



COOPERATIVE
CHRISTIAN
MINISTRY

The Rebuilders Campus

Cooperative Christian Ministry (CCM)

Original Concept: Homeless to Housing Project
Business Development Plan

“Without stable housing a family cannot safely store and prepare food, they cannot establish adequate sleep or maintain proper hygiene. Without the stability of housing it is nearly impossible for children to be successful in school or for adults to maintain the expectations of employment. Parents cannot support the dynamics to nurture family life or participation in community. Without stable housing there is no rehabilitation and no recovery.”

February 2023

THE REBUILDERS
CAMPUS

OUR VISION

That every person of every age discover their purpose and experience the fulfillment that God intends for their life.

THE REBUILDERS CAMPUS Project - Summary

PURPOSE:

THE REBUILDERS CAMPUS Project is a partnership between local government, the community and Cooperative Christian Ministry (CCM) to establish new transitional housing capacity that will help individuals and families experiencing homelessness and housing crisis, to achieve stable housing.

THE REBUILDERS CAMPUS Project seeks to purchase and develop property to address the housing crisis in Cabarrus County by implementing CCM's *Path to Stability* housing model. The *Path to Stability* model is a structured and proven program that requires participants to commit to shared responsibility (CSR) and engagement in a participatory development plan (PDP) that leads their household through relief, rehabilitation and recovery.

THE REBUILDERS CAMPUS Project is designed around a facility that can serve 48 households of families with children, senior adults and adults with disabilities who are experiencing homelessness or housing crisis. At full capacity, this facility and program will serve 160 - 180 adults and children each year, which represents approximately half (50%) of the current level of need for transitional housing.

PROGRAM DESIGN - **THE REBUILDERS COLLEGE**

In addition to creating new housing capacity, this solution will:

- Provide safety, nutrition and access to health, academic, employment, and spiritual supports.
- Incorporate education and training services into a structured transitional housing program.
- Overcome barriers preventing access to vital resources for household / financial sustainability.
- Operate within the principles and values of affirmation, accountability, personal responsibility and perseverance.

Housing recovery requires Education & Support Services to address the barriers to stable housing:

- Assist overcoming debt and credit issues
- Overcome background issues; to include employment opportunities
- Provide safety for those with disabilities while waiting to access Permanent Supportive Housing
- Create financial stability and progress to affordable housing

PROGRAM OUTCOMES:

Successful outcomes for **THE REBUILDERS COLLEGE** program participants will vary based upon their personal goals. In addition to stable housing, those outcomes will include:

Debt Reduction	Employment	Family Stability
Academic Stability	Credit Improvement	Savings Account
Healthy Lifestyle	Nutrition Habits	Childcare Established
Transportation	Financial Education	Healthcare
Personal Responsibility	Life Skills	Social Connectivity

In Our Community Today:

Cabarrus County's 2020 Community Needs Assessment, a compilation of feedback from community members and key informant stakeholders, established the greatest unmet needs in our community today as:

Housing Stability

Mental & Behavioral Health Services

Early Childhood Education & Development

Cabarrus County and Kannapolis City schools identify over 500 students year after year as being homeless at some time during the school year. Our records indicate for every two students in crisis there is another pre-school aged sibling at home. When allowing for at least one parent and preschool-aged siblings, the number of homeless in families likely exceeds **800 people in more than 200 families.**

Local law enforcement continues to monitor growth in the number of individuals sleeping in tents, cars or other public spaces in both Concord and Kannapolis. In 2022 a local task force estimated over 360 people in these circumstances. **An increase of 80% in the last two years.**

CCM received an average of 20 applications per month from families seeking housing in 2021, and 38 per month in 2022... **a 90% increase.** CCM applications for financial relief from housing crisis increased from 92 per month to 154 per month in the same period; **a 67% increase.**

Homeless today: Homeless Populations

The Cabarrus County Homelessness Task Force has identified seven distinct populations of homeless individuals living in Cabarrus County. The populations are identified individually for the specific needs and resource requirements to adequately address their complex circumstances.

- | | |
|--|--------------------|
| 1. Families with Children | (one & two parent) |
| 2. Single Adults with Disability | (male & female) |
| 3. Senior Adults | (single & married) |
| 4. Young Adults Aging out of Foster Care | (female) |
| 5. Previously Incarcerated Individuals | (male & female) |
| 6. Adults Needing Residential Rehabilitation | (male & female) |
| 7. Chronically Homeless Individuals | (male & female) |

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More than 8,100 households in Cabarrus County exist on extremely low income.*
(Below 25% AMI)

Barriers to Housing

Service providers addressing housing crisis identify four primary factors that represent barriers to housing access. Beyond these hurdles, the gap between local wages and local housing prices or rental rates compounds the challenge of stable housing for everyone.

1. Debt and Credit Problems

No credit, poor credit and bad credit are all 'fixable'. With time and hard work, a person with poor credit can rebuild and become 'credit worthy'. The individual has the power to change their circumstances.
(i.e. - evictions, rental history, past due utilities, student loan debt)

2. Low-fixed Income: Disability

Income of \$800-\$1250 per month yields \$250 to \$375 per month for housing. No opportunity to generate income without affecting disability payments leaves disability recipients with little to no opportunities for safe housing in our local market.

3. Criminal Background

The greatest obstacle for those with a prior conviction is finding a job in order to have the income to rent or buy. All too often, the individual is forced to return to the previous environment in order to establish housing that can support employment.

4. Temporary Housing Costs

The extremely high cost of housing in hotels or short term apartments compounded by the cost of already prepared foods, drains the resources from those living in temporary housing.

Additional Shelter & Housing Needs (2019)*

<u>Populations of Need</u>	<u>Shortfall</u>	
Single Family (transitional)	240 – 300	Beds (80-100 units)
Single Adult (supervised)	25 to 35	Beds
Family Shelter	15 to 20	Beds (5 -7 units)
Senior Adults (independent)	50 to 100	Beds/Units
Young Adults (19-21)	10 to 15	Beds (Foster Care)
Chronically homeless	20 to 30	Beds
Emergency &	-----	
Transitional Housing Total:	350 - 500	Total Beds Needed

*A 5-Year Prospectus; Solving the Housing Crisis
(The Cabarrus County Homelessness Task Force; 2019)

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*"A 5-Year Prospectus;
Solving the Housing
Crisis"*

www.cooperativeministry.com

CCM - In the Community:

CCM is uniquely capable of establishing additional safe transitional housing and improve access to housing resources for individuals and families facing homelessness and housing crisis in Cabarrus County.

CCM operated the only emergency night shelter and daytime soup kitchen in Cabarrus County for twenty-seven years before turning its operation over to The Salvation Army.

In 2010, CCM created three new transitional housing programs to serve the growth in families experiencing homelessness. CCM's My Father's House, Mothers & Children Housing and Teaching Housing programs have served families with children (two-parent and single-parent families), senior adults and adults with disabilities for thirteen years. These programs have developed to produce positive outcomes for households at all levels of crisis.

For more than forty years, CCM has delivered hunger relief and financial assistance services to individuals and families in crisis in Cabarrus County and all of the city of Kannapolis. This range of comprehensive services represents the strength of CCM's ability to address the complex needs of households in crisis.

In 2022, CCM estimates its current capacities to serve approximately 10% of the need for housing services. **THE REBUILDERS CAMPUS** project is designed to replicate the current program model and expand capacity within CCM's programs to serve up to 50% of the current need.

Our Commitment:

THE REBUILDERS CAMPUS Project will build, convert and/or restore an existing property to create immediate relief for housing crisis. In addition to creating new housing capacity, this solution will:

- Provide safety, nutrition and access to health, academic, employment, and spiritual supports.
- Incorporate education and training services into a structured transitional housing program.
- Overcome barriers preventing access to vital resources for household / financial sustainability.
- Operate within the principles and values of affirmation, accountability, personal responsibility and perseverance.

THE REBUILDERS CAMPUS

CCM CORE COMPETENCIES:

Food Relief
Financial Assistance
Transitional Housing
Case Management
Education

THE REBUILDERS CAMPUS will be home to **THE REBUILDERS COLLEGE**, which will utilize CCM's *Path to Stability* model to provide a process to support relief, rehabilitation, and recovery for individuals and families to move from homelessness to housing.

An effective solution must address the current barriers to stable housing for individuals and families to progress on a path that leads to access to the housing market. A broad range of housing and program structures are necessary to appropriately address the needs.

HOUSING recovery requires Education & Support Services to:

- Assist overcoming debt and credit issues
- Overcome background issues; to include employment opportunities
- Provide safety for those with disabilities while waiting to access Permanent Supportive Housing
- Create financial stability and progress to affordable housing

EDUCATION & SUPPORT SERVICES (examples)

- Health & Dental care Access
- Counseling and Education
- Financial & Life skills training
- Employment Opportunities

Program Design - **THE REBUILDERS COLLEGE:**

Individuals and families entering CCM's housing continuum (Phase One) will be provided a safe place to live, maintain self-care and satisfy nutritional needs. Priority services will address unmet medical needs and stabilization of children in school. An initial assessment will begin the development of an asset-based Participatory Development Plan (PDP), and a Commitment to Shared Responsibility (CSR). Residents will benefit from no housing costs (rent or utilities) during the entry and assessment phase. Resident focus is on stabilizing the individual(s) and constructive decision making toward a plan.

Progression in the *Path to Stability* model (Phase Two) requires sharing financial responsibility for program services. Financial Stability, Social Connectivity, Employment & Life Skills are all part of the residents focus during this period of growth. Shared responsibility builds a sense of community and mutual support as adults and children learn perseverance.

Career enhancement, increasing household income, debt reduction, credit improvement, financial planning, parenting skills, family dynamics and participation in community reflect the essential elements of the final stage (Phase Three) of CCM's housing continuum. The key financial objective is for each household to experience the burden of stable housing (at least 80% of

THE REBUILDERS CAMPUS

FMR) for an extended period while maintaining stable housing and sound financial disciplines that include savings.

Program Impact:

The greatest impact for our community is in the well-being of our children and families.

Household stability, family supports and healthy nutrition powerfully impact physical, cognitive and behavioral development in young children. These influences prepare a child's body, mind and spirit for their greatest potential. Their ability to participate and excel in school will empower them and inspire their parents to pursue a path that supports stable housing and healthy lifestyles.

Perhaps our greatest obligation is to those who have contributed to our community for many years and have found themselves vulnerable in their later seasons of life.

Increasingly, senior adults in our community find themselves suddenly alone and without adequate resources to maintain housing. In an effort to remain independent many of these individuals begin compromising on nutrition, medications, and other essentials while falling into unhealthy isolation.

About our Residents:

THE REBUILDERS CAMPUS Project is designed to serve Cabarrus County and Kannapolis households who are experiencing homelessness or housing crisis. Qualifying residents will include;

- One & Two Parent Families with Children
- Senior Adults
- Adults with Disabilities
- Single Adults

Individuals and families are screened for multiple factors related to CCM's capacity to address their needs and a demonstrated commitment to succeed in the program.

Prospective residents connect with CCM through:

- Direct In-person at Crisis Service Centers and Distribution Events (Drive-thru & Mobile Pantries, Samaritan's Table, Desert Drops,)
- Online Applications and Direct Communication (Financial assistance interviews & Housing applications)
- Referral Agencies and Partnerships

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The greatest impact for our community is in the well-being of our children and families.

Our greatest obligation is to those who have contributed to our community for many years and have found themselves vulnerable in their later seasons of life.

Families w/ Children
Senior Adults
Adults w/ Disabilities
Single Adults

Our residents benefit from direct engagement by staff, access to resources, connecting with services, and consistent follow up. We are currently addressing and meeting the needs presented to us in all of these areas except housing capacity.

There is currently not an adequate supply of transitional housing capacity in Cabarrus County.

Program Outcomes:

Successful outcomes for **THE REBUILDERS COLLEGE** program participants will vary based upon their personal goals. In addition to stable housing, those outcomes will include:

Debt Reduction	Employment	Family Stability
Academic Stability	Credit Improvement	Savings Account
Healthy Lifestyle	Nutrition Habits	Childcare
Established Transportation	Financial Education	Healthcare
Personal Responsibility	Life Skills	Social Connectivity

Collaboration with Community Partners:

Community Partners participate in the creation and delivery of services including planning, volunteering, evaluating outcomes, dedicating physical resources, and providing financial support. Partners include those who pay for the services we provide. They are individuals, businesses, churches, foundations, and nonprofits, and are represented in schools, law enforcement, landlords, employers, and healthcare. They recognize the excessive burden on healthcare services, education systems, social services, and other sectors, and are representative of the community's concern for the future of children and their families and our commitment to quality of life in Cabarrus County.

Key Partners

- **Qualified Staff** Providing regular planning, administration, delivery, and evaluation of services
- **Volunteers** Providing the manpower, compassion, and inspiration to multiply impact
- **Other Nonprofits** Contributing skills and expertise to expand services beyond our own capabilities and making qualified referrals

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Partner Involvement

Planning
Volunteering
Evaluating outcomes
Dedicating physical resources
Providing financial support

Partners

Individuals
Businesses
Churches
Foundations
Nonprofits
Schools
Law Enforcement
Landlords
Employers
Healthcare

- **Churches, Businesses, Individuals, & Foundations** Contributing financial and in-kind resources to meet the needs of our community

Our partners engage in our business model by serving on boards, committees, and focus groups, volunteering in our programs or administration, distributing our monthly newsletter, posting on social media, and participating in local collaborative initiatives. The greatest means of engagement is through **volunteering**. We rely on our community partners to provide the key resources of food, financial assistance dollars, housing capacity, operating funds, and volunteers.

Priorities of our community partners:

- Healthy development of children in our community
- Stabilization in the workforce for parents and other adults
- Nutrition and improved health outcomes for senior adults
- Relief for landlords and utility providers burdened by defaults
- Reduced stressors and victimization in the community

CCM is a **Values Driven** organization. Our primary value proposition is transforming lives and creating housing stability by meeting the basic needs of food, housing, social connectivity, and spiritual/emotional needs. CCM recognizes our ability to change circumstances for an individual or household, but that only God can transform a life.

We trust God for the ultimate impact of our efforts in the lives of those we serve. Our goals reflect our intention to improve overall life outcomes through a host of educational opportunities and comprehensive services.

Our Perspective:

Population growth in Cabarrus County, increasing fair market rent, and debt & credit issues caused by the economic shutdown of the past three years will perpetuate the housing crisis for many individuals and families for the foreseeable future.

While maintaining our Value proposition as our primary focus, CCM is committed to a maximum return on the community's investment through collaborative partnerships, strategic alliances, lean management, and efficient operations. Our partners are most willing to invest in safe housing, positive health outcomes, upward mobility, and transformed lives.

THE REBUILDERS CAMPUS

CCM is
Values Driven

Commitment to:

Collaborative Partners
Strategic Alliances
Lean Management
Efficient Operations

Priorities:

Safe Housing
Healthy Outcomes
Upward Mobility
Transformed Lives

Key Activities & Services

CCM's Core Competencies to deliver our Value Proposition:

- Food: distribution/access to groceries, prepared meals
- Financial Assistance: distribution of crisis relief dollars, financial coaching and guidance
- Education: life skills training and resource connectivity/navigation
- Housing: asset based approach, participatory development plans and commitment to shared responsibility
- Case Management: planning and tracking progress toward achievable results

Requirements for Program Success:

- Access for those in need
- Communication and Awareness of services
- Structure and Opportunities to participate
- Accountability and Encouragement
- Education of resulting Outcomes

Program Sustainability

CCM's operating expenses face a dynamic real-time market as costs and services reflect an immediate response to needs rather than leveraging market opportunities. Our current financial support comes in the form of private donations, business support, grant awards, contracts, faith community partnerships, rent payments, and service fees.

Resources Required

To Deliver Our Value Proposition:

- Food: Volunteers, vehicles, facilities, systems
- Crisis Assistance Funds: volunteers, facilities, systems
- Education: life skills training, facilities, instructors
- Housing: capacity and comprehensive services
- Transportation / Access to services for those in need
- Communication & Awareness tools

To Establish our Service Delivery:

- Facilities, Equipment and Vehicles
- Systems and Logistics
- Personnel (staff and volunteer)
- Suppliers; Utility Companies, Grocery Stores, Other Nonprofits

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Financial Support

Private donations
Business support
Grant awards
Contracts
Church partnerships
Rent payments
Service fees

Facility Design:

THE REBUILDERS CAMPUS Project represents the physical environment of an apartment building or a hotel/assisted living layout with private and adjoining rooms, dedicated bathroom and shower units, secured sleeping and family quarters. Also including:

- ✓ Common dining, work, study, leisure and recreational space.
- ✓ Space for office and support services, application and screening processes, program activities
- ✓ Parking (75 – 100 spaces)

Operating Model:

48	residential units
160 – 180	participating residents - (including 50-75 children)
80 – 120	seating for medium - large meetings, teaching kitchen, laundry facilities

Program space:	Tutoring	Exercise Room
	Playroom	Library
	Computer Lab	Entertainment
	Counseling	Community

Length of Stay in program: One – Three years

Cost to participate: Program Fees after Assessment period
Graduating Rent Structure

THE REBUILDERS CAMPUS Project Impact vs. Need:

	Served	Estimated @ 100%	Need
# of People / Year:	160 – 180	240 – 300	Families
		50 – 100	Senior Adults
		60 – 100	Other Adults
# of Households / Year:	70 – 75	45 – 50	Families
		20 – 25	Other Adults

THE REBUILDERS CAMPUS Project will establish a four hundred percent (400%) increase in the number of households entering CCM's transitional housing programs. The increase in capacity will address approximately half the current level of need in Cabarrus County for families and senior adults in housing crisis.

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Program Staffing:

<u>Staffing Model:</u>	Present			
	Program	1 st Year	2 nd Year	3 rd Year
Director of Housing	(.5)	(.5)	(.5)	(.5)
Program Manager		(1)	(1)	(1)
Program Coordinator	(2)	(1)	(2)	(2)
Care Manager	(1)	(2)	(4)	(6)
Housing Assistant	(.5)	(2)	(2)	(3)
Volunteer Coordinator	(.5)	(1)	(1)	(1)
Number of Staff	4.5	7.5	10.5	13.5
Family / Household Capacity (units)	12	36	48	48
Households Served each Year	12-15	45-50	60-65	70-75
People Served each Year	40-45	120-150	140-150	160-180
Education & Support Services Team (in place)				
Business Support Team (in place)				
Maintenance Support Team (in Place)				

To our community, CCM represents infrastructure and experience. Our most important investments are our staff and the facilities in which we provide services. The majority (approximately 90%) of our yearly operating costs for this program are fixed, mostly involving personnel, maintenance, and utility costs. CCM's administrative support and managerial oversight accounts for a portion of the overall personnel costs included in our program budget.

Key Disciplines to maintain our Capacity to Serve:

- Access to in-kind and financial resources
- Communicating our specific needs
- Volunteer recruitment and engagement
- Relationship building

Budget Impact:

Creating **THE REBUILDERS CAMPUS** program will require approximately thirty-six (36) months and a \$13.5 million capital investment. As a new program for CCM, annual operating costs will increase CCM's operating budget approximately \$700,000 per year by year five of operations. The first three years of operating expenses will be included in the project fundraising campaign in order to allow time for development of ongoing program support.

Projected Investment:

Project Budget

Construction of Facilities	(estimated)	\$ 12,000,000
Program Operations	(estimated)	<u>\$ 1,500,000</u> (3 years)
		\$ 13,500,000

Funding Plans

Local Government	(estimated)	\$ 3,000,000
Community Partners	(estimated)	<u>\$ 10,500,000</u>

Total **THE REBUILDERS CAMPUS** Project Investment Goal \$ 13,500,000

Steps to Implementation

- I. Facility & Program Design
- II. Capital Acquisition
- III. Facility Site Prep
- IV. Facility Construction
- V. Staff Recruitment & Training
- VI. Communication / Community Awareness
- VII. Application & Screening of Residents
- VIII. Move-In / Program Launch
- IX. Operating Metrics & Outcome Measurement

Progress Timeline

June 2022 – December 2023
October 2022 – December 2025
July 2023 – December 2023
July 2023 – December 2025
June 2024 – December 2025
October 2022 – December 2025
October 2024 – December 2025
January 2026 – June 2026
July 2026 – December 2026

Reference: “A 5-Year Prospectus; Solving the Housing Crisis” - to review other projects currently in design to address additional homeless populations in Cabarrus County. Also, definitions of terms related to homelessness and housing crisis.

<https://cooperativeministry.com/wp-content/uploads/5-Year-Prospectus-Solving-the-Housing-Crisis.pdf>

CCM’s Path to Stability Model demonstrates a comprehensive approach to successfully move from homeless to housing. See a full description at:

<https://cooperativeministry.com/about/what-we-do/housing-program/>

Financial Plan

Five -Year Plan for development, implementation, and operation of **THE REBUILDERS CAMPUS** program:

		<u>Capital Funding Level</u>	
Year One:	Site Acquisition & Site Preparation Engineering, Planning & Design Facility Renovation and Maintenance	\$ 5,000,000	37%
Year Two:	Construction of Buildings and Infrastructure Landscape / Streetscape improvements	\$ 10,500,000	78%
Year Three:	Completion of Construction Facility Preparations Staff Hiring and Training	\$ 13,500,000	100%
Year Four:	Implementation of Program Design and Facility Use Plans Resident Enrollment and Program Expansion		
Year Five:	Residential Growth and Program Expansion Workforce Training and Social Enterprise Endeavors		

The initial Capital Campaign project funding will include three years of operating funds while revenue streams are established to ensure ongoing operations.

Projected Increase in Annual Revenue for **THE REBUILDERS CAMPUS** - 2027

Individuals	100,000	14%
Foundations and Trusts	100,000	14%
Grants and Contracts	170,000	24%
Businesses	90,000	13%
Churches	40,000	6%
Participant Fees	200,000	29%

Staffing for the new program will begin concurrently with construction to adequately train new staff members for a tiered approach to achieving the capacity goals of the program. Several months prior to the apartments being ready, CCM will begin training employees for implementation of **THE REBUILDERS CAMPUS** program. Program design will be refined during these early months, which will include the identification of (and communication with) qualified applicants.

Proposed Site:







CCM's Path to Stability Model

The Rebuilders College

CSR: Commitment & Shared Responsibilities | PDP: Participatory Development Plan | FBS: Family Bible Studies

PDP-A: PDP Agreement | CSR-A: CSR Agreement | QRA: Quarterly Resident Assessment

AZI: Asset Zone ID | ICP: Individual Care Plan | RGR: Resident Growth Report

ABS-D: Asset-Based Service Delivery

My Father's House Model

Mothers & Children Home

30 DAY

CSR/PDP

Admission
& Orientation

2 MONTHS

PDP CONNECT/CSR+

Healthcare Access &
Integrated Services

3 MONTHS

PDP CONNECT/PDP+

Childcare &
Employment
Stability

6 MONTHS

PDP/CSR

Financial &
Transportation
Stability

Teaching House

24 MONTHS

PDP+/CSR+

Housing Market
Access

12 MONTHS

PDP/ABS-D

Income
Growth

9 MONTHS

PDP CONNECT

Career Skills & Social
Capital

Independence & Financial Stability

The Program Structure

CSR		
PDP		
FBS		ABS

...is to provide immediate assistance to members of our community who are experiencing crisis in the areas of food, shelter, or finances while engaging them in a series of actions that will empower them to move beyond crisis
CCM's Mission

Mind Body Spirit

PDP+

PDP+ incorporates career coaching, education, resume services, and interview practice to aid individuals in securing sustainable employment, while instilling responsible financial practices - restoring credit, paying debts, and building savings. *[onsite service]*

PDP Connect

PDP Connect provides access to resources *[on-demand]* through Integrated Services Model [ISM], to ensure efficient and timely provision for identified needs of each participant.

PDP Kids

PDP Kids provides *Individual Care Plan* for children while ensuring access to Early Childhood Education, tutoring, and extracurricular activities.

CSR+

CSR+ is a program that provides an intimate and safe platform to heal emotionally and grow socially through weekly Check-ins.

CSR+ is also designed to support Trauma-Informed Care (TIC), by providing internal/external services through our Integrated Service Model. [2022]

CSR Connect

CSR Connect provides meaningful and intentional relationships with our volunteers, peer-support and various social connections within our community through various activities - *"Mom's Day Out"*.

CSR Kids

CSR Kids provides meaningful connections for children with fun and therapeutic programs with extracurricular activities.

FBS Adults & Kids

"Therefore, go and make disciples of all nations...."

By providing access and opportunity to engage in a.....

- Weekly Family Bible Study
- Team Devotion & Prayer
- Quarterly Prayer Meet
- Monthly Community Worship Night

ABS-Delivery

Utilizing the Asset (strength) of Teaching House residents, *ABS* provides the opportunity to pay-it-forward by volunteering 8 hours a month through MFH, MaC, the Crisis Center, and

- Resident Assistant (RA)
- Childcare
- Transportation
- Peer-Support
- Provide Meals

Core values
Prayer
Excellence
Encouragement
Community

