20. Salvation Army
- 21. Harvey Grocery Store (Vacant)
- 22. Urban Garden Project
- 23. Vacant Warehouse

0.25 and 0.5 mile walking radius from McIntosh Homes

Strategy 1.2: Enhance Walkability and Connectivity

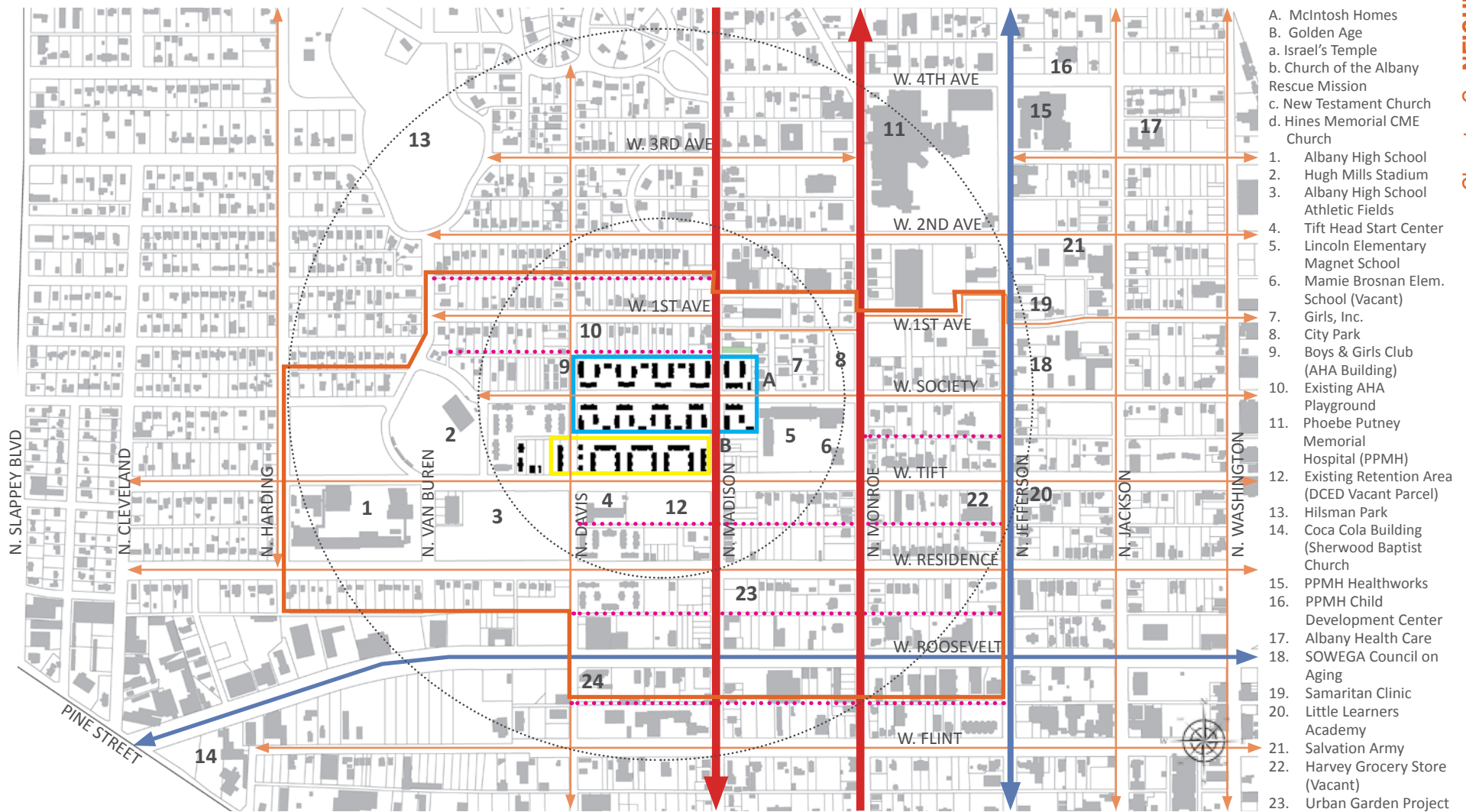
Beyond housing redevelopment, the Neighborhood Plan calls for short term and long term strategies intended to enhance connectivity and safe walkability within the neighborhood and between downtown Albany, the Flint Riverwalk Trail and the Phoebe Putney Memorial Hospital (PPMH) campus.

Existing Characteristics. The existing urban street grid of the neighborhood is defined by exceptionally wide street rights-of-way, practical alleyways and large size residential blocks. There are currently two one-way streets - Madison and Monroe, See Map 6.3(b) - which run north-south and bisect the neighborhood fabric. During the CN planning process, both streets were highly cited by residents and community stakeholders as a deterrent to physical activity, including recreational walking. Speeding on these streets contributes to the perception that the neighborhood is unsafe. Originally configured and used as two-way streets, the City of Albany converted the streets to one-way in the early 1970's, as part of a downtown redevelopment effort, to enable smooth, fast and convenient automobile traffic flow through the area. Today, both one-way streets create an environment that is perceived to be hostile to pedestrians and ill-suited to a residential neighborhood, particularly as the location of these streets, both contiguous to the Lincoln Elementary Magnet School, create a physical barrier effectively separating the neighborhood from the school.

Neighborhood Impact of One-Way Streets. Findings in the Choice Neighborhoods "Health Impact Assessment" (HIA) study by the Georgia Institute of Technology's Center for Quality and

Regional Development (See Appendix for copy), cited national studies indicating that in addition to increasing traffic capacity by 10-20 percent, (Walker et al. 2000), one-way streets ease the management of traffic signals, reduce the potential conflict between turning and through traffic, reduce the impact of cars and trucks in curbside loading zones and reduce "stop and go" traffic by up to 66 percent (Stemley, 1998). However, a one-way street network has also been shown to have a greater prevalence of pedestrian-vehicle accidents and injuries and force drivers to turn more frequently, with each additional turn representing an additional point for pedestrian-driver conflict. Child pedestrian injuries were found to be 2.5 times higher per kilometer of roadway on one-way streets than on two-way streets and magnified in areas with greater concentrations of lower socio-economic (SES) residences, with child pedestrians experiencing injury rates between 2.4 and 7 times those in higher SES areas (Wazana et al. 2000).

Short Term Strategy. Investments in streetscape improvements and traffic calming measures along the one-way Madison and Monroe streets and pedestrian improvements including new crosswalks, signalization, refurbishment, signage, new up-lighting and other aesthetic updates throughout the neighborhood, will serve the intended goals. These enhancements can be implemented more immediately and at a lower cost to positively impact the rate of connectivity and also increase residents' physical activity through walkability. Many traffic calming measures are available, requiring varying levels of infrastructural intervention. While some methods, such as bulb-outs, chokers, and chicanes require the installation of physical infrastructure, others, such as adding bicycle lanes or on-street parking can be



Map 6.3(b): Planned Physical Assets
Traffic Calming and Conversion of Existing One-way Streets (Madison and Monroe) to Two-Way Streets

0.25 and 0.5 mile walking radius from McIntosh Homes

The **Dougherty Area Regional Transportation Study (DARTS) Metropolitan Planning Organization (MPO)** is the intergovernmental transportation planning agency responsible for the City of Albany, Dougherty County, and the southern half of Lee County. DARTS conducts the federally mandated transportation processes for the Albany Urbanized Area. The agency is composed of two advisory committees (Citizens' Transportation Committee and Technical Coordinating Committee) and a decision-making committee (DARTS Policy Committee).

Major activities undertaken by DARTS include the development of the five year Transportation Improvement Program (TIP) and the Long Range Transportation Plan (LRTP). The TIP is updated annually and includes transportation projects with funding anticipated for the next five years. In contrast, the LRTP is typically updated every five years. The most recent LRTP, the 2035 Long Range Transportation Plan (LRTP), was approved by the DARTS Policy Committee in December 2009. Contained within the LRTP are both long range and short range projects which promote safe and efficient management, operation, and development of a feasible intermodal transportation system that will serve the needs of the people and freight within the Albany area.

accomplished with paint. Traffic calming measures should also be carefully integrated with existing or planned bicycle facilities. See Outcome 3: Recreational Assets, Strategy 3.3, for additional information on strategies for enhancing pedestrian and bicycle connectivity as presented in the Dougherty County Regional Bicycle and Pedestrian Plan by DARTS.

Long Term Strategy. The long term goal of the CN Transformation Plan is to convert both Madison and Monroe to their original configuration and use as two-way streets. This conversion from one-way streets back to two-way will require a more phased approach for implementation including a detailed volume traffic study as well as identification of viable funding sources to fund an estimated \$3.9 M (2012) in estimated costs as identified by the City of Albany's Public Works and Engineering Departments.

Metrics: The key short-term metric is to provide / increase safe multi-modal access (pedestrian, bicycle, transit and vehicles) throughout the neighborhood. This includes redesigning crosswalks, improving signage and lane markings, creating bump-outs, raised curbs and accessible ramps where needed, thereby improving safety at all street crossings and increasing connectivity and walkability within the neighborhood.

Strategy 1.3: Enhance the Urban Environment by Improving Existing Housing Stock and Physical Neighborhood Conditions

This strategy seeks to improve the physical environment of the neighborhood in order to reduce crime, improve quality of life and support transformation activities such as new housing redevelopment and streetscape enhancements and ensuring that these are compatible and appropriate in scale and character to the existing urban, architectural and landscape character of the neighborhood.

The City of Albany is committed to providing the tools and resources necessary for property upkeep, rehabilitation and/or maintenance starting with the area and/or neighborhood blocks that are contiguous to the parcels identified for redevelopment under Activity 1 in the CN Housing Plan (See Chapter 5) as these areas have the potential to initially leverage additional reinvestment, stabilize the community and/or contribute to economic development. The City of Albany, in partnership with CN Working Groups and McIntosh Homes Resident Planning Group, will also encourage neighborhood clean-up and maintenance activities on a yearly basis as part of a beautification campaign towards improving the physical character of the neighborhood.

As a last resort, the City is committed to using all tools at its disposal, including state and local ordinances, to hold property owners and litterers accountable for blighted property. This may also include a "blight tax" — a legal mechanism that allows governments to triple the property taxes on blighted properties - through Code Enforcement's ability to issue citations.

Photos below, Clockwise:

1. Mamie Brosnan Elementary School Building on corner of Tift and Monoe - Vacant, owned by DCSS
2. Coca Cola Building on Pine Street. Vacant, owned by Sherwood Baptist Church
3. Queen’s Wholesale Furniture Warehouse on Roosevelt Avenue. Vacant.
4. Queen’s Wholesale Furniture Warehouse on Roosevelt Avenue. Vacant.

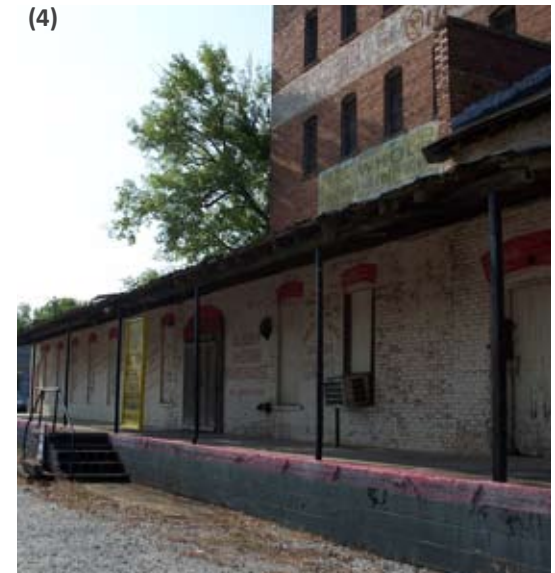
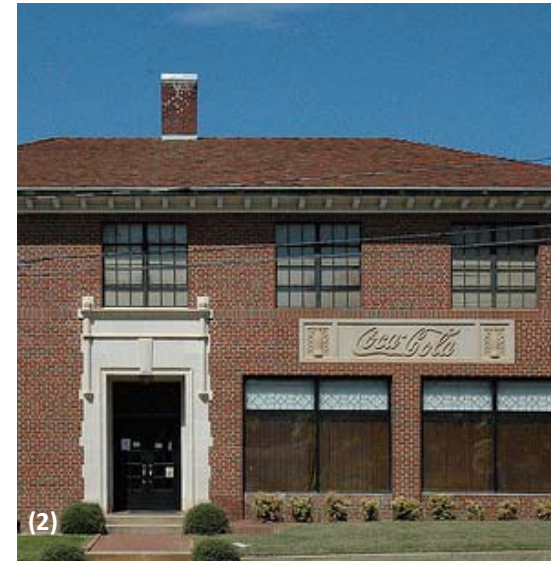
Strategy 1.4: Implement Crime Prevention through Environmental Design (CPTED) Measures

This strategy is aimed at reducing crime and the fear of crime in the neighborhood with resulting positive health impacts for all residents and improved quality of life through the use of CPTED measures in the redevelopment of existing and/or development of new sites and in all physical neighborhood improvements including streetscape improvements.

The five basic principles of CPTED for implementation in the **Oaks at North Intown** neighborhood include: territorial reinforcement (*through clear subdivisions between public and private space through landscape and architectural cues*); access control (*through monitoring of entryways and exits into buildings, parks, parking lots, and neighborhood*); natural surveillance (*more “eyes on the streets” through building with attention to sightlines, keeping streets free from obstructions and informal surveillance from windows and porches*); neighborhood image and maintenance (See Strategy 1.3 including regular maintenance of built environment including street cleaning, removing graffiti and keeping vacant buildings locked); and proper land use (*safe use of public spaces by different potential users*).

Strategy 1.5: Repurpose Existing Vacant Buildings for Educational and/or Community Use

See **Outcome 2: Developmental Assets**. Potential adaptive reuse opportunities of existing vacant buildings in the CN target area include: (1) Mamie Brosnan Elementary School (DCSS); (2) former Coca Cola Building (Sherwood Baptist); (3)(4) Queen’s Wholesale Furniture Warehouse on Roosevelt.



improved access to

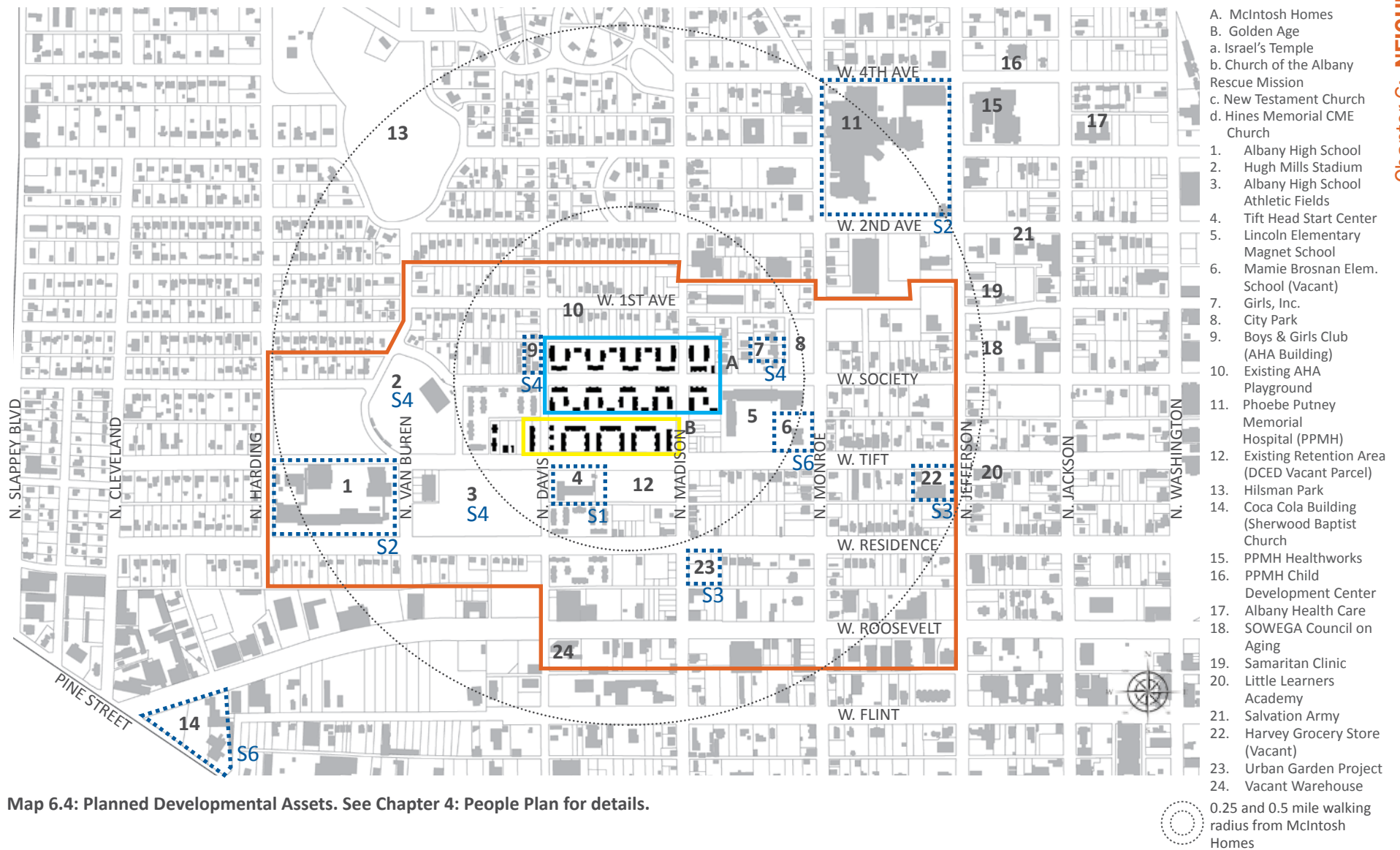
2. DEVELOPMENTAL ASSETS

One goal of the CN Neighborhood Plan is to sustain future investments through critical strategies aimed at addressing existing economic and social barriers in order to support current and new residents and investments.

*These strategies rely on the **development of new programmatic and physical community improvements** within the CN target neighborhood with the intention of promoting upward mobility, self-sufficiency, and enhanced quality of life through education, health and job training initiatives. The critical community improvements will provide the vehicle through which major local institutions and facilities can commit to addressing the needs of public housing and neighborhood residents. The following key strategies are proposed:*

Strategy 2.1: Expand access to high quality Early Learning and Education

As outlined in the CN People Plan, the existing early childhood education center located in the heart of the neighborhood at the **Tift Head Start Center** and **Albany State University's (ASU) Early Learning Center (ELC)** located on ASU's campus are **committed to expanding their education programming** to offer a continuum of education and learning to serve residents and their children. The **Southwest Georgia Community Action Council (SWGAC)** overseeing the Tift Head Start Center has committed to targeting 35 Head Start slots at Tift to neighborhood children between the ages of 3 and 5 in the year 2013, and 175 over the five year period ending in 2017. ASU's Early Learning Center will target 10 families annually for enrollment in ELC's Family Life Program.



Map 6.4: Planned Developmental Assets. See Chapter 4: People Plan for details.

0.25 and 0.5 mile walking radius from McIntosh Homes

Together, these initiatives will serve to increase enrollment by neighborhood children into the Lincoln Elementary Magnet program and prepare children to succeed in middle and high school programs.

Metrics: The expected five year result is to have greater than 75% of kindergarten children living within the CN target area assessed as developmentally ready at beginning of the school year.

Strategy 2.2: Improve access to Health Resources

AHA's Community Needs Assessment indicated great health disparities for McIntosh Homes and Golden Age families as well as families residing in the CN Target Neighborhood. Within the area, the nearby PPMH healthcare facilities and the Samaritan Clinic located on Jefferson Street within walking distance of the neighborhood provide emergency health services to families in need and can be the driving force for successful recruitment and retentions efforts, reduced operating costs through reduction in emergency room use, reduction in teenage pregnancy and premature births, and an increase in overall wellness.

The CN People Plan's Health and Wellness initiative, focused on children and youth, relies on the AHA, Phoebe Putney Memorial Hospital (PPMH), PPMH Network of Trust, and the Albany Area Community Services Board in partnership with Emory University and other community partners for implementation. Together, these entities are working on developing a School Based Health Center (SBHC) at Albany High School, located within walking distance of McIntosh Homes. As with the recently opened

Turner Elementary School SBHC, a physical space within Albany High School will be retrofitted to co-locate healthcare and wellness services and result in a new state-of-the-art 1,000 square feet (SF) on-site health clinic/wellness center dedicated to increasing access to onsite primary and preventive health care, improving health outcomes. PPMH will manage and operate this outpatient primary care and wellness facility to provide clinical health services for youth attending Albany High School and their families living within the CN target area.

Metrics: Key metrics include increasing the number of enrollments in health programs as well as in mental health and substance abuse programs; increasing the % of families reporting good physical health to be greater than 80%, low psychological distress to be greater than 90%, and healthy weight to be greater than 80%. See also Outcome 3: Recreational Assets regarding the expansion and access to community recreational opportunities within the CN target area. These initiatives provide positive health benefits to residents located within and adjacent to the Choice Neighborhood boundary area.

Strategy 2.3: Improve access to Healthy Foods

Similar to many inner city neighborhoods throughout the country, residents of McIntosh Homes, Golden Age and the surrounding neighborhood have limited access to fresh food choices with resulting health disparities and adverse health outcomes due to residential segregation, poverty and neighborhood deprivation. Fringe food retailers in the area can have a 30-60% markup on prices, provide a limited selection of products and a dominant

marketing of processed foods. It is no surprise that residents indicated in AHA's resident needs assessment a high expenditure rate on their food purchases, due to smaller weekly food budgets and poorly stocked neighborhood grocery stores.

One of the goals of the Neighborhood Plan is to increase access to fresh foods and supermarkets and to encourage healthy eating through a neighborhood-based community garden initiative. The **CHOICE Community Urban Garden** project, spearheaded, managed and led with expert mentorship by the local Southwest Georgia (SWGA) Project for Community Education, Inc. and MISSION Change integrates **sustainability, conservation, and food and nutrition with educational, cultural, and recreational activities** with benefits extending across multi-cultural and multigenerational demographics. Additional key partners include Hines Memorial Christian Methodist Episcopal Church, Trumpet of God and Boys and Girls Clubs of Albany.

An additional component of the Plan is to explore opportunities for redevelopment of the former and now vacant Harvey Grocery store located on Jefferson Street to increase healthy food access and focus on sustainable food systems, health innovations including access to primary/preventive care and health/nutrition education; and community development program areas.

Metrics: Key short-term metrics for this goal include having 10% of families growing healthy food for consumption; have products purchased from the local farmers market; and the long-term metrics include having the urban garden be economically sustainable.

Strategy 2.4: Improve Access to After-School Activities

Several initiatives spearheaded by the Youth CN Working Group members can be implemented or expanded in the near term as a result of synergies achieved through the following collaborative efforts identified in the People Plan - See Chapter 4.

- **MISSION Change** recently shared its aspirations to expand its grass-roots efforts working with McIntosh Homes children, to include an after-school program serving 30 to 40 children and youth. While instructors had been hired to teach a range of topics, including photography, yoga, and piano, the organization had no indoor facilities. As a solution, the AHA offered its McIntosh Homes Community Center, and also indicated it will explore upgrading the AHA playground located on West 1st Avenue that currently serves as Mission Change's informal base of operations. Fortunately, this does not interfere with operations held at the McIntosh Homes Community Center by the Boys and Girls Club, which transports youth from McIntosh to its larger center several blocks to the east on Jefferson. Trumpet of God's chief grant writer offered to assist Mission Change in seeking funding for its afterschool program.
- **Girls Inc.**, located right in the neighborhood, targets girls ages 6 to 18, both for after-school and summer programs, and is now serving 85 to 100 girls who are currently mostly from outside the neighborhood. (Some attend the Lincoln Elementary Magnet School that most neighborhood children do not attend).
- **The proposed School Based Health Center at Albany High School** will utilize the walking track, playing fields and other

assets of the school to promote exercise through a “joint use agreement” with the Dougherty County School System and in coordination with the Dougherty County Department of Parks and Recreation. See Outcome 3: Recreational Assets for additional information regarding joint use agreements.

- **AHA and key health care partner entities** will coordinate with organizations that promote better access to healthy foods, including Sherwood Baptist’s kitchen operation, Trumpet of God’s recently-purchased intown farm, MISSION Change’s neighborhood-based community garden, and the Southwest Georgia Project for Community Education, which has received a grant to train and assist those interested in urban farming. This organization is also very active with regard to farmer’s markets, and is interested in connecting the neighborhood with farmers as part of a broad strategy of promoting access to healthy food sources in high poverty neighborhoods.
- Improved curriculum and after school programs at **Northside Elementary** and **Albany Middle School**.
- Increase access to **City of Albany’s Parks and Recreation Department** programs focused on youth.

Strategy 2.5: Increase Job Training and Employment Opportunities (See also Chapter 4: People Plan)

Through a newly committed partnership between AHA, Albany Tech and Phoebe Putney Memorial Hospital (PPMH), the basis for leveraging employment opportunities for AHA families and residents of the **Oaks at North InTown** neighborhood will be established through new job training and employment programs for public housing and neighborhood residents at both Albany Tech’s campus, located 2.9 miles south of the CN target area, and at PPMH, immediately to the north.

Metrics: The key short-term metric is to reduce the unemployment rate in the area below the citywide average.

The long-term goal for the neighborhood as a whole is to effect a reduction in the poverty rate for households currently residing in the Oaks at North InTown by increasing job opportunities and the incomes of existing households while at the same time attracting new higher income families to the area.

Strategy 2.6: Repurpose Existing Vacant Buildings in the Neighborhood for Educational and/or Community Use

As student populations and school budgets have diminished, classes are emptying out of school buildings, consolidating into others and leaving their former homes as vacant lots in neighborhoods nationwide. According to the National Centers for Education Statistics, more than 1,900 public schools (out of nearly 99,000) closed during the 2010-2011 school year. Municipalities and school districts are then left with huge assets in a weak real estate market, unable to draw property taxes or any other revenue while forced to spend money to prevent those empty buildings from falling into disrepair.

Mamie Brosnan Elementary School (Vacant). One of the oldest schools in Dougherty County, the Mamie Brosnan Elementary School was closed down in 1955. In 2005, the Dougherty County School System (DCSS) demolished one of the wings of the old School as part of the construction of the new Lincoln Elementary Magnet School on that same block. The former school was gutted, leaving the attractive historic exterior facade consisting of the grand entry porch, two floors and a basement which total close to 25,000 square feet. All accessible asbestos-containing thermal system insulation was removed from the building in 2004.

Planning - Repurposing for Community Use. Early CN Planning discussions with residents and community stakeholders addressed the potential repurposing of this vacant school building for community use given its historical significance and

Key Neighborhood Strategies . Developmental Assets

its central location in the neighborhood. Finding new uses for this vacant school building can be a viable strategy for the DCSS, local churches, non-profit community organizations and/or developers interested in repurposing the building for a variety of uses: for worship services; for community gatherings; for artists gallery space and studios; affordable senior housing and senior center; or even as a job training facility.

Albany will need to assess which scenario makes the most sense for DCSS, City and the neighborhood. Each scenario - whether to lease or sell for use as a charter or private school; lease or sell to a private company or government agency for purposes unrelated to education; or even demolish the building and simply sell the land - presents its own challenges, from a practical and political perspective. Continued community participation in every level of decision-making will ultimately lead to better results for the long-term use of the school site.

Best Practices. In many examples throughout the country, the adaptive reuse of existing school structures has proven to be more cost-effective than building a new structure. While several qualities typical of 20th century school buildings may make the conversion to a new use challenging, building a new 2-3 story building in today's market may be cost-prohibitive. Also, conversion projects can use historic tax credits and other designations as part of its financing strategy, making conversions a viable alternative for the benefit of the community. District-wide initiatives in Kansas City, Mo., and Tulsa, Okla., have aimed to turn abandoned school sites into financial opportunities that will simultaneously improve the surrounding neighborhoods. Kansas City has closed nearly 40 schools in recent years, and city officials estimate those properties could be worth up to \$15 million. Tulsa shuttered 14 schools last year and district leaders also see those buildings as assets potentially worth millions. The Kansas City Public Schools (KCPS) Repurposing Initiative and Tulsa's Project Schoolhouse represent one path forward for

localities confronting this problem. After consolidating student bodies and vacating school buildings in recent years, these cities are putting those schools on the market, searching for potential buyers who will reuse the properties for projects that will benefit the community. An entry into the National Invitational Public Policy Challenge produced a plan to repurpose closed schools in Philadelphia (the city plans to vacate 64 in the next few years) and bring in up to \$20 million.

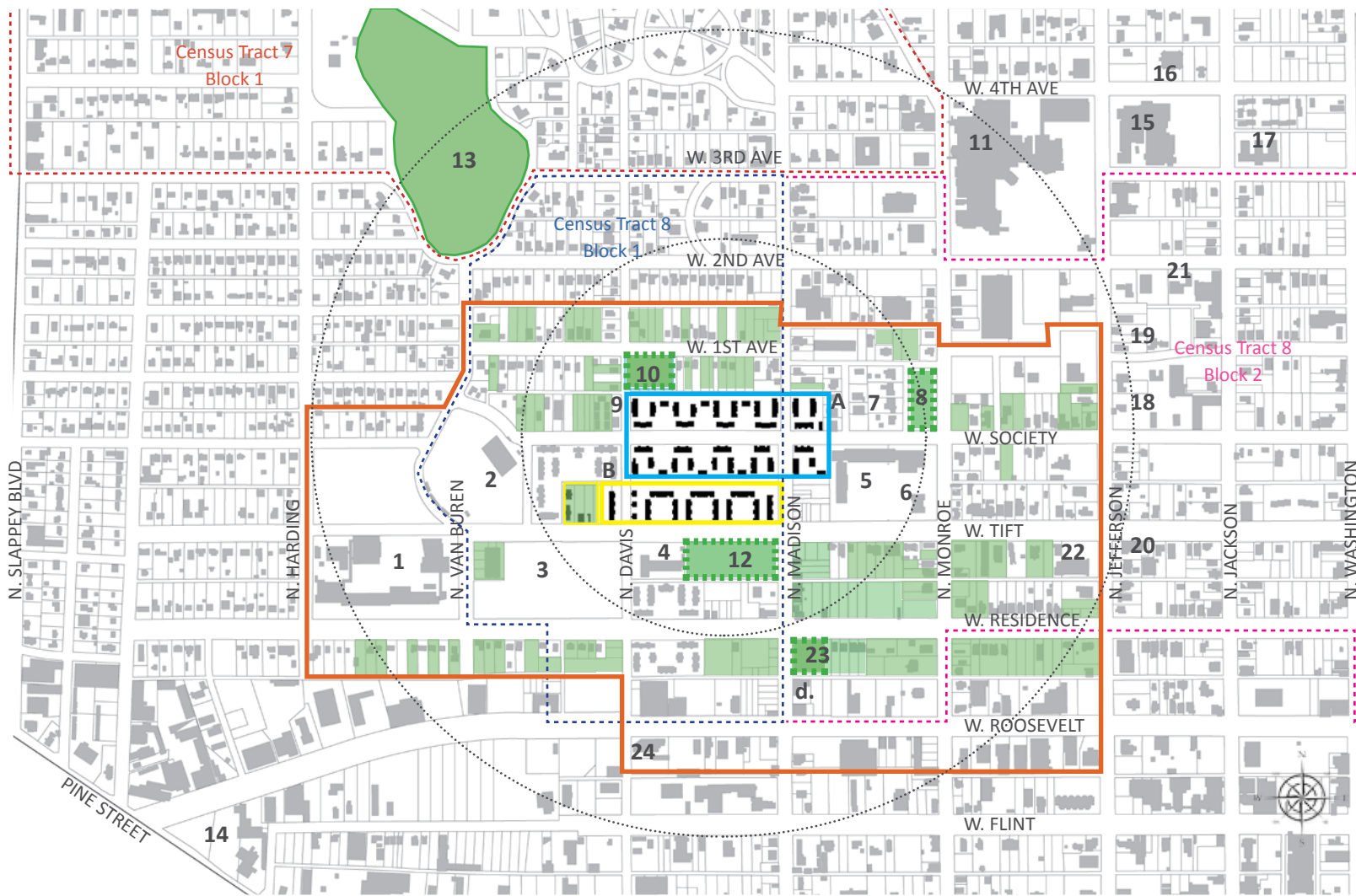
Adaptive Reuse of Coca Cola Building. Located just to the west of the target neighborhood, the Coca-Cola Building has been identified as a potential site for connecting neighborhood residents to human services. The complex on Pine Street includes a 60,000 SF main building built in 1940 as well as outbuildings and parking. Until recently, it was owned by Coca-Cola Consolidated. The building contained executive offices and a laboratory where the secret Coke formula was employed as well as actual production and shipping facilities. It had been vacant for five years when, in 2010, the company decided to donate the facility to Sherwood Baptist Church rather than sell it. Sherwood immediately seized on it as a potential base of operations for its inner-city ministry in partnership with other Albany churches interested in capitalizing on this strategically-located asset. Among the potential programs being discussed for its use is a soup kitchen which would double as a teaching center for preparing healthy foods, several learning laboratories teaching employable skills such as auto repair, and offices for after-school tutoring and one-on-one counseling of families seeking help with job search. A door-to-door survey of a number of target neighborhood families conducted by volunteers from the Church has provided data on community needs. Discussions with Church officials confirmed interest by its inner-city ministry to target the same target neighborhood as Choice Neighborhoods. It has signaled its intention to use the facility to both strengthen its own inner-city ministry and to be supportive of the Choice Neighborhoods Initiative at the same time.

increased access to

3. RECREATIONAL ASSETS

Parks Build Community. The Neighborhood Plan proposes the development or redevelopment of parks and open spaces in the **Oaks at North Intown** neighborhood which can become catalysts for revitalization. The intended outcome focuses on increasing access to parks and greenspace within or in close proximity to the neighborhood due to the multiple physical and mental benefits associated with their usage and resulting positive overall health outcomes for all members of the community. In addition to planning and implementing convenient access to parks and greenspace, the Neighborhood Plan proposes the implementation of a community garden to actively engage neighborhood children. Community gardens have long been used as a way to improve neighborhood residents' mental health and to improve healing. More recently, these gardens have also been used to improve access to healthy foods, increase physical activity, and build neighborhood social capital. The location of two schools - Lincoln Elementary Magnet School and Albany High - in the heart of the neighborhood also provide opportunities for positive health outcomes by increasing physical activity for the Oaks at North Intown elementary school-aged children and high school students as research has shown that walking to school has positive health benefits for both groups.

To implement these initiatives, the Neighborhood Plan proposes to redevelop substandard and/or vacant land for community park use and/or implement improvements to existing open spaces, thereby enhancing associated health and recreational outcomes for public housing and neighborhood families. The establishment of additional greenspace and a community garden will benefit not only the immediate CN target area, but would serve as an amenity for the larger community as well.



- A. McIntosh Homes
- B. Golden Age
 - a. Israel's Temple
 - b. Church of the Albany Rescue Mission
 - c. New Testament Church
 - d. Hines Memorial CME Church
- 1. Albany High School
- 2. Hugh Mills Stadium
- 3. Albany High School Athletic Fields
- 4. Tift Head Start Center
- 5. Lincoln Elementary Magnet School
- 6. Mamie Brosnan Elem. School (Vacant)
- 7. Girls, Inc.
- 8. City Park
- 9. Boys & Girls Club (AHA Building)
- 10. Existing AHA Playground
- 11. Phoebe Putney Memorial Hospital (PPMH)
- 12. Existing Retention Area (DCED Vacant Parcel)
- 13. Hilsman Park
- 14. Coca Cola Building (Sherwood Baptist Church)
- 15. PPMH Healthworks
- 16. PPMH Child Development Center
- 17. Albany Health Care
- 18. SOWEGA Council on Aging
- 19. Samaritan Clinic Little Learners Academy
- 20. Salvation Army
- 21. Harvey Grocery Store (Vacant)
- 22. Urban Garden Project
- 23. Vacant Warehouse

Map 6.5: Planned Recreational Assets

Vacant/Vacant Structures/Code Enforcement/DCED Vacant/Tax Delinquent and/or Foreclosed Properties

Opportunity sites selected for Conversion to Parks and/or Improvements for Community Use totaling +/- 6.0 acres

0.25 and 0.5 mile walking radius from McIntosh Homes

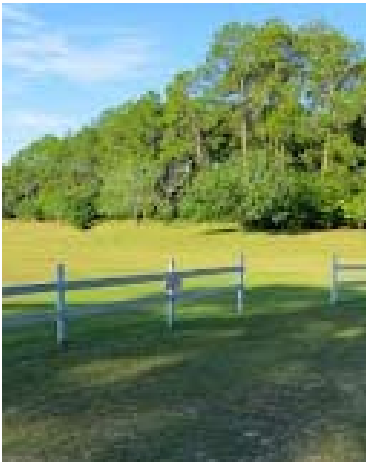


Photo - Top
Engram Park on Monroe Street

Photo - Bottom
Hillsman Park located in Rawson Circle

Needs Assessment. The National Recreation and Parks Association's (NRPA) *Park, Recreation, Open Space and Greenway Guidelines* recommends that cities possess recreation space (Level of Service) of between 6.25 and 10.5 acres per 1,000 residents (1995). Over time, these recommendations have become standards, with many cities identifying around 10 acres of parkland per 1,000 residents. In Dougherty County, the County has established that the level of service (LOS) currently provided by facilities does not meet the standards of the NRPA or the current Recreation Master Plan. Within the three census tracts that were the subject of the Choice Neighborhoods Health Impact Assessment (HIA), only one, Census Tract 7, Block Group 1, met the recommended level of service range of 6.25 to 10.5 acres per 1,000 residents. The other two block groups within Census Tract 8 - Block Group 1 and 2 - which contain the CN target area, do not meet the standard. These two block groups have 0.1 acres per 1,000 residents and 2.1 acres per 1,000 residents respectively. The amount of additional acreage needed in each block group to reach the minimum recommendations established by the NRPA totaled 6.04 acres in Block Group 1 and 4 acres in Block Group 2. The establishment of additional greenspace and a community garden (identified in Outcome 2: Developmental Assets) would benefit the entire Oaks at North Intown community and the surrounding neighborhood areas.

There are three key strategies for increasing greenspace, recreational access and park use within and adjacent to the CN target neighborhood. These rely on the support of City and County planning, programming and present and future funding sources for implementation.

Strategy 3.1: Redevelop Substandard and/or Vacant Parcels as Neighborhood Parks and Open Greenspace for Community Use

Based on the Choice Neighborhoods Health Impact Assessment (HIA) included in the Appendix, approximately 6 to 10 acres of additional park space would be needed to fulfill NRPA recommendations for level of services for the CN target area population of 1,438 residents. Map 6.3 indicates available substandard and/or vacant land within the CN target area which could potentially be available for redevelopment for community use as parks, recreation, open space and greenways,

The following parcels were identified as being well suited for conversion to parks and/or selected for improvements based on the following criteria: the existing infrastructure needed to support park use; the ability of each site to promote greater connections among adjoining neighborhoods; the ability to improve the comprehensiveness of the City's park system; the potential of each site to contribute to meeting the needed acreage threshold; and the potential to add value to the existing two neighborhood schools which would benefit from proximity to the parks. See Map 6.5 for locations.

- **Parcel #12** - City commitments are in place to support the planned conversion of an existing 2.56 acre retention pond located on Madison and Tift for community recreational use. However, additional research and due diligence will be required by the City's Engineering and Parks and Recreation Department to assess overall impact to area drainage requirements as well as total costs for implementation.

- **Parcel #23** - An additional 0.97 acre parcel located at the corner of Madison and Residence, owned by Hines Memorial CME Church, is currently being planned for use as a community urban garden. This strategy seeks to incorporate nutrition and physical activity education as part of its gardening program and can add to the neighborhood economy by producing output for sale to the local community and area restaurants, including Downtown Albany’s farmer’s market coordinated by the Southwest Georgia Food System Initiative. See Note and Chapter 4: People Plan for details.
- **Parcel #8** - Located along Monroe between W. Society and 1st Avenue, neighborhood residents shared their concerns about criminal activity and littering at the City-owned Engram Park which covers 1.34 acres of land area. Bordered by Lincoln Elementary School to the south and Girls, Inc. to the west, this park is a valuable community asset given its location and should be improved for community use. Planned enhancements should include the implementation of CPTED design measures to increase safety, access and usage through visual, environmental and landscape improvements.
- **Parcel #10** - The AHA-owned 0.98 acre parcel located at the corner of Davis and 1st Avenue is currently used by MISSION Change as a playground / gathering space for its youth mission activities. This is the only playground in the neighborhood today as AHA removed the McIntosh Homes playground located on site due to ongoing criminal and drug-use activities. Once McIntosh is redeveloped, this playground can be relocated to a more centralized location within the neighborhood to serve as a much needed community amenity for all residents.

Strategy 3.2: Establish Joint Use Agreements between the Community and Existing Schools

An additional strategy to increase physical activity and access to greenspaces in the Oaks at North Intown neighborhood is to establish a joint use agreement between the community and the two neighborhood schools - Lincoln Elementary and Albany High - both of which have existing outdoor exercise facilities.

State statute in Georgia authorizes the use of school property by a community and also permits joint establishment or joint use of property and facilities, including K-12 schools and state universities and colleges (NPLAN, 2010). Several jurisdictions in Georgia are establishing joint use agreements which could be seen as a precedent for this type of agreement for the City of Albany. For example, Cook County, GA and the City of Adel are currently working to formalize a joint use agreement between schools and the public for after-hour use through the Cook County Family Connection. The City of Dunwoody, GA, looked into developing a joint use agreement to take advantage of underutilized land at the Peachtree Middle School.

The Neighborhood Plan proposes the initiation of a ‘joint use agreement’ with Dougherty County School System (DCSS) for physical activity programs and use of playfields at Lincoln Elementary and Albany High for neighborhood residents. Other joint use programs may include organized after-school and weekend athletic activities and events for adults and youth; informal or “open” public access/use of school grounds and/or facilities; child care; adult/youth education; community garden project.

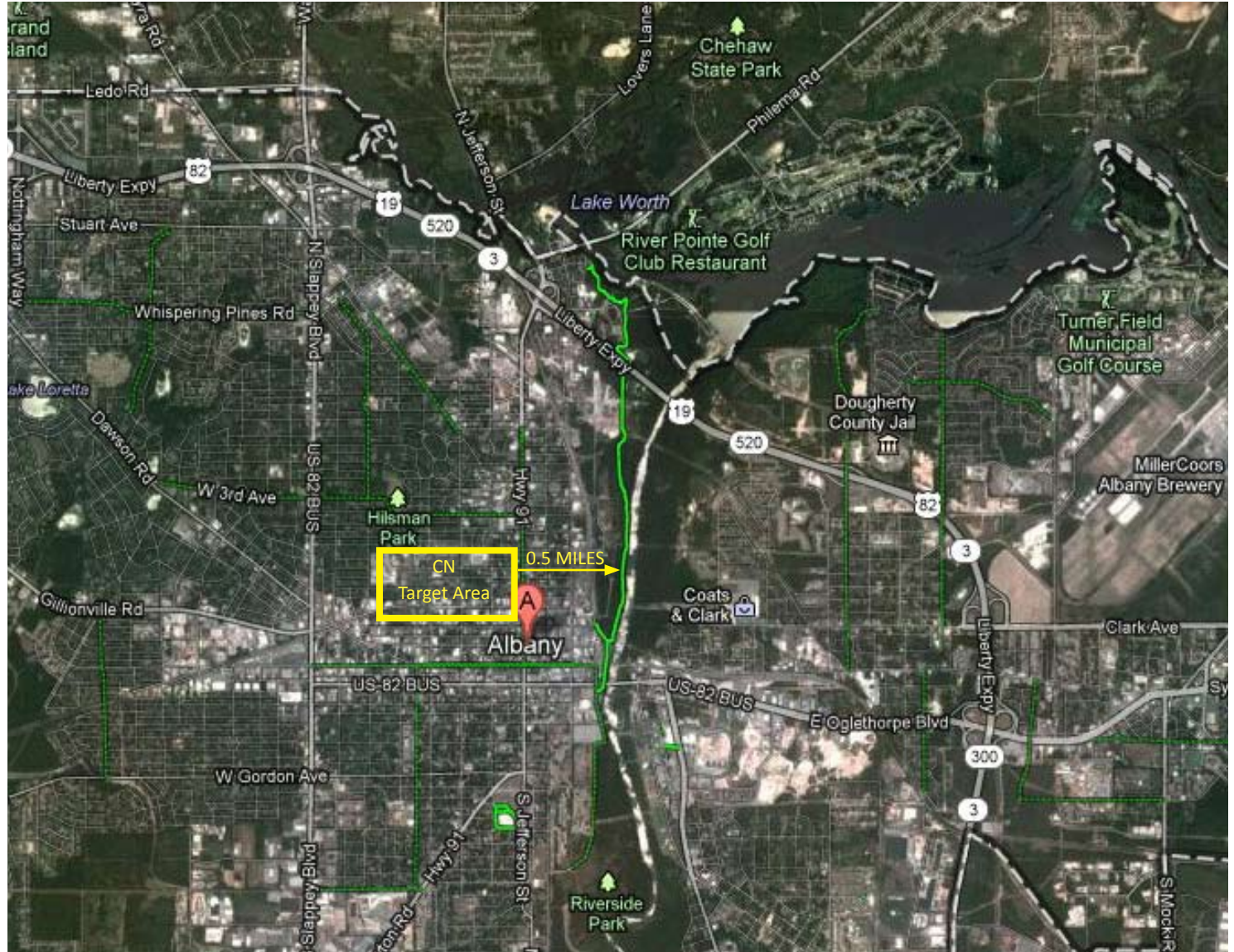
Note:
For the **Community Urban Garden Project** (Parcel #23), **Hines Memorial CME Church, MISSION Change and SWGA Project for Community Education** will seek collaboration and apply lessons learned from the Lincoln Elementary Magnet School “Teaching Garden” project.

PPMH partnered with the American Heart Association and provided \$25,000 in funding for a teaching garden at Lincoln Elementary Magnet School. The “Teaching Garden” promotes healthy living through a learning – based program. Students learn how to plant seeds, nurture growing plants, harvest produce and ultimately understand the value of good eating habits. They had their first meal prepared with the harvested veggies on Wednesday, April 24, 2013.

The idea for the “Teaching Garden” is based on studies indicating that participating in school gardening programs can improve students’ attitudes about fruits and vegetables.

FLINT RIVER - Meandering for more than 350 river miles, the Flint River is fed by a basin comprised of 8,460 square miles of Georgia's Piedmont and Coastal Plain region. Known for its incredible scenery, the Flint serves as host to a richly diverse ecological community, a heritage that has survived the surge of development surrounding the river. Millions have enjoyed the beauty and abundance of the Flint River through the centuries, from the early Indian inhabitants to the cotton farmers of the turn of the century to the citizens of today who rely on its waters to fuel homes and industry as well as farms and recreation. The Flint has carried many names but all have referred to the quartz-based rock found along its banks, used for thousands of years by native cultures to fashion arrowheads and tools. The ancient Eastern Woodland tribes that settled near today's city of Albany called the river and village Thronateeska, or Thlonotiaske, meaning "flint picking-up place."

FLINT RIVERWALK TRAIL - This is a 2.4-mile paved trail extends from Riverfront Park to Cox Landing and includes scenic overlooks along the Flint River. Stroll along the Oxford Environmental Park Nature Trail, an off-shoot of the greenway, to learn more about the local ecology. See Website <http://dtownalbany.com/>



Strategy 3.3: Enhance Connectivity between Neighborhood and Regional Greenway System for Active and Passive Recreation

This strategy builds on two important City of Albany and Dougherty County efforts. The **Flint Riverwalk Trail** system located within 0.5 miles of the easternmost boundary of the CN target area is part of the City’s **Greenways and Trails Master Plan** system. The Master Plan is a city-wide planning effort intended to connect neighborhood parks and open spaces through a network of existing and future bicycle/pedestrian routes with increased access to existing natural and recreational amenities along the Flint River - specifically to the Chehaw State Park to the north and Riverside Park to the south. The **Regional Bicycle and Pedestrian Plan**, completed by the Dougherty County Area Regional Transportation Study (DARTS) MPO in 2011, identifies 163 projects and 25 recommended programs based on guiding principles designed to achieve the following: enhance safety, provide pedestrian access to transit, create bikeable and walkable downtowns, provide access to schools and community facilities, connect neighborhoods, activity centers, and major employers, expand trails and long distance bike routes, establish on-going funding and evaluation for bicycling and walking, and preserve pedestrian and bicycle facilities.

The Neighborhood Plan proposes that all planned park

conversions and/or improvements within the neighborhood take into account these initiatives. This will ensure that as projects are implemented they are well-integrated with the existing and planned citywide and regional park systems. This will result in increased park and trail accessibility and usage by residents, enhanced connectivity and continuity, and ensure that the length of routes and presence of bike lanes and signage are addressed. In addition, creating a pedestrian friendly crossing at busy streets between the CN target area and the Riverwalk Trail will be essential as crossing a busy street en route to the trail is a deterrent to trail use.

Metrics: Key metrics for these strategies are increases in the number of park acres, resources and access to green open space to be within 1/2 mile of all households; improved health outcomes for all residents in the neighborhood as a result of increase in physical activity by 10%; supports best practices investment in public amenities, pedestrian friendly streetscapes, and infrastructure that supports LEED-ND; improves perceptions of safety in the area and thereby increases property values throughout the neighborhood by a projected 10%.

New Bicycle Route Completed Near CN Planning Area. (Sept. 2012)

The 3rd/2nd Avenue Bicycle Route has been completed through a \$5,400 grant from Georgia Bikes! and a 50% match from ADICA. This project is hoped to encourage bicycle utilization throughout intown neighborhoods on the near north side, including the Choice Neighborhood Planning area, promote bicycles as a transportation option for the two largest area employers: the City of Albany and Phoebe Putney Hospital, and encourage greater utilization of the existing 2.4 mile Riverfront Trail from the Central Business District north along the Flint River to the Chehaw State Zoological Park. This was a collaborative effort between the Department of Community and Economic Development, the Office of the Downtown Manager and Albany’s Planning Department.



creating

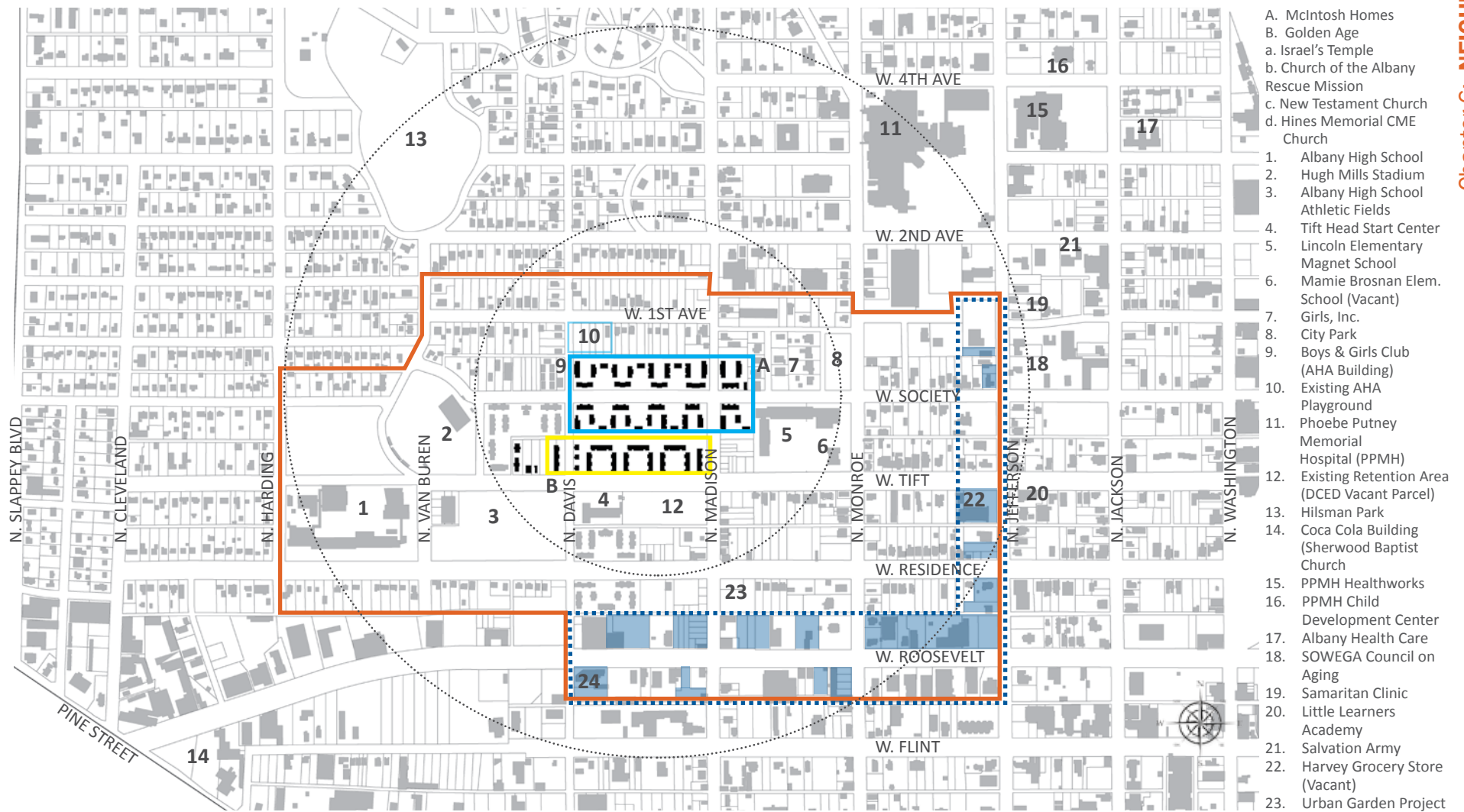
4. COMMERCIAL ASSETS

Strategy 4.1: Support Commercial Redevelopment and Expand Local Economic Development

The development of affordable housing leads to economic development and especially to opportunities for addressing commercial disinvestment and the lack of basic neighborhood-serving retail and services.

In AHA's needs assessment, residents identified access to basic amenities such as a supermarket with fresh foods, large retail, drugstore, and healthcare as a priority. A recent survey conducted by the Albany-Dougherty Inner City Authority (ADICA) listed similar results. In addition, the Choice Neighborhoods 'Market Scan' by PLANVEST Inc. (see Appendix for copy), suggested the existence of a potentially deep market of startup and small businesses that, with the proper nurturing, could succeed in downtown and in proximity to the CN Target Area. These businesses could likely play a large role as job creators in the neighborhood and in Albany's business future. They also can be ideal tenants for the inventory of underused, lower-cost older buildings throughout the neighborhood and along Jefferson and Roosevelt.

Market Potential. Within the CN Target neighborhood itself, retail is almost non-existent as most retail and service operations have closed. The former Harvey Grocery Store on Jefferson Street was one of the last major retail operations within the area, and along with the now vacant Kings Mart on North Madison Street, the last of the area's food stores are gone. Only Riley's Dry Cleaning facility on North Madison and a small convenience-eatery restaurant on North Jefferson remain as the community's



Map 6.6: Planned Commercial Assets

Opportunities for Commercial Redevelopment on Underutilized, Vacant and/or Dilapidated Parcels along Jefferson and Roosevelt

0.25 and 0.5 mile walking radius from McIntosh Homes

Photos illustrating existing commercial, industrial and manufacturing buildings and uses along Roosevelt Ave and Jefferson Street. Some of these buildings are vacant or deteriorating while others have been adaptively reused for retail or commercial purposes.

1. Many vacant buildings front the Roosevelt Avenue CSX railroad line
2. Brick and metal buildings range from gable-ended warehouses to multi-story brick structures and are used for light industrial manufacturing, warehousing and commercial purposes.

3. Vacant and/or underutilized parcels fronting Roosevelt Ave as identified on Map 6.6.
4. On Jefferson Street, the old Harvey Grocery Store building sits vacant today awaiting redevelopment.
5. Former multi-story brick warehouse (Queen’s Wholesale Furniture) sits vacant at the corner of Davis St and Roosevelt Ave. This building is envisioned as a potential repurpose opportunity for artists studios and galleries. See Parcel 24 on Map 6.6.



retail commercial structure. Presently, commercial retail and service needs are being met by limited facilities located to the south on West Oglethorpe Boulevard, the Downtown Area and to the southwest and northwest along Slappey Boulevard. Most of the major facilities on Slappey Boulevard are between one to two miles distance. Within approximately 1 to 1.5 miles, neighborhood and community retail facilities vacancy rate was 11.2% and most of the facilities were built in the mid-1970s.

A Retail Gap Analysis was conducted by PLANVEST, Inc. (See Appendix) for the Choice Neighborhoods Planning effort utilizing both a 0.5 and 1.0 mile radius with an analysis of the estimated 2011 demand (consumer expenditures) in relation to the supply (retail sales).

The difference represents the opportunity in terms of either a retail gap or surplus of supporting dollars. Within the 0.5-mile market area, there appears to be sufficient retail dollar support for grocery stores and supermarkets. Assuming a \$300-\$350 per square foot productivity, approximately 7,100 to 8,300 square feet of space could be feasible for development. General merchandise type retail facilities also showed sufficient dollars available and could warrant between 6,000 to 7,000 square feet of closeout or dollar type stores. Lastly, approximately 3,000 square feet of limited-services eating type facilities were indicated as supportable, assuming \$200 per square foot productivity. Within the 1.0 mile market area, the same support opportunities were noted except that limited services eating facilities evaporated due to the existence of available supply between the 0.5 and 1.0 mile market radius and a small opportunity was noted for home center type retail facilities.

The opportunity identified for home centers from within the 1.0 mile market would support between 5,100 to 5,500 square feet of space, which is small for this type of retail establishment.

Opportunities for Commercial Redevelopment. The former Harvey Grocery Store presents an opportunity for a new grocery store to serve area residents and deliver programs to the community in the areas of: sustainable food systems (technical assistance, healthy food access, recycling programs), health innovations (access to primary/preventive care, anti-obesity and health promotion programs) and/or community development (engagement, workforce development, access to financial services, urban agriculture - business model innovation). Additional opportunities exist for attracting and supporting commercial development along the Roosevelt Avenue and Jefferson Street corridors given the amount of existing underutilized and/or vacant land. The underlying land use and zoning designation would support commercial development and would be consistent with the existing character of the area.

AHA and its partners along with ADICA will work together to explore ways in which to strengthen existing and/or develop new local retail capacity and focus on partnerships with the City, private businesses, and retail experts to enhance commercial and neighborhood-serving retail opportunities with business incubators within or in close proximity to the neighborhood.

Metrics: Key metrics for this outcome will include reducing commercial vacancy rates by half; increasing retail sales by 25%; increasing fresh food access through presence of a coop-supermarket or fresh grocer and community garden.

improved

5. SOCIAL ASSETS

From the beginning of the CN Planning process, the McIntosh Resident Planning Group (RPG) voiced concerns regarding public safety in the neighborhood, and built a coalition with residents of the neighborhood and of the nearby Palmyra Heights and Rawson Circle area. As a result, a public safety focus has evolved as a key element of the overall Transformation Plan with planned initiatives aimed at improving the priority outcome that residents feel safe in their neighborhood.

Based on statistics obtained from the Albany Police Department, in the year 2011 there were 21 Part 1 violent crimes per 1,000 persons in the target neighborhood. (Part 1 violent crimes include homicide, rape, robbery, and aggravated assault). This compared with 8.3 Part 1 violent crimes per 1,000 persons citywide, and 4.03 Part 1 violent crimes statewide. In 2011, there were 63 Part 2 property crimes per 1,000 persons in the target neighborhood. (Part 2 property crimes include burglary, larceny, auto theft, and arson). This rate is roughly equivalent to the citywide rate of 61.1 Part 2 property crimes per 1,000 persons, but is significantly higher than the statewide rate of 36.4 Part 2 property crimes. Resident perceptions of safety reflect this reality, as residents surveyed felt the neighborhood was not a safe neighborhood. High levels of crime endanger existing residents and also deter families and businesses from relocating to the area.

Strategy 5.1: Improve Social Assets through Expanded Public Safety Initiatives

This strategy begins with the Albany Housing Authority's efforts to deter crime on its public housing sites by providing

resources for new public safety infrastructure, including safety cameras, new street lighting and new “blue light” cameras which are capable of reading license plates and can deploy law enforcement to neighborhood hot spots. The Resident Planning Group extended the AHA’s safety efforts by forming a “neighborhood watch group” in collaboration with the Palmyra Heights and Rawson Circle neighborhood associations and with the guidance and support of the Albany Police Department.

In addition to these two initiatives, the CN Public Safety Working Group has been instrumental in planning and coordinating public safety initiatives including finding ways to fund needed community policing efforts. First tasked with assisting the AHA with the development and submission of a FY 2012 Byrne Criminal Justice Innovation (BCJI) grant application to the Department of Justice (DOJ), members of the CN Working Group include law enforcement-related entities, such as the Albany Police Department (APD), Dougherty County District Attorney, Georgia Department of Corrections Parole Division, U.S. Attorney, Dougherty County Juvenile Court, and also those involved in re-entry and services to other vulnerable populations such as the homeless: Albany Area Community Services Board, Phoebe Putney Memorial Hospital, Sherwood Baptist Church, Albany Rescue Mission, and representatives from the RPG. A second grant application attempt led by the State of Georgia’s Department of Public Health was submitted to the DOJ in early May. Grant announcements are expected in late September 2013. Additional activities include supporting and extending the network of community organizations that can provide constructive alternatives to criminal activity and gang involvement for neighborhood youth, including afterschool

and summertime activities, and job training and placement programs.

Metrics: The Year 5 Goal is to reduce Part 1 violent crimes by 50%, to 10.5 per 1,000 persons. This would reduce the disparity between the neighborhood and the City of Albany by 82.7%. Regarding resident feelings of safety, the goal is to increase the percentage of neighborhood residents perceiving the neighborhood as safe above the percentage perceiving it as unsafe. Given that crime and fear of crime affects virtually everyone, these initiatives are expected to improve the quality of life for the target neighborhood’s entire population of 1,478 persons. The youth and gang-related strategies will directly affect the neighborhood’s 174 youth ages 10 to 19.



Strategy 5.2: Improve Social Assets through Expanded Community Engagement Activities

AHA recognizes that community engagement will be critical to building upon the successes already experienced through the Choice Neighborhoods Planning process.

As described in Chapter 3: Resident and Community Engagement and Chapter 4: People Plan, AHA and its CN Partners are committed to improving social assets within the neighborhood through expanded community engagement activities.

Strategies to encourage and maintain community engagement between AHA, the McIntosh Homes Resident Planning Group (RPG), CN Working Groups, residents, press and the general public will include the use of social media as well as build on the many RPG-led community activities that have taken place over the past two years including:

- Christmas Luminaries (December 2011 and 2012) in conjunction with Rawson Circle and Palmyra Heights Neighborhood Associations
- Resource Fair
- Mobile Health Fair
- Capacity Building Workshop- Grants 101
- PPMH Fatherhood Initiative Health Fair
- July 4th Community Celebration
- Kids 4 Kids Fitness Event
- Albany Technical College Family Day
- Albany Police Department Day with a Cop
- Senior Prom for Golden Age Community

To date, AHA has utilized the McIntosh Community Center building located at the northwest corner of Davis Street and Society Avenue, which it shares with Boys and Girls, Inc., to host activity planning meetings and events. As described under Outcome 2. Developmental Assets, AHA and its CN Partners will continue to explore opportunities including finding sources of funding for the repurposing of existing vacant buildings in the neighborhood for educational and/or community use, including the former Mamie Brosnan Elementary School building. See Dougherty County School System (DCSS) Memorandum of Understanding included in the Appendix.



The City of Albany, like many cities across the U.S., is constantly struggling to address short-term budget shortfalls, making it difficult to divert resources to long-term strategies. While there is never enough money, the City is supportive of AHA's CN Planning efforts and has committed to assessing the amount of funding resources that may be available to support proposed neighborhood strategies and be a meaningful partner in plan implementation as the identified CN Neighborhood Implementation Entity. To this end, the City of Albany and the Department of Community and Economic Development (DCED) will continue to systematically identify their potential resources, including many from nontraditional sources, in order to assess the amount of dollars and resources that may potentially be available for targeted community investment including potential federal transportation funds, which have been used in a number of communities to leverage private as well as public sector investment for streetscape improvements, public facilities and even housing.

The City of Albany further understands that it must maximize community impact by prioritizing funds for the carefully selected CN target area. Perhaps the single most important dimension to using resources strategically is the will and the ability to prioritize resources and direct them to where they can most effectively further the community's goals. The impact of local government resources is often dissipated by the way they are used. Rather than being targeted to priority areas or needs, or where CDC or other productive capacity is strongest, scarce funds are often distributed thinly across a wide range of projects and neighborhoods, enabling many people to do a little, but resulting in little or no sustained benefit in the areas in which the funds are used.

All of the funds cited below can either be used directly for housing, or in ways that can leverage housing investment, increase housing values, or further neighborhood change. All of them should be connected to the extent possible and used for maximum effect. Potential Funding Resources for neighborhood investment include:

- CDBG and HOME funds to the municipality
- HUD, USEDA, EPA, and other competitive Federal funds
- Local appropriations or capital spending for infrastructure improvements and upgrading or replacement of public facilities
- Local funds from property sales, or public benefit enterprises
- Tax increment financing revenues and tax abatements
- County funds for open space, public facilities, and other uses
- School district funds for rehabilitation, expansion or new construction of school facilities, or state funds channeled to school districts for that purpose
- Tax credit programs for neighborhood revitalization and community assistance, as well as for historic preservation
- State housing trust fund or housing finance agency resources
- State funds for open space, transportation improvements, infrastructure, historic preservation, and similar uses
- Federal transportation funds
- Community development support from local foundations, corporations, and major institutions
- Community Reinvestment Act investments from banks
- Land Bank funding
- Choice Neighborhood Implementation grants funds

Table 6.1: SUMMARY Neighborhood Plan Strategies

STRATEGIES	KEY PROGRAMS AND INITIATIVES	KEY PARTNERS
1. PHYSICAL ASSETS		
Strategy 1.1: Develop Affordable Housing	<ul style="list-style-type: none"> • Redevelopment of McIntosh Homes and Golden Age (On-site) • Redevelopment of vacant and/or dilapidated properties within the CN target area (Off-Site) • <i>See Chapter 5: Housing Plan for more detail</i> 	Albany Housing Authority (AHA) City of Albany Private Developer(s) Non-profit Development Entities CHDO
Strategy 1.2: Enhance Walkability and Connectivity	<ul style="list-style-type: none"> • Invest in streetscape improvements and traffic calming measures • Conversion of Madison and Monroe one-way streets to two-way 	City of Albany Albany Transit System (ATS) DARTS GDOT
Strategy 1.3: Enhance Urban Environment by Improving Existing Housing Stock and Physical Neighborhood Conditions	<ul style="list-style-type: none"> • Ensure all development is compatible with existing neighborhood character and scale • Provide tools & resources necessary for property upkeep, rehabilitation and/or maintenance • Encourage neighborhood cleanup and maintenance activities on a yearly basis as part of a neighborhood 'beautification campaign' • Enforce state and local ordinances on blighted properties 	City of Albany Friends of the Oaks at North Intown Neighborhood Neighborhood Association(s) AHA Chamber of Commerce
Strategy 1.4: Implement Crime Prevention through Environmental Design (CPTED) Measures	<ul style="list-style-type: none"> • Use CPTED measures in the redevelopment of existing and redevelopment of new sites; • Use CPTED measures in all physical neighborhood improvements incl. streetscape improvements. 	City of Albany AHA Neighborhood Association(s)
Strategy 1.5: Repurpose Existing Vacant Buildings for Community Use	<ul style="list-style-type: none"> • Adaptive Re-use / Conversion of existing vacant buildings (ie. Mamie Brosnan Elementary School; Coca Cola Building; Harvey Grocery Store; Queen's Wholesale Furniture; other) 	City of Albany Dougherty County School System (DCSS) Community / Non-Profit Organizations Sherwood Baptist Church Private Developers

STRATEGIES	KEY PROGRAMS AND INITIATIVES	KEY PARTNERS
2. DEVELOPMENTAL ASSETS		
Strategy 2.1: Expand Access to High Quality Early Learning and Education	<ul style="list-style-type: none"> Expand education programming and access to neighborhood-based Early Childhood Education programs Increase enrollment by neighborhood children at Lincoln Elementary Magnet School 	SWGA Community Action Council Tift Head Start Center ASU Early Learning Center DCSS Albany Housing Authority (AHA)
Strategy 2.2: Improve Access to Health Resources	<ul style="list-style-type: none"> Implement School Based Health Center at Albany High School 	PPMH DCSS Albany Area Community Services Board AHA
Strategy 2.3: Improve Access to Healthy Foods	<ul style="list-style-type: none"> Implement ‘Community Urban Garden’ Project Support Commercial Redevelopment for Neighborhood-Serving Grocery Store 	AHA Hines Memorial CME Church Mission Change SWGA Project for Community Education Trumpet of God Boys and Girls Clubs of Albany Private Developer(s) Chamber of Commerce
Strategy 2.4: Improve Access to After-School Activities	<ul style="list-style-type: none"> Implement youth-focused activities focused on health, education, healthy eating and nutrition, arts and music, sports 	AHA Mission Change Girls, Inc. City of Albany DCSS Trumpet of God; Sherwood Baptist SWGA Project for Community Education
Strategy 2.5: Increase Job Training and Employment Opportunities	<ul style="list-style-type: none"> Establish job training programs for residents through area institutions of higher learning and local employers 	Albany Technical College Strive2Thrive Darton State College Albany State University PPMH
Strategy 2.6: Repurpose Existing Vacant Buildings for Community Use	<ul style="list-style-type: none"> Adaptive Re-use / Conversion of existing vacant buildings (ie. Mamie Brosnan Elementary School; former Coca Cola Building; Harvey Grocery Store; Queen’s Wholesale Furniture; others; 	City of Albany Dougherty County School System (DCSS)Community / Non-Profit Organizations Sherwood Baptist Church Private Developers

Table 6.1 (continued): SUMMARY Neighborhood Plan Strategies

STRATEGIES	KEY PROGRAMS AND INITIATIVES	KEY PARTNERS
3. RECREATIONAL ASSETS		
Strategy 3.1: Redevelop Substandard and/or Vacant Parcels as Neighborhood Parks and Open Greenspace for Community Use	<ul style="list-style-type: none"> • Conversion of substandard and/or vacant land to parks for community use • Conversion of retention pond on Madison and Tift for community recreational use • Initiate improvements to existing City-owned Engram Park • Implement 'Community Urban Garden' Project 	City of Albany Dept of Parks and Recreation Dept of Engineering & Public Works Dept of Community & Economic Development (DCED) AHA Community Partners: <i>Mission Change; Boys and Girls Club; Girls, Inc.; Hines Memorial CME Church SWGA Food System Initiative</i>
Strategy 3.2: Establish Joint Use Agreements between the Community and Existing Local Schools	<ul style="list-style-type: none"> • Initiate a 'joint use agreement' with DCSS for physical activity programs and use of playfields at Lincoln Elementary Magnet School and Albany High School • Joint use programs may also include organized after-school and weekend athletic activities and events for adults and youth; informal or "open" public access/use of school grounds and/or facilities; child care; adult/youth education; community garden project. 	City of Albany DCSS AHA Community Partners - <i>See CN Youth Working Group and CN Education Working Group</i>
Strategy 3.3: Enhance Connectivity between Neighborhood and Regional Greenway System for Active and Passive Recreation	<ul style="list-style-type: none"> • Coordinate planned programs/initiatives under Strategy 3.2 with City's Flint Riverwalk Trail and Dougherty County Regional Bicycle and Pedestrian Plan for enhanced connectivity 	City of Albany Dept of Parks and Recreation DCED ADICA Dougherty County Albany Transit System DARTS

STRATEGIES

KEY PROGRAMS AND INITIATIVES

KEY PARTNERS

4. COMMERCIAL ASSETS

Strategy 4.1:
Support Commercial Redevelopment and Expand Local Economic Development

- Support redevelopment of the vacant Harvey Grocery Store on Jefferson
- Attract commercial investment along Roosevelt and Jefferson corridors

City of Albany
 DCED
 ADICA
 Chamber of Commerce

5. SOCIAL ASSETS

Strategy 5.1:
Improve Social Assets through Expanded Public Safety Initiatives

- Implement Byrne Criminal Justice Grant (BCJI) Public Safety Initiatives including community policing
- Expand Albany Cadet program for CN target area

City of Albany
 Albany Police Department
 AHA
 CN Public Safety Working Group Partners
 Neighborhood Crime Watch

Strategy 5.2:
Improve Social Assets through Expanded Community Engagement Activities

- Build on RPG-led community activities
- Use of Social Media through improved AHA/Choice Neighborhoods Website
- Support repurposing of vacant building (i.e. Mamie Brosnan; former Coca Cola building; others) or development of new Community Center for the *Oaks at North Intown* Neighborhood

AHA
 RPG
 CN Working Groups
 DCSS
 Others



NEXT STEPS



**NEXT STEPS
SECTIONS**

- 219 Planning Ahead**
- 220 Financial Sustainability**
- 221 Plan Integration**
- 222 Managing Partnerships**
- 223 Collection and Use of Data**



From the very beginning of the planning process, the Albany Housing Authority, residents, community stakeholders and all Choice Neighborhood Partners made it clear that this Transformation Plan must be bold, even audacious in its vision for the future of the **Oaks at North Intown** neighborhood and indeed for Albany as a whole. As such, the Transformation Plan would need to serve as a catalyst for action and as a collective framework providing step by step guidance for its implementation.

In this light, this document must conclude with a discussion of the actions needed going forward, and a discussion of the issues to be dealt with if the Transformation Plan is indeed to serve as a springboard for a comprehensive array of transformation initiatives that will over time achieve the goals enunciated throughout.

These “next steps” are organized around the following major topics:

- Financial Sustainability
- Plan Integration
- Managing Partnerships
- Collection and Use of Data

Financial Sustainability

Marshaling and sustaining the financial resources needed to translate vision into action will be discussed under two broad headings, “funding” and “financing”.

“Funding” is defined herein as identifying and maintaining the money needed to sustain ongoing initiatives such as the outstanding \$8.8 million in in-kind services that has been pledged by dozens of local service providers for the ensuing five year period, as described in Chapter 4: People Plan. As AHA sought these commitments during 2012-2013, it stressed to potential partners the desire for pledges of in-kind services that the provider was able to sustain from its own sources of operational support. In this way, a multiyear period of services could be envisioned. Indeed, it is plausible that AHA will be able to maintain this service network indefinitely, subject only to the fluctuations in partner funding sources through the years. Accordingly, one of the fundamental areas of focus during implementation will be constant attention to funding availability by its partners and the deployment of services to neighborhood residents that can be sustained over time.

The term “Financing” is used herein in the context of major physical improvements such as the multi-phase vision for Housing described in Chapter 6. Categories of financing include both development and operation of the housing development activities. Regarding development financing, AHA will work closely with its selected housing developer(s) to identify sufficient sources to adequately finance each phase according to industry underwriting standards. In the case of the initial off-site multi-family housing transaction, only when an allocation of 9% Low-Income Housing Tax Credits (LIHTC) is obtained, will the

financial structure begin to take shape, and the allocation will all but ensure that other financing sources can be put together as needed to finance the development. In the case of the Section 202 elderly phase, only when a 202 allocation is received will the rest of the financing be put into place. This approach to financing guarantees that development will occur only when adequate sources are in place.

Sustainable financing of housing operations will be assured through the use of HUD’s Mixed-Finance concepts. Mixed-Finance differs from traditional public housing in that there are multiple types of rents, including those that (unlike public housing tenant rents and subsidy) are designed to result in positive cash flow. Principal among these are LIHTC rents, market rents, as well as Section 8 Project-Based Voucher (PBV) rents. The housing strategy described in the Transformation Plan blends public housing and LIHTC, market, and PBV rents, and this blend will be sufficient to sustain housing operations for the long term, including adequate staff, real estate taxes, and sufficient contract support, plus the establishment of a Reserve for Replacement to fund future capital needs without reliance on diminishing outside sources such as Public Housing Capital Funds.

Plan Integration

In addition to an ongoing focus on financial sustainability, the implementation of the Transformation Plan will also encompass continuous efforts to assure that the Choice Neighborhoods vision remains aligned and integrated with already existing neighborhood plans and programs including:

- The City of Albany’s TAD (Tax Allocation District) Redevelopment Area;
- The City of Albany’s URP (Urban Redevelopment Plan);
- The Albany Downtown Riverfront Master Plan;
- The Albany-Dougherty County Comprehensive Plan (2005-2025); and
- Phoebe Putney Memorial Hospital (PPMH) Development Area planning efforts ;

This principle of building upon and leveraging existing plans and resources ensures that synergies will be achieved wherever possible, while avoiding duplication of efforts and expenditures. This contributes to both financial sustainability as well as consistency in policy and vision. Other opportunities for plan integration include the plans being considered by the Dougherty County School System for the creation of a College and Career Academy at Albany High School. The Transformation Plan recognizes that, should such an Academy receive the necessary approvals, it would greatly enhance and support the Education Strategy described in Chapter 4: People Plan.

Managing Partnerships

Much work remains to be done to define the exact nature, roles and management on the part of strategic Choice Neighborhood Partners including but not limited to Albany State University (ASU); Dougherty County School System (DCSS), Phoebe Putney Memorial Hospital (PPMH); City of Albany; Southwest Georgia Community Action Council (SWGAC) and its Tift Head Start Center, and Sherwood Baptist Church as well as the dozens of service partners who comprise much of the over \$8.8 million in services pledged for the ensuing five-year implementation period. Their Continued support and cooperation will be vital in the successful implementation of the Transformation Plan.

As of this writing the organizations listed in the Acknowledgements section of the Plan are considered key and essential partners and undoubtedly, others will be added to the list over time. In all cases, AHA must continue to engage with its strategic partners with the objective of formalizing instruments of cooperation such as **Memoranda of Understanding (MOUs)** that, ultimately, describe the specific cooperative actions, contributions, and commitments that each party will make to help ensure continued programmatic success and implementation of the Plan. For best results, each MOU shall include means of engagement and accountability, including performance goals and milestones sufficient to ensure sustainability over time.

Collection and Use of Data

Albany's Choice Neighborhood (CN) Transformation Plan activities and investments are anticipated to have a measurable impact on economic, demographic and housing market conditions within the CN Target Area and the surrounding neighborhoods. Moreover, the data collection and analysis described under Chapter 2: Community Needs Assessment and throughout the Plan will be used to evaluate the improvements achieved over time in a broad range of categories including but not limited to health, safety, education, job training/employment, and economic development as well as overall quality of life for its residents.

The connection between the community and resident needs assessment, desired improvements, expected measurable outcomes, the strategy proposed to achieve outcomes through the Transformation Plan and the metrics proposed to assess those outcomes will need to be monitored over time and if required, adjusted as necessary.

A detailed plan to collect, use, adapt or expand a comprehensive data management system enabling the sharing of quantitative and qualitative data to affect sustainable improvements in the core goals of Albany's Transformation Plan will need to be considered as planning efforts move forward. For example, the survey of public housing residents, conducted at baseline as part of this effort, may need to be updated every one to two years. This would add substantially to the value of the data assessment process and to what the Albany Housing Authority (AHA), its CN partners and the community can learn from this ambitious comprehensive community transformation effort.

As plans for implementation move forward including the identification and pursuit of federal, state and local grant funding sources, AHA and its third-party data assessment partner, Albany State University (ASU), will need to reassess the comprehensive collection and use of data to ensure that information will be available for all relevant aspects of change and its determinants when needed. The implementation of a systematic, uniform performance measurement system entailing a series of standard data collection vehicles should not imply an overly burdensome collection nor reporting process given the types of information third-party data partners - including housing and community development agencies and service providers - already collect and the significant public investment in Choice Neighborhoods. Should AHA pursue a Choice Neighborhoods Implementation grant in 2013 or 2014, and, if HUD mandates and supports a common software system, it should be possible to incorporate all of these reporting tools into a single, integrated web-based system.

