



Community Transformation Plans: The Public Perspective on Housing as a Platform for Community and Resident Health

Charles Whatley
Economic Development Advisor
Warner Robins, Georgia

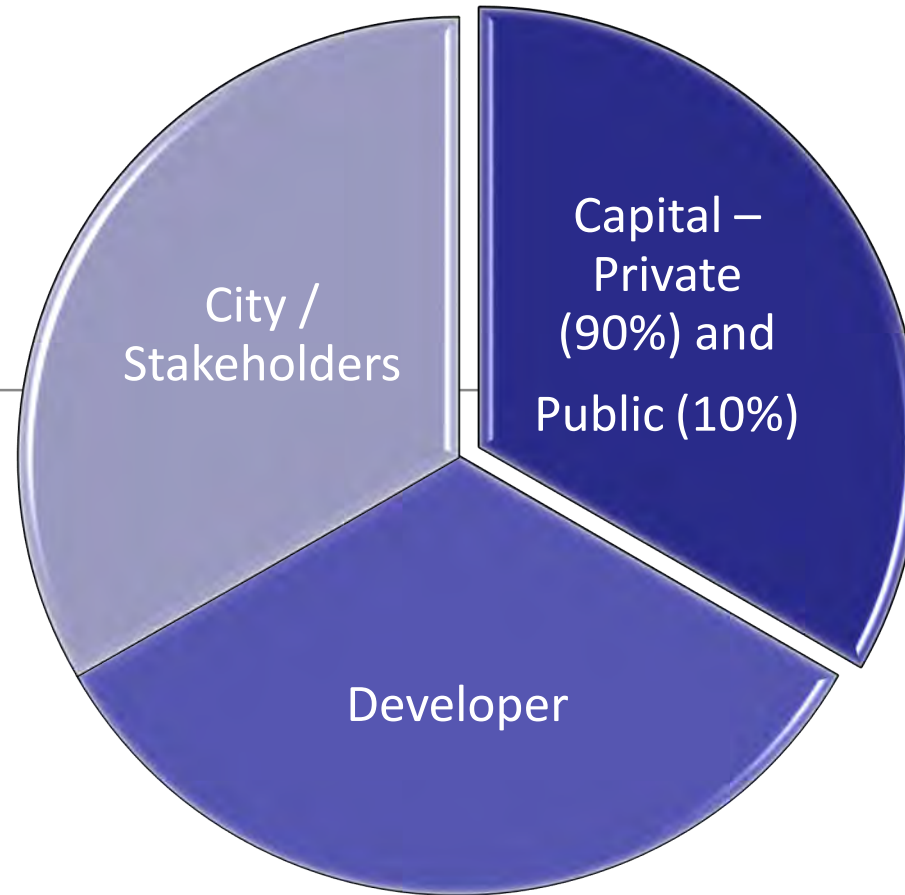
Jekyll Island, Georgia
September 6, 2018
Georgia Planning Association Fall 2018 Conference

Planning Correctly Is Everything.....



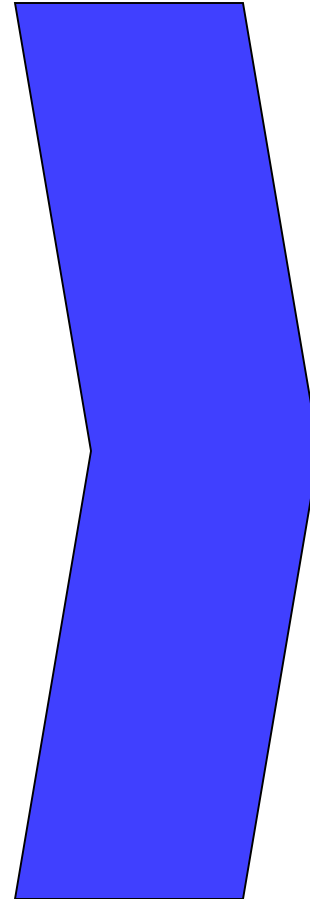
"We made a miscalculation, but it's consistent with our over-all strategy."

The Capital Gap



The benefits of partnering/coordinating for growth:

- Improved economic development execution
 - Focus on core mission while partners execute on their strengths
 - New perspectives on old problems
 - Expanded reach into the market
- Increased capacity for economic development
 - Linkages to resources
 - Sharing of costs (\$ and time)
 - Flexible use of resources



Prime P3 Project Candidates

- **Infrastructure**
- **Municipal Facilities**
- **Hotel and Conference Centers**
- **Parks and Recreation**
- **Affordable Housing**
- **Healthcare**
- **Education**

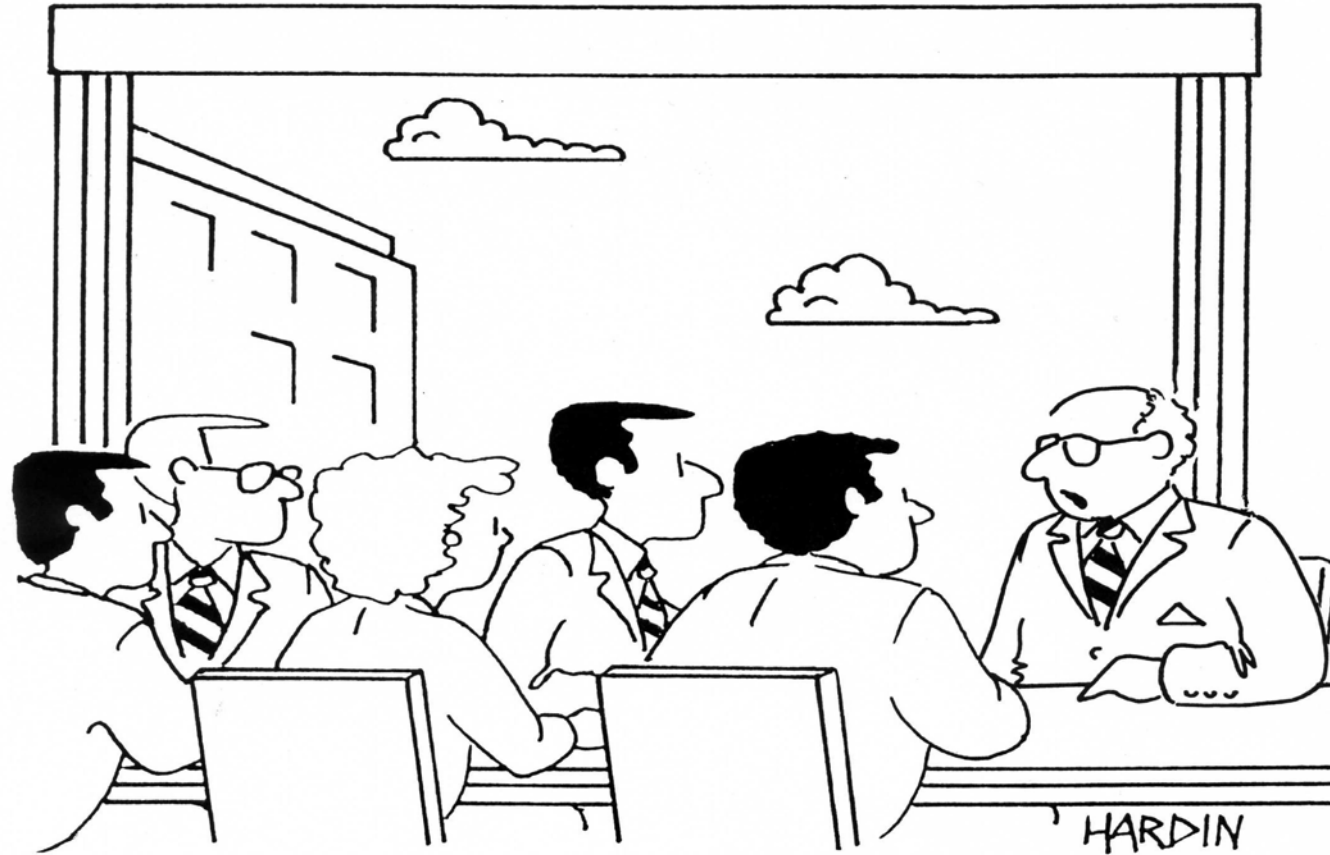
Public Sector Rationale

- **Commercial conversations about project, economics and requirements**
- **Delaying capital plans risks higher costs later**
- **Competing priorities and politics**
- **Limited debt capacity, “inability” to raise taxes, or limited financing options**
- **New or increased demand on services, facilities or infrastructure**
- **Referendum fear**
- **Long standard procurement cycle**

The P3 Process - Public Sector

- **Defining the Project and Investment Decision**
- **Procurement Decision**
- **Value for Money Analysis**
- **Integrated Recommendation**
- **Project Funding and Affordability**
- **Procurement Strategy**
- **Implementation Plan**

Managing Risk is Essential



"We've considered every potential risk except the risks of avoiding all risks."

Entities for Economic and Community Development

Development Authority

Redevelopment Agency

Downtown Development Authority

Community Improvement District (CID)

Business Improvement District (BID)

Community Development Finance Institution (CDFI)

EB-5 Regional Center

Tools for Redevelopment Projects

Enterprise Zones

Urban Redevelopment Area

New Market Tax Credits

EB-5 Financing

Brownfield Programs

CDBG

State and Local Economic Development Incentives and Grants

Economic Development Administration (Commerce) grants

HUD 108

Assessment Districts

Opportunity or Military Zone

Workforce Housing Tax Credits

Historic Tax Credits

Thank you!



Charles Whatley – Economic Development Advisor

Development Authority of the City of Warner Robins

Warner Robins Downtown Development Authority

Warner Robins Redevelopment Agency

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Highlights of 2017

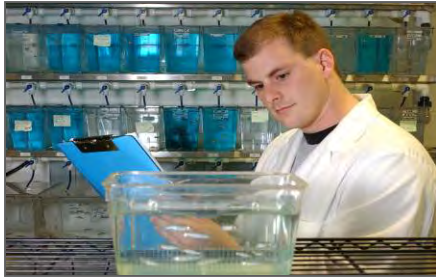


Mission

**Act as the tip of the spear
for facilitating commercial,
industrial and residential
economic vitality in the
City of Warner Robins.**



Our Focus



New Jobs and Companies



New Technology and Aviation-Related Jobs



Increase in Property Value



New Affordable Workforce and Student Housing Units



New Recreation Facilities, Parks and Greenspace



Collaborate with Higher Education to Attract Industry and Students



Support Tourism and Conference Trade

City Fiber – A2D Key Benefits to Warner Robins, GA

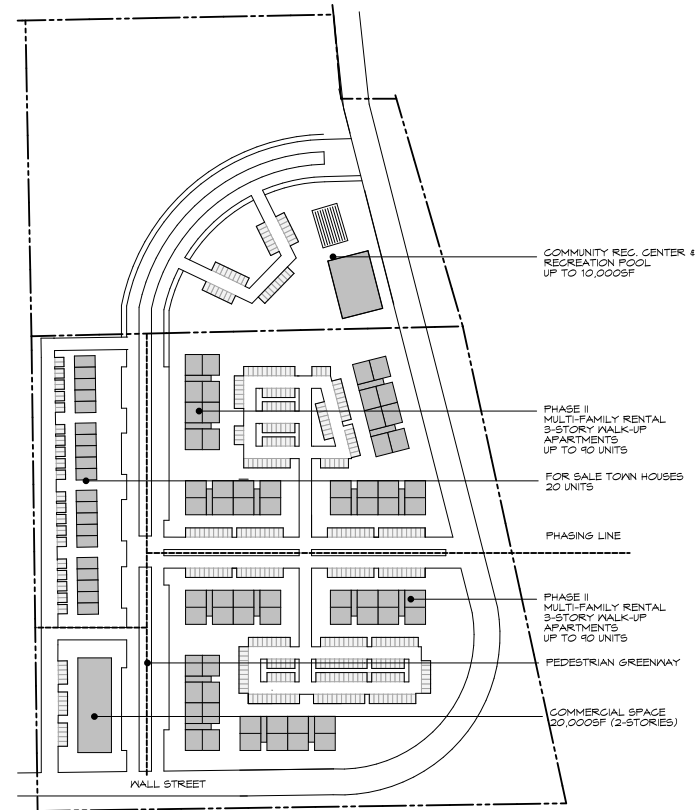
- **Fiber City – 1Gbps+**
 - More secure, economical and efficient City WAN operations and ownership.
 - Attractive to Tech/Manufacturing Industries, Professionals & Entrepreneurs
 - Enables enhanced at-home digital learning & telehealth services
- **Smart Utility Integration – Remote Metering, Enhanced Public Safety, Smart Lighting, etc.**
- **Intranet – Distance Learning, Telehealth, Workforce Dev, Virtual Classrooms**
 - Directly connect with Tier 1 Universities and Fortune 1000 Industries
 - Directly connect with Municipal, State and Federal Agencies – .gov, .edu, etc.
- **Direct Connect with Warner Robins AFB – securely linking base & city resources.**
 - Direct connect fire & public safety resources.
 - Direct connect to contractors and vendors on/off base.
 - Direct connect to veterans to critical on base resources.
- **Consumer Choice – Open Private Network allows for Multiple providers.**
 - Quality services at lower cost – Internet, IPTV, VoIP, Netflix Direct, etc.
 - Flexible payment plans – Month-to-Month, Credit Challenge, etc.
- **Revenue Share from broadband expansion for Economic Development.**

Pennrose Wall Street Project

90 units workforce rental housing in phase I

90 additional units in phase II

20 townhomes + commercial/retail



SITE CONCEPT

SCALE: 1:1600

| | |
|---------------|----------------------|
| L.7 | Layout |
| | |
| DATE: 2/23/17 | Drawn By: KBA: 16168 |

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WARNER ROBINS REDEVELOPMENT

Wall Street Warner Robins, GA #Site Postcode

Pennrose Wall Street Project

Partnering with VECTR to provide cost-free housing to active duty & veterans while attending training



Vantage Development

Pines at Westdale
Multi-family
180-units



Walk at Sandy Run Park

- 11.2-acre linear park
- 4-acre site for parking

Development Authority of the City of Warner Robins

Coordinating the Authorities

Development Authority of the City of Warner Robins, Georgia (DAWR)

- Primary Economic Development arm of the City of Warner Robins citywide
- Promotes Public-Private Partnerships (P3) for economic development projects

Warner Robins Downtown Development Authority (DDA)

- Responsible for Downtown development in the the City
- Redevelopment agent for the Tax Allocation District

Warner Robins Redevelopment Agency (RDA)

- Responsible for redevelopment of an area of the City that has experienced disinvestment
- Military Zone is part of the RDA footprint



Gary Lee, Director

**DEPARTMENT OF ECONOMIC DEVELOPMENT
CITY OF WARNER ROBINS, GEORGIA**

Transformational Communities:

*Planning as a platform
for community health & housing*



9/6/2018

Grace Baranowski, Senior Housing Policy Analyst

What is the Housing Tax Credit and the QAP?

What are Housing Tax Credits (LIHTC)?

- The IRS allocates ~\$2.35/resident to each state
- Developers compete to win award of credits
- Private investors contribute equity to build housing and receive benefits of the tax credits
- Housing is built and rents must be affordable (typically 60% AMI) for 30 years
- Once housing is inhabited, then tax benefits begin

States allocate LIHTC via Qualified Allocation Plan

- Each State sets their own criteria for the competitive selection of affordable housing developers to receive LIHTC
- These priorities and criteria are summarized in the Qualified Allocation Plan (QAP)
 - Site-based criteria
 - Property-based incentives
- QAP differentiates between:
 - Pool: Flexible (Urban, Suburban) and Rural
 - Tenancy: Properties serve Families or Seniors

Planning and the QAP

QAP already builds on local planning efforts

- ❑ IRS requires that States give preference in selection to those properties that “are located in Qualified Census Tracts, the development of which contributes to a concerted community revitalization plan.”
- ❑ Definitions:
 - ❑ QCT: 50% of households in a Census Tract with incomes below 60% of Area Median Gross Income (AMGI)
 - ❑ Concerted community revitalization plan: Up to State discretion

DCA's definition: "Concerted Community Revitalization Plan"

Must include:

- a) Targeted area including proposed site
- b) Public input and engagement
- c) Policy goal of affordable housing
- d) Designate implementation measures along with specific timeframes
- e) Assessment of the community's physical structures
- f) Discussion of resources for plan implementation
- g) Official Local Government adoption

Cannot be:

- a) Formulated by a Project Team member and submitted to a Local Government for approval
- b) A short-term work plan, comprehensive plan, consolidated plan, municipal zoning plan or land use plan
- c) Outdated and not reflective of current neighborhood conditions

Moving from Revitalization to Transformation

Key differences: Revitalization v. Transformation

□ Authoring entities

| Public Participation | CCRP | Transformation Plan |
|--|-----------|---------------------|
| Affordable housing developer involvement | Prevented | Required |
| Cross-sector collaboration | Absent | Required |

□ Purpose: Strategies for how one affordable housing development

1. Implements the infrastructural aims of existing revitalization plans targeting a specific area;
2. Catalyzes improved collaboration among health, education, transit, employment providers serving that area

Who: Community-Based Transformation Team

Community-Based Developer

At least two of the following:

- Partnerships with at least 2 community nonprofits resulting in measurable resident/community improvements
- Participated/led philanthropic activities benefitting community
- Selected by Local Government through RFP

OR

- Selected by DCA as Community Housing Development Organization & received commitment for DCA HOME funds

and/or

Community Quarterback

- Drives the revitalization initiative to make sure the housing, education, and wellness components are successful and sustainable;
- Ensures residents are engaged, included, and served
- Single point of accountability for partners and funders.

AND

- have a demonstrated record of increasing residents' access to resources such as employment, education, transportation, and/or health

Transformation Partners

- ❑ Transformation Partners: Identified Sectors
 - ❑ K-12 school district representative
 - ❑ Employment services provider
 - ❑ Transportation services provider
 - ❑ Local health provider
- ❑ Public & Private Engagement Requirements
 - ❑ Family Applicants engage at least two
 - ❑ Seniors engage at least one
 - ❑ At least one meeting between Partners open to public to identify challenges to transformation

Where: Defined Neighborhood (DN)

- ❑ Developer works with Transformation Team to identify a Defined Neighborhood around the proposed development
- ❑ Location:
 - ❑ Transformation Plan requires assessment of existing and/or past revitalization strategies directly affecting the Defined Neighborhood.
 - ❑ DN should align or fall within Targeted Area of any existing revitalization strategies
- ❑ Size
 - ❑ Not to be smaller than one census tract
 - ❑ May not encompass the entire city or county in which the proposed site is to be located (except for when the city/county falls within one tract)

How: Community-Driven Strategies

- ❑ Transformation Team identifies population to be served: low-income families or seniors in Defined Neighborhood
- ❑ QAP Requirements for Citizen Outreach
 - ❑ Survey; or
 - ❑ Two public meetings (one of which may be meeting between Partners)
- ❑ Transformation Plan must include community data and input that
 - ❑ demonstrates the level to which the local population to be served currently accesses community resources (e.g., education, health services, employment, and transportation).
 - ❑ identifies the challenges the local population to be served face in accessing those community resources.

Transformation Plan Components

- For each prioritized challenge, the Transformation Team identifies at least one measurable goal for
 1. increasing future residents' access to these resources and
 2. catalyzing improved access to such resources for the Defined Neighborhood as a whole.
- For each goal, the Community Transformation Plan names at least one solution to be implemented by one or more Transformation Partners.

2017-Funded Transformational Communities

Transformational Communities, in their own words:

“We are taking the vision outlined in the Trion Urban Redevelopment Plan and putting that priority into action.”

– Breakers at Trion (Senior Property), Trion, GA

“The CTP takes this work a step furthering by using a process of engaging the public and the stakeholders in this area to craft real-world strategies that can be undertaken by the community to further all of the plans' goals, without relying on the government to need to make changes to existing policies or ordinances to accomplish those goals.”

– MainStreet Walton Mill (Senior Property), Monroe, GA

“...All of our elected officials, community leaders, and Transformation Partners have caught the “transformation vision” and are all on board to help improve the lives of the residents in the Defined Neighborhood. Between the new housing being built and planned at Tindall Fields, and the Transformation Plan, we have a real catalyst for change.”

– Tindall Fields Phase 2 (Family Property), Macon, GA

Snapshot: 18 funded Transformational Communities

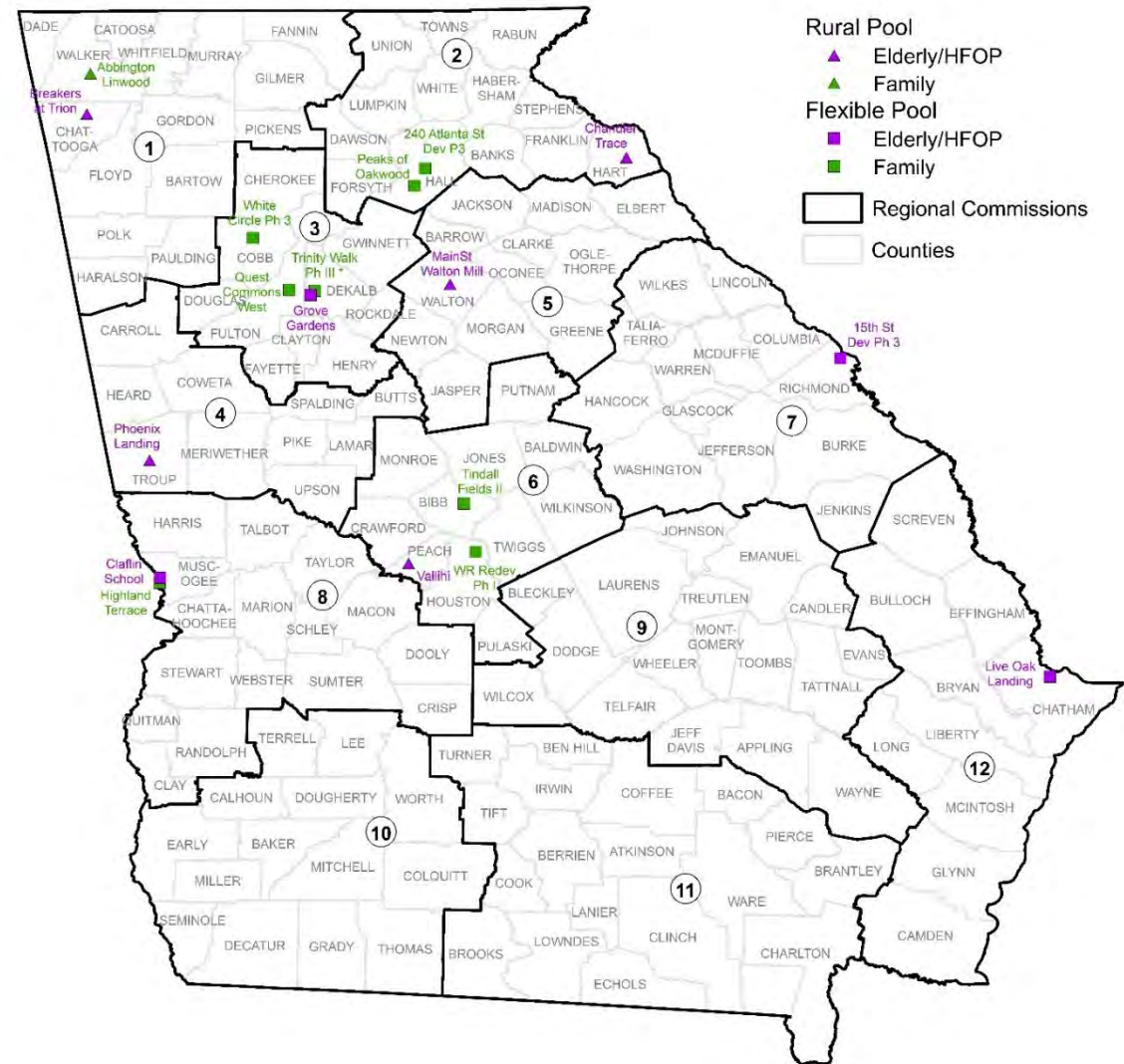
Tenancy & Pool

6 Rural, 12 Flex

9 Senior, 9 Family

| | Rural | Flexible | Total |
|--------------|----------|-----------|-------|
| Family | 1 | 8 | 9 |
| Senior | 5 | 4 | 9 |
| Total | 6 | 12 | |

Placed-in-service dates range from 4/1/19 to 12/31/19



Building on Revitalization for Transformation

- 16 of 18 communities built on at least one existing revitalization strategy
 - 9 communities cited a Urban Redevelopment Plan
 - 3 communities cited a TAD/CID Master Plan
 - 2 communities cited a corridor-specific plan
- 2 communities w/o an existing revitalization strategy: the Community Transformation Plan represented their first ever concerted community revitalization plan

Building Capacity for Community Strategies

Grove Gardens: Terry Mill Community (Atlanta, GA)

- “Despite its historic disadvantages and pending opportunities for redevelopment, the Terry Mill Community has not benefited from a concerted Community Revitalization Plan led by the local government...”
- “As the **first ever strategic planning document** for the Terry Mill community, it was important to ensure that the Plan was highly influenced by the priorities articulated by the community, but also consistent with the strengths and capabilities of The Grove CDC, which will be charged with leading implementation of the Plan.”

Chandler Trace: Hartwell, GA

- **Res. No. 2017-03-04, Support for Transformational Plan:** “Resolved to designate the Defined Neighborhood in an area defined by itself, to create a community-based team with the owner (of Chandler Trace) to develop a Community Transformation Plan for the coordination and provision of local services and resources to those most in need in the Defined Neighborhood, and determined the request for affordable housing for older persons and the creation of a Community Transformation Plan to be in the best interest of the citizens of the City.”
- **Motion carried unanimously, 6-0.**

Community-Based Developer

- 11 affordable housing developers qualified as a Community-Based Developer (3 Rural, 8 Flexible)

| Qualification (multiple allowed) | Total | Rural | Flexible |
|---|-------|-------|----------|
| Participated/led philanthropic activities benefitting community | 10 | 3 | 7 |
| Selected by Local Government through RFP | 7 | 3* | 4 |
| Partnerships w/ 2+ community nonprofits | 7 | 2 | 5 |
| HOME consent & designated as CHDO | 2 | 0 | 2 |

- High level of engagement among local governments in Rural areas
 - *doesn't include Chandler Trace (Hartwell), which passed a resolution in favor of the plan and the specific developer

Community Quarterbacks (CQBs)

- 17 Applicants—all but one—partnered with a Community Quarterback.
- Two Applicants each partnered with two organizations as co-Community Quarterbacks.

Across the board, majority of CQBs are nonprofits

| Nonprofit CQBs | Nonprofit CQB Types | CQBs |
|-----------------|------------------------|--|
| 3 | Health | Piedmont Columbus Regional, Healthy Savannah, Phoenix Health Center |
| 1 | Human Services | Family Promise of Hall County |
| 8 | Public-Society Benefit | Westside Future Fund, Houston Co. Family Connection, Community Action for Improvement, Greater Piney Grove Community Development, Inc., Chattooga Chamber Foundation, United Way of Central Georgia, United Way of Hall County, Truth Spring, Inc. |
| 2 | Religious | MUST Ministries, Faith In Serving Humanity (FISH) |
| 13 of 17 | | |

But most Local Government CQBs are in Rural Pool

Though 12 of the 18 Applicants were Flexible Pool, 4 of the 5 local government CQBs were from the Rural Pool.

| Local Government CQBs | Nonprofit CQB Types | CQBs |
|-----------------------|--------------------------------|---|
| 2 | City Manager | City of Lafayette, City of Hartwell |
| 2 | Downtown Development Authority | Monroe DDA, Fort Valley Main Street/DDA |
| 1 | Local Government Department | Augusta Housing and Community Development |
| 5 of 17 | | |

Community Engagement & Outreach

- Despite a short time frame before Application, many communities reported high levels of engagement among Transformation Partners
- 14 communities disseminated a survey to low-income Defined Neighborhood residents, reaching a total of 1,571 people
 - Average number of respondents per survey = 112
 - Common questions included:
 - Demographic questions about the respondent and family
 - Obstacles preventing respondent from accessing education, employment, transportation, and health services
 - Community amenities and cohesion

Community-Identified Challenges

| Transformation Partners | Number of Communities w/ these Partners |
|---|---|
| Local Health Provider | 16 |
| Transportation Services Provider | 10 |
| Employment Services Provider | 5 |
| Local K-12 School District Representative | 9 |
| Other | 9 |

“Other” included:

- Development Authority
- Police/Sheriff Department
- GICH Team
- University/Technical College
- Housing Authority

| Challenges | Number of Communities Identifying these Challenges |
|----------------|--|
| Health | 16 |
| Housing | 15 |
| Transportation | 12 |
| Employment | 9 |
| Education | 9 |
| Other | 6 |

“Other” included:

- Safety
- Community disinvestment
- Partnership coordination/Resident awareness of resources
- Community fellowship/isolation

All committed to housing as platform for community health

- All 18 Developers agreed to provide to residents:
 - On-site preventative health screenings at least monthly, at minimal or no cost
 - Health and wellness education
- Health programming may also include
 - Community gardens and mobile vending of fresh foods
 - Nutrition education

A horizontal bar at the top of the page, divided into an orange section on the left and a green section on the right. The text is white and centered within the green section.

Community Transformation Plans Catalyze Public and Private Investment

Private Investment: Community Improvement Fund

All 18 communities secured a commitment of at least \$50,000 to support Community Transformation Plan goals

9 Family properties at \$50,000 each totaled \$450,000 for residents' education:

- ❑ Monthly reading events
- ❑ Fund for residents' education expenses
- ❑ Supplies, transportation, salaries for after-school and summer programming
- ❑ Tutoring
- ❑ Direct support to two local school districts
 - ❑ "Leader in Me" at Ingram Pye Elementary School
 - ❑ STEM programming at Walker County School District

9 Senior properties totaled \$460,000 for achieving CTP goals and services, including

- ❑ Establishing community garden
- ❑ Resource guide of community services
- ❑ Senior transportation
- ❑ Community development goals, such as blight removal

With the exception of the Griffith Family Foundation (Macon, GA), all donations came from the Developer Project Team itself

Third-Party Capital Investment

- Eligible investors
 - Unrelated third party (foundation, business, local government)
 - Local funding mechanism dedicated by local government
- Eligible uses:
 - development of parks, green space, shared amenities, recreational facilities, and/or
 - the completion of a targeted, place-based component of a Community Revitalization Plan/Community Transformation Plan
- Within 0.5 miles of proposed housing site

Public & Private: Third-Party Capital Investment

- 11 communities reported third-party investment, totaling **\$38,649,988**
- Only 4 communities reported this investment occurring before Application Submission → over 70% of investment will occur in conjunction with proposed development

| Pool | Communities w/ Third-Party Investment | Total Investment | Average Investment |
|-------|---------------------------------------|------------------|--------------------|
| Rural | 4 | \$5,636,223 | \$1,409,056 |
| Flex | 9 | \$33,013,765 | \$3,668,196.1 |

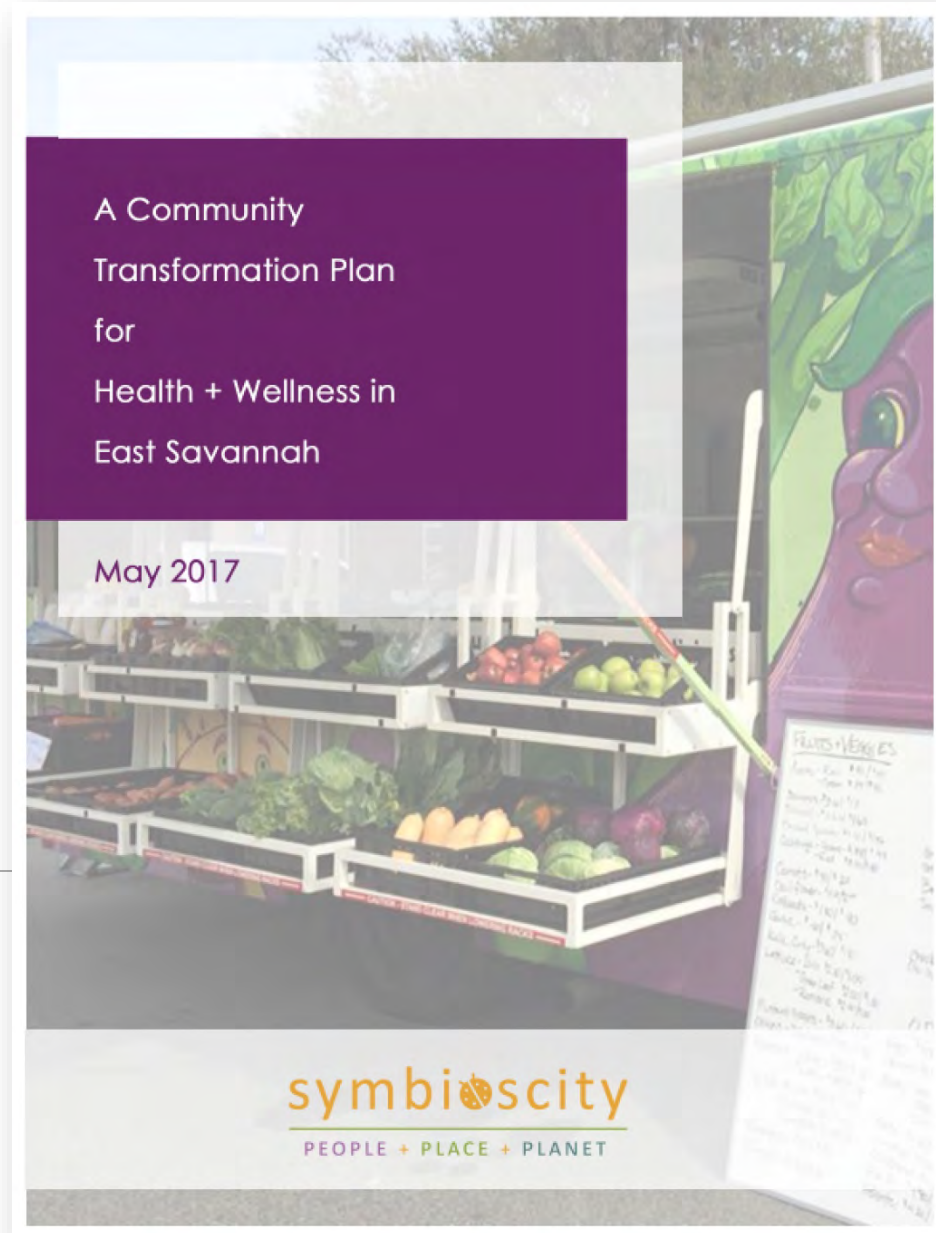
| | Rural Communities | Flex Communities | Total Investment |
|------------------|-------------------|------------------|------------------|
| Local Government | 4 | 7 | \$33,042,545 |
| Foundation | 1 (reported both) | 2 | \$5,607,443 |
| Total | 4 | 9 | |

Live Oak Landing Savannah, Georgia

BILL GROSS, DEVELOPER



W. H. Gross
Construction Company



Historic
Landmark
District

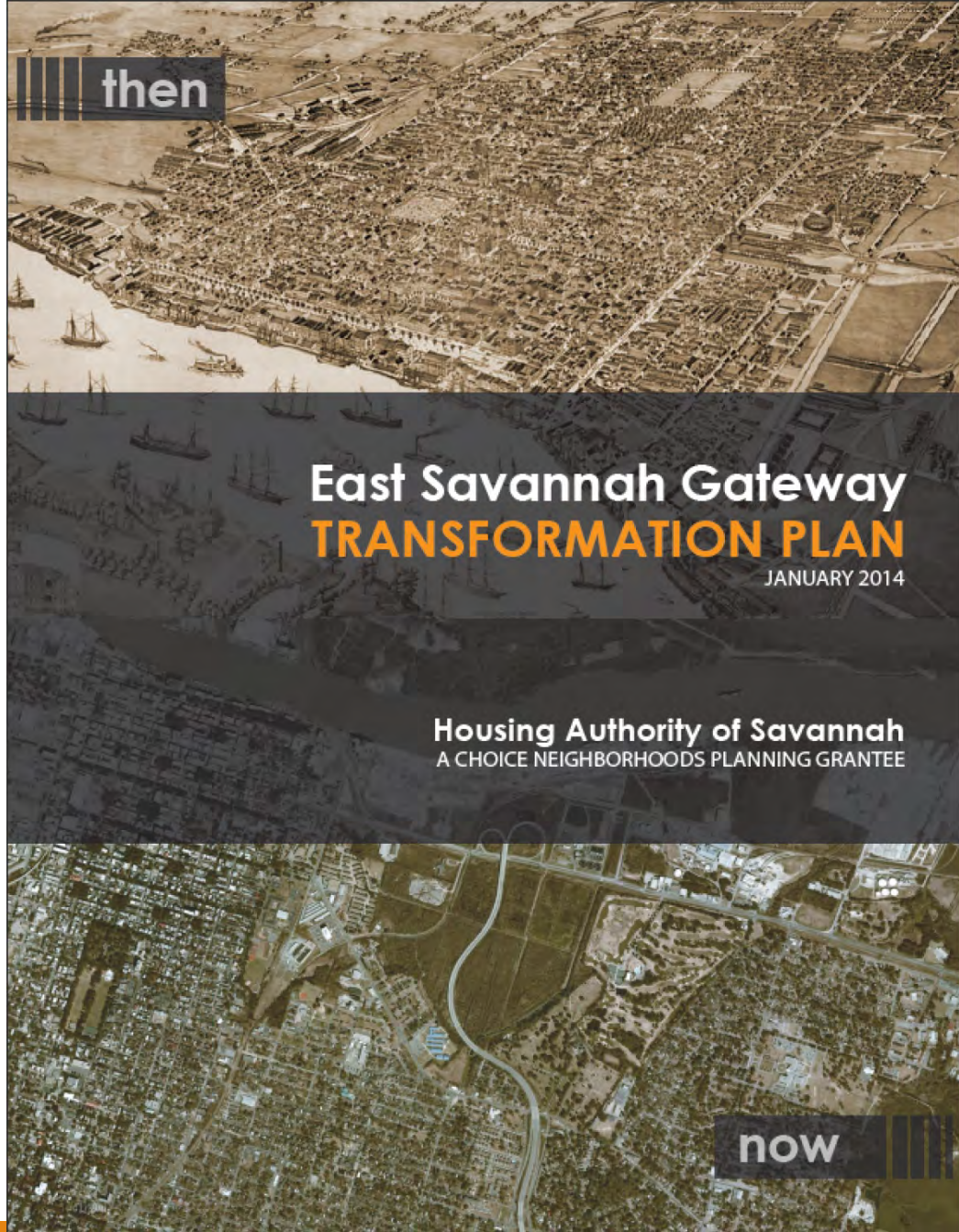
Live Oak
Landing



LEGEND

- CN Boundary
- Railroad
- Stream/river
- ↔ Major Roads
- Greenspace
- Marsh





then

East Savannah Gateway TRANSFORMATION PLAN

JANUARY 2014

Housing Authority of Savannah
A CHOICE NEIGHBORHOODS PLANNING GRANTEE

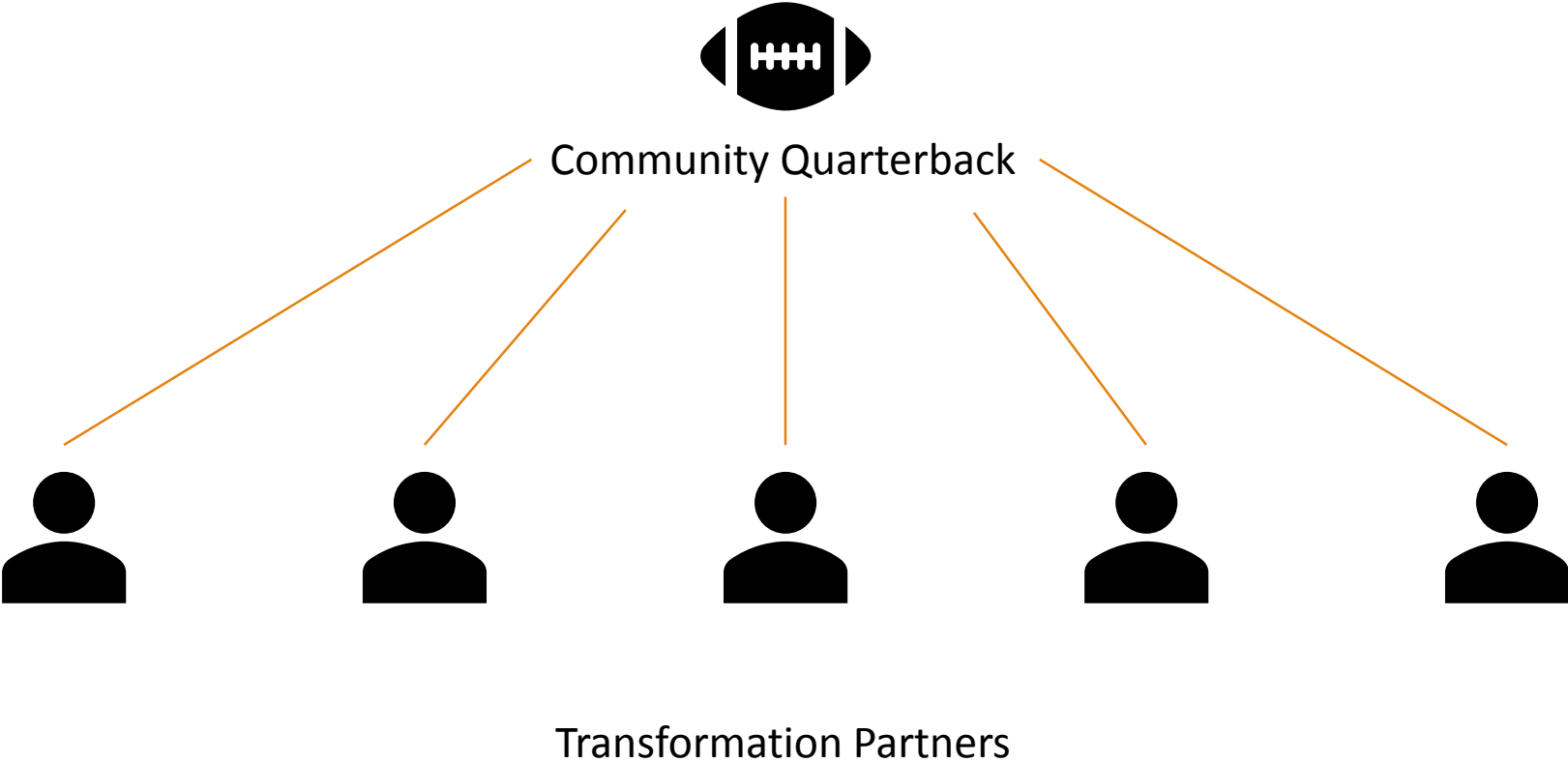
now

From The East Savannah Gateway Transformation Plan:

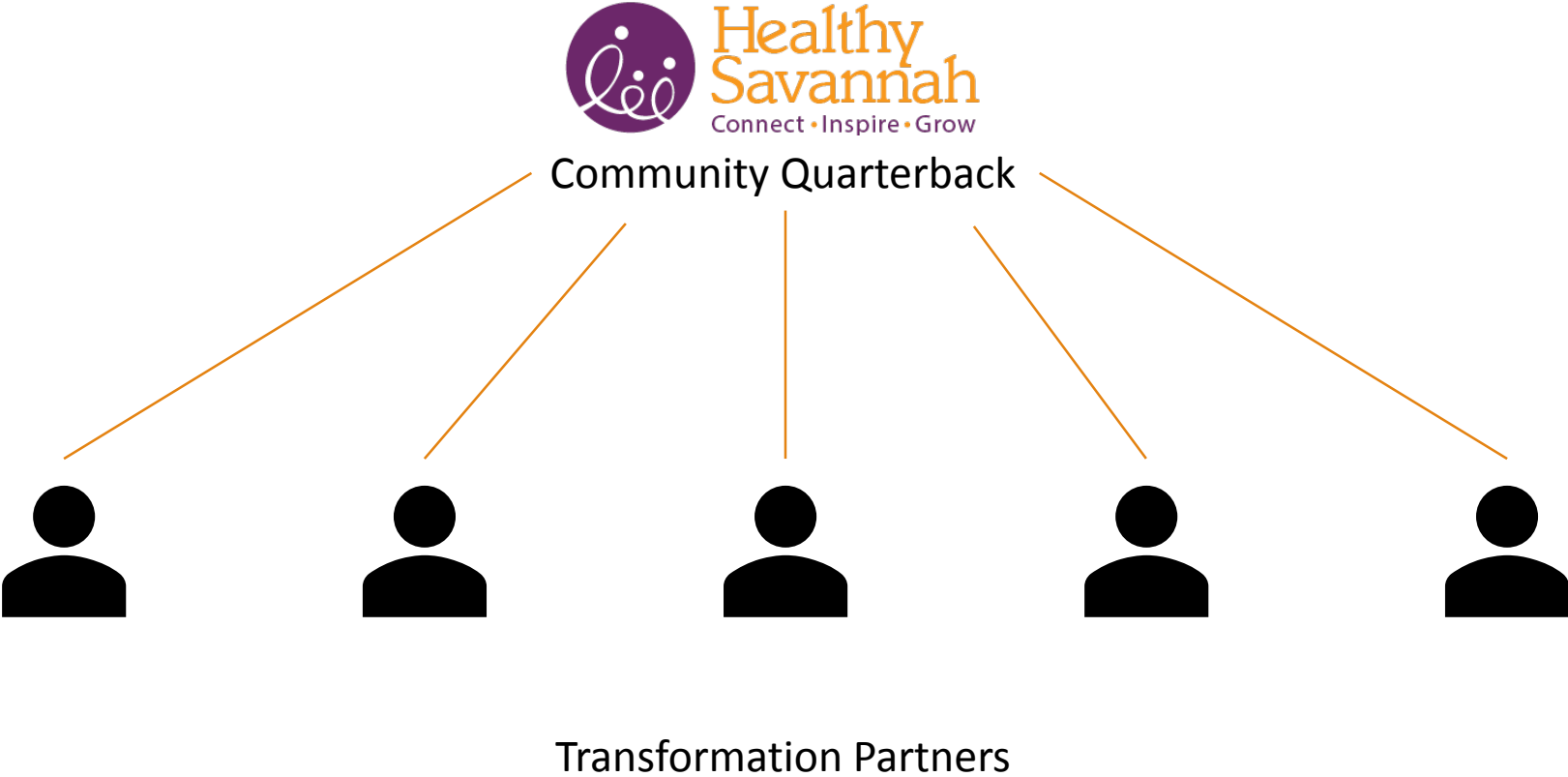
The core objectives of the planning and implementation processes include:

- To create guiding strategies to a “Neighborhood by Design” that presents viable solutions to:
 - Improve access to recreation and open spaces;
 - Increase access to healthy foods and quality medical services;
 - Enhance public transit and safe, active transportation;
 - Develop quality, affordable housing;
 - Provide economic opportunity;
 - Improve school performance and quality of childcare;
 - Ensure safe neighborhoods with adequate public spaces for social interaction;
 - Enhance environmental quality, i.e. air and water quality, and noise reduction;
 - Implement green and sustainable development and practices.

Community Transformation Plan For Health + Wellness in East Savannah



Community Transformation Plan For Health + Wellness in East Savannah





We will lead and support healthy lifestyles in Savannah by:

- Creating an environment that makes a healthy choice an easy choice
- Building a collaborative network that identifies and shares resources
- Collecting and disseminating information
- Promoting best practices and supporting innovative programs, and advocating for effective policies

www.healthysavannah.org



Launched in 2007 by Savannah Mayor Otis with the aim of making Savannah a healthier place to live.

Major successes include:

- Breath Easy Savannah campaign to pass Savannah's Smoke Free Air Act of 2010
- Adoption of a Complete Streets Policy by the City of Savannah
- Consistent voice for policies that make "the healthy choice the easy choice."

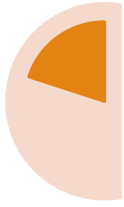


www.healthysavannah.org

Plan Development Process



Scan



Engage



Develop



Fund



Implement

Community Assets



Active Neighborhood Associations
And Community Center



Farm Truck 912
Forsyth Farmer's Market

Community Assets



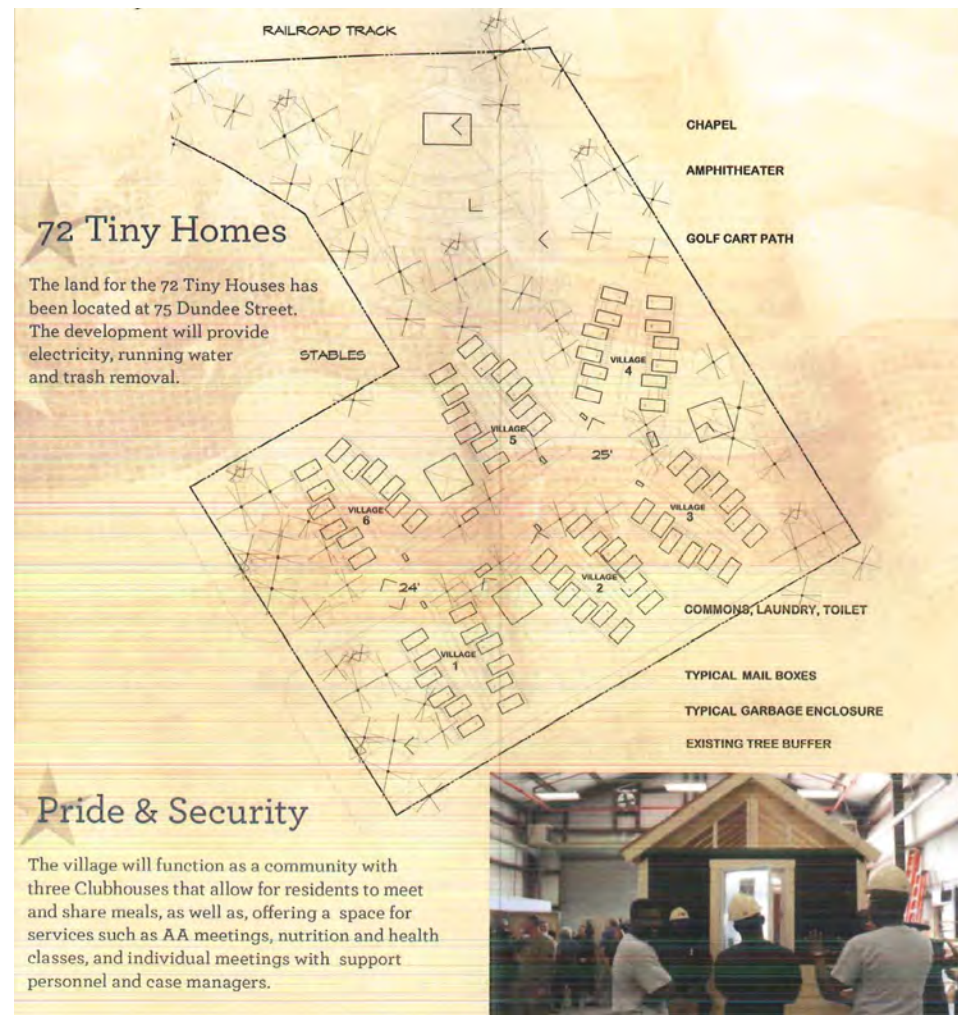
Use of City-owned land for gardens



Provides Bikes to Partner Organizations



The Cove at Dundee (Tiny House Project for Homeless Veterans)



CANYONRANCH *Institute*

THE POWER & POSSIBILITY OF A HEALTHY WORLD

- About ▾ Partnerships Programs Activities ▾ News & Resources ▾



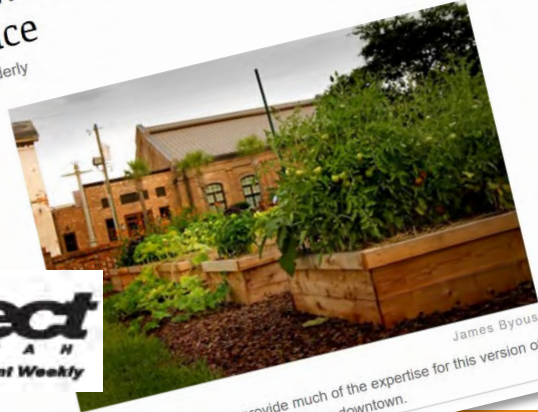
OUR MISSION

Canyon Ranch Institute catalyzes the possibility of optimal health for all people by translating the best practices of health literacy and integrative health with our partners to help educate, inspire, and empower every person to prevent disease and embrace a life of wellness.

[LEARN MORE](#)

Saturday gardening sessions give empowerment, solace – and spring produce

By Eva Fedderly



James Byous



Kerry and Kristen Shay provide much of the expertise for this version of 'Victory Gardens' at Trustees' Garden downtown.

[ACTIVITIES / VIEW ALL](#)



Savannah Morning News

www.savannahnow.com

February 19, 2014

Institute, Morris announce Savannah health initiative

The nonprofit Canyon Ranch Institute announced Wednesday it will lead a cooperative health program through Curtis V. Cooper Primary Health Care Inc. The effort is underwritten by Charles and Rosalie Morris.

The Canyon Ranch Institute Life Enhancement Program will work with clients at Cooper Health Care Inc. The program and will be housed at Cooper Health Care Inc. The program is currently housed at Cooper Health Care Inc. The program is currently housed at Cooper Health Care Inc.



Charles and Rosalie Morris announce the health initiative Wednesday at the Curtis V. Cooper Health Center.

The program's goal is to address the root causes of chronic disease through lifestyle coaching and change. Participants in the Institute program will enroll in a 12-week program with weekly three-hour activities and education designed to change basic habits toward healthy living. The program has been in use in several locations across the United States and data show health improvements over a year's time, according to Andrew Pleasant, the Institute's senior director for health literacy and research.

Charles and Rosalie Morris told the group their own health, education, experiences at Canyon Ranch sparked their interest in bringing the initiative to Savannah.

"It opened my eyes about other things I didn't know," Charles Morris said. "For me being able to share this journey to wellness with my hometown is a dream come true."

Guest speaker for the presentation was Dr. Richard H. Garmon, president of Canyon Ranch Institute and former surgeon general of the United States. Canyon Ranch Institute was formed in 2002 to bring the healthy lifestyle education to underserved communities based on the work done at the Canyon Ranch wellness program based in Arizona.

Garmon told the group his experience as surgeon general helped him understand the need for a program for people in at-risk, underserved communities like Savannah.

"You do the best you can to improve the health, safety, and security of people," he said. "The answer to all these things is in the communities, communities like Savannah."

He said the program will address change, targeting a "tough population" — poor, less-educated, unemployed. "It's where we see the most disease," he said. "Of all the chronic needs we see, they are all preventable."



Canyon Ranch



Bike Lanes
Bike Access



Tiny House



Spencer Elem.



Live Oak Landing



W.W. Law Center
Farm Truck 912

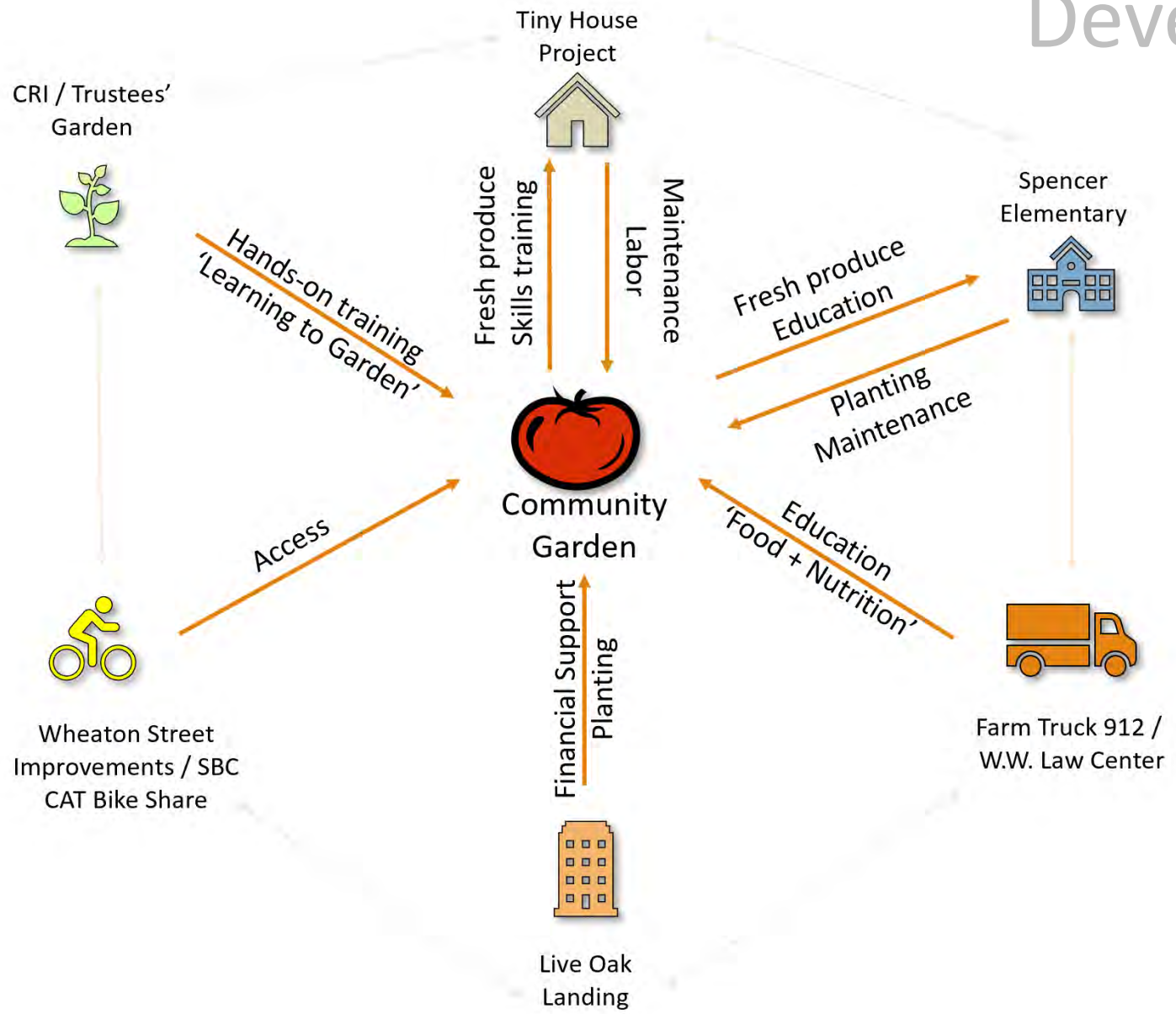
LEGEND

- CN Bou
- Railroa
- Street
- Major
- Gre
- Ma

Community Survey

- If there was a community garden in your neighborhood, would you **grow your own food** there?
 - Over **85%** of responses indicated 'yes' (43%) or 'maybe' (43%).
- Would you be interested in **learning** more about **how to grow food**?
 - **75%** of responses indicated 'yes' (46%) or 'maybe' (29%)
- If there was a **community garden** in your neighborhood, would you be willing to **help maintain** it?
 - Almost **80%** of responses indicated 'yes' (54%) or 'maybe' (25%).

Develop



CRI / Trustees' Garden



Hands-on training
'Learning to Garden'

Tiny House Project



Fresh produce
Skills training

Maintenance
Labor

Spencer Elementary



Fresh produce
Education

Planting
Maintenance



Community Garden

Access



Wheaton Street
Improvements / SBC
CAT Bike Share

Financial Support
Planting



Live Oak
Landing



Farm Truck 912 /
W.W. Law Center

Education
'Food + Nutrition'

Keys to Success



Questions?

Bill Gross

912.322.1148

Whgross@whgross.com



Denise R. Grabowski, AICP, LEED AP

912.484.2018

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