YOUR COMMUNITY,
YOUR HEALTH.

SUBMISSION OF INTEREST PROPOSAL:
Redevelopment of Franklin Elementary
Friday, March 31, 2017

Dear Mr. Darral Paradis,

Neighborhood schools often serve as anchors of their communities, a steady presence that helps cement the bond of community among neighbors. Community Health Centers of Arkansas (CHCA) understands that value and looks to foster a collaborative partnership with Little Rock School District by demonstrating how CHCA will repurpose Franklin Elementary School.

To better meet the health needs of Franklin and surrounding communities, a public-private partnership with create a community-centered approach to promote health equity. A multifaceted approach is critical to advance beyond the traditional approach to health care. We need to recognize the importance of community health, academic institutions, and job development, as well as the role human services agencies play not only in health but in community development. This partnership will generate far more comprehensive and quality resources that will improve the overall pursuit of health equity, community renewal and address the social determinants of health.

Franklin Community Health Center promises to offer a mission that aligns with the vision of the Little Rock School District, as well as creates an innovative approach to healthcare delivery for the community.

Based upon a proposed repurposing, we will house the following programs/organizations within the Franklin Community Health Center:

- Office of Community Health Centers of Arkansas/Arkansas Primary Care Association
- Designated Community Health Center/Federally Qualified Health Center
- Economic Development/Job Creation
- Academic oriented after-school program/Summer Program
- Health Center Research Center
- Farmers’ Market

Due to time constraints, more time is needed to conduct a building appraisal, environmental impact study, and the opportunity to obtain architectural redesign estimated costs. However, CHCA is submitting an offer that is stated in the Compensation Section of the proposal. Community Health Centers of Arkansas looks forward to hearing from the Little Rock School District regarding our attached proposal and we are excited about the vision and potential for a partnership with LRSD for the future of Franklin School and its community.

Sincerely,

LaShannon Spencer,
Chief Executive Officer
Community Health Centers of Arkansas
Proposal to establish the Franklin Community Health Center

The mission for Franklin Community Health Center is to bring essential health programs to the community. Community Health Centers of Arkansas (CHCA) believes its our duty to be a part of the solution in eliminating health and social disparities in central Little Rock. To do so, we must go beyond doctors visits and checkups, and provide an array of programs that deal with issues related to poverty, violence, and socioeconomic inequalities. It is our mission to bring health education, healthcare access, and health equality to the community. This mission will be enhanced through a public-private partnership that will include healthcare practitioners, educational institutions, non-profit organizations, and small business owners.

To better meet the health needs of the existing Franklin school community and surrounding areas, a public-private partnership is essential. A multifaceted approach is critical to advance beyond the traditional approach to health care and recognize the important intersections between community health, academic institutions, and job development. The partnerships generated through this approach will generate more comprehensive and quality resources to contribute in the fight for health equity and community renewal. In addition, this public-private partnership will demonstrate a unique approach to community planning and development, as well as offer best practices for comprehensive community policy and planning.

Major Goals

Healthcare Access: Establishing the Franklin Community Health Center as a community partnership that will improve the health of the community by offering comprehensive primary, mental, dental, and vision care services.

Education: Enhancing academic achievement through partnering with the Little Rock School District to offer vocational training courses for high school students, continuing education courses for healthcare ancillary and clinician positions, and offering after school, weekend, and summer education programs.

Economic Development: Improving the economic well-being of community members by offering employment opportunities and developing partnerships that encourage job creation.

Community Centered: Serving as a meeting location for community stakeholders and partners to host meetings, youth programs, private events, and other community activities.
A. Narrative

“Our ZIP Codes should not predict how long or how well we live. Nor should they determine access to opportunities like good jobs, safe communities, clean air, and healthy environments,” – Riza Lavizzo-Mourey, MD, MBA, President and Chief Executive Officer of the Robert Wood Johnson Foundation.

In August 2016, Create Little Rock, an initiative of the Little Rock Chamber of Commerce, launched a community initiative, “Think Big Little Rock.” The overall goal for Think Big Little Rock is to engage young professionals in assisting with the improvement of Little Rock’s overall quality of life and making it a community where young professionals want to live and work (Little Rock Regional Chamber Business Guide, 2017). As the initiative continues to develop key strategies to improve quality of life in Little Rock, we must also consider the neighborhoods that surround the downtown area. Too often we tend to overlook communities where having a 9-5 job is rare, and dinner isn’t always served. According to the USDA’s Food Access Research Atlas, several Little Rock low-income neighborhoods are designated as a food desert (an area without access to grocery store or other market). Even more remarkable, Arkansas is ranked 2nd in the nation for food insecurity (Arkansas Food Bank, 2017) and had the second highest percentage of people with incomes below the poverty line in 2016 (TalkPoverty.org, 2016).

Throughout the state, however, a variety of organizations have made it their mission to eradicate hunger, elevate individuals and families out of poverty, and develop opportunities for Arkansans to succeed. Unfortunately, Arkansas’s ranking in other areas are just as bad, if not worse, than those listed for poverty and hunger. Health is as much a key component to a quality life as job opportunities, transportation, housing, and education.

Recently, U.S. News & World Report ranked all 50 states by how well they serve their citizens in seven categories, including: health care, education, and infrastructure. Arkansas ranked 50th in the nation when it came to health care, 47th for economic opportunity, and 45th for infrastructure. Such rankings come as no surprise when one looks at the state of health in Arkansas. Take for example: Arkansas has just 114.7 physicians per 100,000 population as compared to 206.7 in Massachusetts (ranked 1st); Arkansas has just 40.9 Dentists for every 100,000 population, as compared to 81.5 in New Jersey (ranked 1st). Furthermore, Arkansas ranks 45th or higher in: Smoking, Obesity, Physical Inactivity, Infectious Diseases, Violent Crime, HPV male Immunizations, Immunizations (general) for children, Preventable Hospitalizations, Cancer deaths, Cardiovascular Deaths, Frequent Mental & Physical Distress, Infant Mortality and Premature Death. Someone living in Arkansas can expect to live approximately 2.6 years less than someone living elsewhere in the United States – with the average life expectancy at birth of 78.8 for the total population and 76.2 for Arkansas (CDC Mortality in the United States, 2014)

More recent public health efforts, have identified a broader array of conditions affecting health, including: community design, housing, employment, access to health care and healthy foods, environmental pollutants, and occupational safety. This link between health and social factors, known as Social Determinants of Health (SDOH), is widely recognized in the public health literature. Moreover, it is increasingly understood that inequitable distribution of these conditions across various demographics is a significant contributor to persistent and pervasive health disparities. One effort to address these conditions and subsequent health disparities is the development of national guidelines, such as Healthy People 2010 (HP 2010). An initiative of the U.S. Department of Health and Human Services, HP
2010 has the vision of “healthy people living in healthy communities” and identifies two major goals: increasing the quality and years of healthy life, and eliminating health disparities. To achieve this vision, HP 2010 acknowledges “that communities, States, and national organizations will need to take a multidisciplinary approach to achieving health equity — an approach that involves improving health, education, housing, labor, justice, transportation, agriculture, and the environment, as well as data collection itself.” To be successful, this approach requires community development and system-level changes that combine social, organizational, environmental, economic, and policy strategies along with individual behavioral change and clinical services. The approach also requires developing partnerships with groups that traditionally may not have been part of public health initiatives, including community organizations and representatives from government, academia, business, and civil society.

Community Health Centers of Arkansas (CHCA) believes that the Little Rock School District can play an essential role in creating a healthy community. CHCA recognizes that public school district officials are often faced with the difficult decision of having to close schools for numerous reasons. All too often these abandoned school buildings become a burden on their community.

Once information was presented in the Little Rock media regarding the proposed school closure, CHCA knew it could offer a valuable solution to community stakeholders without causing distress to the area. Established in 1985 and a long standing member of the Little Rock community, CHCA, which also serves as Arkansas’s Primary Care Association, will serve as manager and operator in the proposed repurposing of Franklin Elementary School. As part of this proposal, CHCA will partner with five identified organizations in order to accomplish the goals of this proposal, which include repurposing Franklin Elementary to create a health center for the community that will help improve the overall quality of life for area residents. (Due to the sensitivity, concern, and respect for community organizers, CHCA will disclose partnering stakeholders during the community presentation.

This vision to repurpose Franklin into a Community Health Center grew out of a comprehensive research effort that included the solicitation of feedback from residents within a two-mile radius of Franklin Elementary.

In March of this year, the Chief Executive Officer for CHCA and a group of volunteers, walked through the neighborhood to introduce CHCA to the community and get feedback on an informal partnership to repurpose and revitalize the area. While there were residents who fiercely opposed the closure, they provided valuable insights that would make the repurposing more beneficial to the community, such as offering educational/vocational opportunities. As a result, CHCA recognized that the public-private partnerships must be incorporated in the overall proposal to ensure the success of this model. Many residents who were interviewed favored the proposed health center model for the repurposing of Franklin Elementary.

The goal of Community Health Centers (CHCs), also known as Federally Qualified Health Centers, is to provide comprehensive community-based services to persons of all ages. CHCs offer Arkansans:
• Health care in under-served areas of the state which otherwise have a less than adequate level of providers available to residents.
• Multitude of services including primary and preventive care, oral health, vision, mental health, substance abuse treatment, transportation, translation, and enrollment support services.
• Sliding fee discounts based on patient family size and income in accordance with the federal poverty level guidelines.
• Much-needed support services such as case management, patient education, community outreach and health screening.
• Multidisciplinary organization with community partnerships that address a wide range of factors affecting health outcomes.

CHCs continues to demonstrate value in communities by being accessible, affordable, and by providing high quality care delivered by responsive health professionals. We offer choice for patients (empowering them to make their own well-informed health decisions) and we deliver innovative healthcare regardless of one’s ability to pay. Additionally, CHCs have helped decrease health disparities in Arkansas. While the Affordable Care Act called for the majority of health entities to adjust their delivery systems to performance and value-based standards for reimbursement, CHCs have focused on ensuring quality care since their inception in 1965. CHCs have learned over time how to improve patient outcomes specific to communities, primarily addressing the Social Determinants of Health (SDOH). Through a range of non-traditional services, CHCs have targeted SDOH in their areas by becoming a true community center that focuses on the whole person and the health of the community. Currently, we have 12 CHCs throughout the state of Arkansas.

Due to the Medicaid expansion in Arkansas (Arkansas Works, previously referred to as the Private Option), CHCs have treated and served more patients throughout the state. Patients who were once uninsured and underinsured now have a patient medical centered model home. In 2015, CHCs in Arkansas served more than 185,000 patients across the state. A map of these health centers is included on the following page for reference.
Multi-sectorial partnerships are needed to create a community-centered approach to promote health and health equity for the Franklin Elementary community. A multifaceted approach is critical to advance beyond the traditional approach to health care. We need to recognize the importance of community health, academic institutions, and job development, and the role human services agencies play not only in health but in community development. Working as a team, these partners generate far more resources than they would individually, which significantly improves the quality and reach of the pursuit of health equity and community renewal.

It’s no secret that America spends more on health care per person than any other nation yet consistently ranks near the bottom on key health and quality indicators. Health outcomes are significantly influenced by nonmedical factors. In order to improve both health and wealth, we need to rethink how to better coordinate care to address these nonmedical influences. There is a significant gap in healthcare quality and safety in the state, as well as racial, ethnic, and geographic barriers that negatively impact health care in rural and underserved communities. Using information from the Healthy People 2020 report developed by students at the UAMS College of Public Health, these disparities become readily apparent and strikingly consistent over time. As part of this re-purposing, CHCA will work closely with the Arkansas Department of Health and
the Arkansas Department of Human Services to combine resources in order to meet community-level needs to improve public health, address food security, and expand access to behavioral health services.

For these reasons, CHCA believes that the Franklin Elementary building should be repurposed to include a Community Health Center and other community-focused organizations that will work together to achieve greater health, increase health equity, and better target growing health disparities that are adversely affecting the Little Rock community.
B. Proposed Use of Property

Our vision is for the Franklin Community Health Center to be the pathway to improving health, well-being, and revitalization of the community.

In 2014, the City of Little Rock published the 12th Street Core document as part of its 12th Street Corridor Plan. The 12th Street Core was the central location specified for a center of activities for urban residential, employment and commerce. This project produced an illustrative concept was selected due to its current status of having a vision plan and local support for sustainable development, but lack continued vision.

Research dictates outreach programs and community efforts can only be successful if partnerships are developed among diverse groups of stakeholders — the kind of partnerships that develops possibilities and attainable outcomes to achieve a common goal and grassroots effects. The proposed use of the Franklin Elementary property is to create a whole-person care community centered approach to promote health and health equity, social services, educational and job creation. CHCA will work at the community level to promote healthy living and prevent chronic diseases that brings the greatest health benefits to the greatest number of people in need. CHCA will also help to reduce health gaps often caused by difference in race, ethnicity, location, social status, income and other factors that can affect health.

The Franklin Community Health Center will oversee the managed space (lease agreement), provide maintenance, and technical assistance of the following entities:

- Office of Community Health Centers of Arkansas/Arkansas Primary Care Association
- Designated Community Health Center/Federally Qualified Health Center
- Economic Development/Job Creation
- Academic oriented after-school program/Summer Program
- Health Center Research Center
- Farmers’ Market

We will work at the community level to promote healthy living and prevent chronic diseases to bring the greatest health benefits to the greatest number of people in need. We will work to reduce health gaps often caused by difference in race, ethnicity, location, social status, income and other factors that can affect health.

Offices of Community Health Centers of Arkansas/Arkansas Primary Care Association

Community Health Centers of Arkansas, Inc. (CHCA), Arkansas’s Primary Care Association, is a non-profit organization established in 1985 to expand access to affordable quality care in Arkansas, thanks in large part to a grant from the Health Resources Services Administration (HRSA). CHCA serves 12 CHCs with more than 100 sites across the state and more sites added each year. For over 30 years, CHCA has received HRSA funding to provide training/technical assistance to CHCs for improving care delivery. As Arkansas’ Primary Care Association, CHCA provides training and technical assistance in the CHCs’ data collection, analysis, reporting, and clinical and organizational quality. CHCA also provides purchasing, capital, and public relations assistance. The services offered by CHCA help Arkansas CHCs provide effective and efficient care to their patients, and transparency when answering to the public.
In 1969, sixteen years before CHCA came into existence, there was a National Hunger Survey conducted by Volunteers in Service to America (VISTA). The results of the survey was used to determine what the indigent residents of Lee County, part of the vast and impoverished Mississippi River Delta region, perceived as the greatest need in the area. In response to the survey’s findings, a small amount of funding was raised and a Board of Directors for Lee County Cooperative Clinic, Inc. (LCCC) was developed. Also that year, public health funding became available through a Community Development Block Grant (CDBG). Through the support of Gov. Dale Bumpers, the CDBG grant provided primary medical care and served as a much needed economic engine to the Delta. Community Health Centers have remained an economic engine in many rural and urban communities. We continue to focus on enhancing the quality of life for the under-insured and uninsured in the medically under-served areas throughout the state. We are key stakeholders within the healthcare delivery system in the South.

For the last seven years, CHCA has received funding from HRSA for the Arkansas Health Center Controlled Network (AHCCN). This is a partnership with 11 CHCs with the aims to enhance the provision of quality patient care, reduce health disparities, improve operational efficiency/cost effectiveness, and support technology and information exchange to improve population health and patient outcomes. CHCA bylaws reflect that it is governed by a Board of Directors, comprised of the Executive Directors from each member CHC. CHCA’s mission is be an innovative leader, promoting improved health care outcomes and equal access to the highest quality health care for all Arkansans. CHCA provides training/technical assistance and advocates for regulation, policies and programs, which will have a positive impact on CHC operations, as well as further the goals of improving access to care, reducing health disparities and improving health outcomes of the CHC patients and communities they serve. CHCA has an annual operating budget of $1.6 million, employs 10 FTE employees, and is based in Little Rock, Arkansas. (Appendix 1: Bio of CHCA Board Members)

Community Health Centers of Arkansas will relocate their current office to the Franklin Community Health Center.

**Designated Federally Qualified Health Center/Community Health Center**

A Community Health Center is crucial in bringing the essential health programs to the community. CHCA understands that to truly eliminate the health and social disparities in central Little Rock, we must go beyond doctors visits and checkups and offer programs that deal with issues related to poverty, violence and socioeconomic inequalities. It is our mission to bring health education, access and equality to the community. Many research studies have indicated that CHCs improve patient outcomes while reducing health disparities, despite serving a population that is often sicker and more at risk than the general population. They also reduce costs to health systems; the CHC model of care has been shown to reduce the use of costlier providers of care, such as emergency room visits and hospital stays.

The Franklin Community Health Center will offer comprehensive health care and wellness programs to the Franklin neighborhood and surrounding communities. Among other services, the center will offer:

**Dental Care Services:** Oral health can play a significant role in patients' overall health. Franklin Community Health Center will have a dedicated team of dental professionals with state of the art equipment to provide patients the highest quality dental care available. CHCA will continue to partner with Delta Dental to address the pressing oral health issues that plagues many communities across the state of Arkansas.
Vision Care Services: The Eye Care Department at Franklin Community Health Center will provide comprehensive eye care to patients of all ages.

Mental/Behavioral Health Services

Pharmacy Services
The Franklin Community Health Center will offer comprehensive pharmacy services through the partnership with our designated Federally Qualified Health Center/Community Health Center being the overseer of the Pharmacy Department. Our on-site services will provide our patients extraordinary convenience, and the staff work will work in tandem with the doctors at the center to ensure our patients receive with the right medication and guidance.

Wellness Center
The Franklin Wellness Center will provide information for healthy living and preventive care focused on reducing chronic health conditions. CHCA will work with community partners to identify and develop ways to improve the health status of many residents surrounding the Franklin community. The partners will:

- Encourage community members to participate in healthier lifestyle choices to reduce risks for diabetes by offering support networks and peer learning groups learning sessions.
- Encourage physical activities such as walks around the identified areas (indoors and outdoors) within the health center,
- Increase resources to assist with healthy meal planning and preparation through cooking classes and community gardens.

The Wellness Center will look to foster collaboration with multiple stakeholders to build upon already established public health programming while incorporating health literacy and health education.

Economic Development/Job Creation
Community Health Centers of Arkansas looks to create a shared economic value by providing job opportunities for residents of the Franklin community. Enabled by an act passed during the 2017 Legislative Session, CHCA will create a Provider-owned Arkansas Shared Savings Entity (PASSE) organization to help facilitate the delivery of Medicaid services. The PASSE will afford the CHCA to establish a call center at Franklin Community Health Center. The Call Center will employ up to 20 individuals in 2019.

Education: Vocational Training Program
In 2015 federally-funded health centers nationally employed over 120,000 full-time equivalent staff responsible for the direct delivery of clinical care and wellness services. However, just like hospitals in rural communities, health centers still struggle with gaps in their physician and clinical staff. Results of a recent national survey of health centers reveal that nearly all health centers (95%) have at least one clinical staff
vacancy and that those with vacancies are currently recruiting for 13% more clinical staff than they have today. Analysis of these survey results finds that nationally, health centers could serve 2 million more patients if all their clinical vacancies were filled today.

In order to help prepare for future healthcare staffing shortages, CHCA looks to partner with Little Rock School District Excel Careers for Advanced Professional Studies program at Metropolitan Career Technical Center to create a community Health Sciences oriented program. The Community Health Center Sciences program will be a two-year program offered during the junior and senior years of high school. The program will give students an opportunity to observe many healthcare occupations while achieving both high school and college credit hours. The classroom and clinical rotations will enable students to make decisions about their future in the health care industry and decide if a career in health care is in their future.

The Health Sciences program looks to prepare Little Rock School District students to:

- Gain an understanding of the health sciences jobs within health center settings.
- Understand the roles of the interdisciplinary team in health care, patient centered medical homes.
- Understand the roles of community health workers.
- Describe professionalism, ethics and legalities of health care.
- Perform basic health care concepts and skills.
- Complete CPR certification.
- Demonstrate health care leadership and management development.
- Complete an approved Certified Nursing Assistant or Medical Billing or Coding program.

After School/Summer Food Program

No child should grow up hungry, but more than one in four Arkansas children (26.3%) struggle with hunger (Map the Meal Gap, Feeding America, 2016). Many community partners currently host a food program or a backpack feeding program for students who are students of Franklin Elementary. CHCA has agreed to continue to work with the identified partners who currently assist with afterschool and summer meal program.

Community Health Research Center

The Community Health Research Center will be dedicated to improve the health of communities across the state of Arkansas. This research center will help to develop effective health literacy programs, disease prevention strategies, increase community health awareness by hosting educational conferences, and conduct evidence based studies. The Research Center will look to develop a consortium of research partners to bring long-term benefits to communities across the state of Arkansas.

Farmer’s Market

Obesity rates are rampant in many communities within the Little Rock, especially the Franklin community. The Farmer’s Market will be a key component to implementing community health intervention programs. Neighborhoods anchored in the Franklin communities are located within a food desert. The creation of an
onsite farmer’s market will increase access to healthy foods at affordable prices. Community Health Centers of Arkansas will collaborate with local farmers to assist with the Farmer’s Market.

Community Resource Center

Franklin Community Health Center will be a resource center where families who are currently beneficiaries of state assistance programs can receive workforce development trainings, resume building workshops, financial guidance, goal settings, and other critical elements to assist with transitioning from federal government assistance to self-sufficient citizens.

C. Benefits to the Local Community

When Franklin Elementary was built in 1949, it was opened as a state-of-the-art basic skills school with new and innovative teaching methods. Over the years, it continued to honor its namesake, Benjamin Franklin, through inclusive and community-wide initiatives such as the establishment of a health clinic onsite for all students. In doing so, Franklin Health Clinic became the first school-based health clinic in Pulaski County and helped to define Franklin as a community-focused organization. Now that Franklin Elementary is set to close, it is imperative that the legacy of this community institution be preserved. Community Health Centers of Arkansas, the Primary Care Association for the state, is determined to do just that through a dedicated and multi-faceted approach that will include partnerships with organizations in healthcare, education, and vocational training.

The re-purposing of Franklin will do much more than benefit the health of the community; its reach will help community leaders advance an economic and cultural revival for the area. With economic opportunities, new jobs, and a revitalized community center – this area has nothing to lose, but everything to gain with a new purpose for Franklin. In addition to health care, CHCA proposes to include a variety of community partners to make Franklin a true community center with educational and vocational training opportunities for both young and old. This will ensure that the legacy of Franklin continues, but in a different direction that strives to develop the community in new and exciting ways. While it is true that the students enrolled at the elementary will be relocated, what also made Franklin so valuable to the community – the health center with medical, dental, vision, and behavioral health services – will be maintained and expanded with the hard work and dedication of CHCA.
D. Explanation of Property Occupancy

Community Health Centers of Arkansas is seeking to acquire the property of Franklin Elementary School in Little Rock, Arkansas. Community Health Center of Arkansas has taken assertive steps to ensure that partnerships with public-private organizations/companies as favorable as possible. The Chief Executive Officer has met and obtain potential local and private organizations in order to ensure a smooth transition of the organizations within the health center. (Due to the sensitivity and the concern and respect for community organizers to prevent school closure within the Little Rock School District of the school closure, CHCA has agreed to not disclosure the partnering stakeholders to protect their business interest within the community.)

CHCA has spoken with stakeholders and residents who reside within a two (2) mile radius of Franklin Elementary. However, additional relationships will need to be nurtured to overcome any potential inherent disadvantages of being the property owner of Franklin Elementary. This freestanding site Health Center will ensure the provision of primary, preventive and social services to all residents through arrangements made with examples of partnering stakeholders listed below:

Examples of partnering stakeholders:

Federally Qualified Health Center/Community Health Center: Onsite primary care services. The Health Center wants to reduce the number of persons seeking primary care in the emergency department and prevent emergencies that result from a lack of routine primary and preventive care.

Mental and Behavioral Health Company: Onsite mental and behavioral health services. Psychiatric clients will have access to primary care. Studies have shown psychiatric care works best when primary care needs are addressed in tangent. The Community Health Center and the Mental/Behavioral Health Company will have a referral agreement. The Community Health Center will rely upon the mental and behavioral health company to provide substance abuse treatment beyond the scope of practice of licensed social workers. The pairing of Primary and Mental/Behavioral health needs will allow drug and alcohol clients to be assessed and treated for other health conditions in conjunction with their addiction.

Dental Clinic: Onsite dental clinic. Contract through a local dentist who accepts Medicaid and Commercial payers as well as patients on a sliding scale fee.

Vision Center: Onsite vision screening.

Lab Services: Onsite laboratory and phlebotomy. Contract through a local company.

Pharmacy: Contract through a local pharmacy company.

Communities Organizations: Onsite afterschool educational program to offer youth in the area an opportunity to participate in weekend and/or summer activities of science and health related educational components.

Nutritional Services: Good nutrition is a vital link in creating a healthy community. CHCA is currently in negotiations with a potential partner to assist in the administration of a sound nutrition program, management of the cafeteria, in addition to facilitating classes which would address leading health problems such as obesity, diabetes, and cardiovascular disease.
Appendix A indicates how swiftly Community Health Centers of Arkansas plans to occupy the building. Within the completion of the renovation, all partnering entities will be given 60 days to move into the building. The health complex will directly house medical providers and clinicians to serve patients. A staff of 5.75 FTEs will implement a service delivery plan which ensures the provision of primary health services, diagnostic laboratory services, preventive health services, case management, counseling, youth-oriented outreach programming and health education. Services include dental care, substance abuse, and mental health treatment.

Management and Staff

At full capacity (Year 2) Community Health Centers of Arkansas will directly employ the following staff:

Management Team
Chief Executive Officer
Chief Financial Officer/Human Resources Director
Director of Strategic Business Development
Research Center Director

Staff Members
Operations Supervisor
Sr. Data Analyst
Data Coordinator
Data Performance and Improvement Coordinator
Operations Specialist
Office Manager
Receptionist
After School Program Coordinator

Contract Staff Members (potential)
  Maintenance & Janitorial Staff (4 positions)
  Information Technology Specialist (2.5)
  Security Officers (2)

Please reference Appendix B for Community Health Centers of Arkansas Health Complex Organizational Chart. The darker color positions indicate HRSA funded positions. The organizational line authority runs from the Board of Directors to the Chief Executive Officer, who then delegates to managers. The Chief Executive Officer serves as the head of the team members and is accountable to the CHCA Board of Directors for establishing the long-term goals and operations plans.
E. Compensation

Community Health Centers of Arkansas is excited about submitting a proposal for the repurposing of Franklin Elementary School. However, it is difficult, under required timeframes, for CHCA to determine a far compensation amount and/or donated in-kind proposal without doing extensive due diligence on the current conditions of the facility as it relates to the repurposing goals. This includes various time consuming measures, such as engineering/design/cost estimates that will be compliant with the United States Environmental Protection Agency, Healthcare Resource Center, Arkansas Department of Health, Health Resources & Services Administration and other governing agencies healthcare facility regulations and standards. Therefore, CHCA proposes the following:

The property, which is the subject of this offer (“Subject Property”), is identified as Franklin Elementary School Harrison Street, Little Rock, Arkansas 72204. Together with the real property, “Buyer” (Community Health Centers of Arkansas) will be purchasing all of Seller’s rights, title and interest in all of the kitchen equipment, fixtures, improvements, leases, maps, reports, plans, and other such material is having to do with the Subject Property including all land use entitlements, governmental permits and allocations, and other such governmental and agency approvals as may exist concerning the property.

The (“Seller”) agrees to no payment no interest loan for 5 years where the (“Buyer”) is restricted to the type of property usage that will provide healthcare services of some type in the (“Subject Property”), improve and maintain the upkeep of the building.

The (“Seller”) shall fully cooperate with (“Buyer”) in providing any and all information available regarding the development potential of the property.

The (“Buyer”) will reinvest a percentage of annual revenues to be determined at a later date based upon the estimated cost of rents collected by partnering organizations/stakeholders. (The identified date will be established with LRSD.)

The (“Buyer”) will offer all Little Rock School District Athletes free physicals during the 2017-2018 school year within a designated two week timeframe.

The (“Buyer”) shall have until January 1, 2018 to be fully operational as Franklin’s Community Health Center.

At the end of the designated timeframe as long as (“Buyer”) does not breach the agreed commitment the building will be deed over to (“Buyer”). However, in the event the (“Buyer”) breach the agreement, the (“Seller”) will forfeit the ownership and possession of the property.
Appendix

Signed Addendum #1
CHCA Board of Directors Biographies
Program Implementation Timeframe
Date: 3/15/17

To: Person/Company Addressed in e-mail

From: Darral Paradis, Director, and Procurement & Materials Management

Re: ADDENDUM #1, Invitation for Submission of Interest for Redeployment of LRSD Properties -- Woodruff and Franklin

Below are answers (in BLUE) to questions received by the MARCH 14, 2017 deadline as stated in the Invitation: QUESTIONS/ANSWERS:

1) Is an environmental/asbestos report available for the buildings? YES, reports are available by contacting the district environmental consultant, Rex Morris at 501-961-1003.

2) Is a utility report available for each school? YES, see attached.

3) When do you expect potential buyers to make presentations to the LRSD? Tentative schedule is for Woodruff presentation to be made on April 11 and Franklin on April 12 with each meeting starting at 6:30 pm at the schools.

These answers by virtue of this addendum become a permanent addition to our invitation for LRSD Property Redeployment. A proposal may not be considered if the signed addendum is not returned to the Procurement Department with the proposal response. THE SUBMISSION DEADLINE WILL REMAIN FRIDAY, MARCH 31, 2017 AT 2:00 pm

Signature

Printed Name and company name if applicable

Date
CHCA Board of Directors Biographies

Sandra Brown, MPH, MSN, RN: CEO, Jefferson County Comprehensive Clinic

Sandra currently serves as Chairman of the Verizon Arena Board, Vice Chair of the Pulaski County Planning Board, Treatment Homes Inc., Health Information Exchange Council (HIE) and the Arkansas Center for Health Improvement Health Policy Board. Sandra continues to be active with Arkansas Advocates for Children and Families (past board president) by volunteering and raising funds for its Annual Soup Sunday. In addition, Sandra continues to be active with Susan G. Komen for the Cure - Arkansas Affiliate (past board member). In 2007, Sandra was selected the winner of the Susan G. Komen Cameo Award. She was recognized for her outstanding leadership and the many contributions made through the years to further the Komen=s promise. This prestigious award is presented to a Komen volunteer who has provided exceptional service to the breast-health needs of the community. Most recently, Sandra was as one of the 2015 Living Legends for her distinguish work in the community by Philander Smith College and the Outstanding Citizen Award in 2000 from the Christian Ministerial Alliance.

In addition to her leadership in the community, Sandra has been a steward of the nursing profession for many years. She is a member of the Little Rock Black Nurses Association and the Arkansas Nurses Association. She was the first minority nurse to be elected to the National Council of State Boards of Nursing in 1986, past member of the Arkansas State Board of Nursing, recipient of the Arkansas League for Nursing Merit and Arkansas Nurses Association Nurse of the Year Award, and served as co-chairperson (1995) of the Arkansas Nurses Association Legislative Committee. Currently, Sandra serves as chairperson of the Arkansas Nurses Political Action Committee. Sandra retired from Baptist Health with 30 years of service. During her tenure at Baptist Health, she served as Director of Community Health. She is still eager to serve and make a difference in the community through her invaluable position as Chief Executive Officer at Jefferson Comprehensive Care System, Inc (JCCSI).

Tony Calando, Attorney at Law: CEO, Healthy Connections

Mr. Calandro is a native of Hot Springs, Arkansas and holds a Master of Business Administration from Valparaiso University, Indiana and a Juris Doctor from the Valparaiso University School of Law. Prior to joining Healthy Connections, Inc. (HCI), Tony served as Chief Executive Officer of First Horizon Healthcare in Texas - a privately owned health care organization providing health care services including ambulatory surgery centers, long-term acute care, rehabilitation centers and physician practice management. Mr. Calandro was responsible for leading the company’s business in the United States from its Fort Worth headquarters. He strategized viable ways that propelled revenues, increased productivity, and aligned management and the Board of Directors. All the while leading the company from a long history of operating losses to positive earnings, delivering significant improvements each year, culminating with +480% growth in operating earnings. Tony has also served as Executive Vice President of United Professional Companies, also in Fort Worth, where he had full oversight of division operations, sales/marketing, finance, HR and QA. During his tenure, he increased the revenue for $50M to $120M in one year by developing a comprehensive regional network.

Mr. Tony Calandro currently serves as the Chief Executive Officer/General Counsel of Healthy Connections, Inc. Tony has served as the Chief Executive Officer of Healthy Connections since 2010, and in that time he has become the key architect for the company’s strategy and corporate operations. His responsibilities include developing the company’s growth and corporate initiatives, forming new businesses and partnerships while enhancing Healthy Connections’ local presence. Healthy Connections, Inc. (HCI) is a Federally Qualified Health Center with their corporate office located in Mena, AR, with clinic sites located throughout western and central Arkansas. The Mission of HCI is to improve the health and well-being of the communities they serve with a commitment to excellence.
Kathy Grisham: CEO of Community Clinic

Kathy Grisham is Chief Executive Director of St. Francis House NWA, locally known as Community Clinic, it is a Federally Qualified Health Center in Northwest Arkansas. Founded twenty-one years ago as a healthcare safety net for uninsured residents, the clinic pursues a mission of affordable, quality care through fourteen sites across the state. The clinic’s expansion of medical, dental, and behavioral services has reflected the growth in the region, increasing the number of patients seen in just the past five years by 25%. Under Kathy’s leadership the number of patients served has grown to almost 37,000, annually.

Kathy’s work encompasses capital and strategic planning, program development and advocating for parity of care for the disenfranchised. In addition to her long-standing professional commitment to community health care, Kathy has worked in senior management positions in journalism, marketing and sales. Kathy is a graduate of the University of Mississippi, with additional coursework at UCLA, designated as a national MBA program for Federally Qualified Health Centers, and is a native of Memphis, Tennessee. In addition to her professional service, Kathy volunteers with the NW Arkansas Tobacco and Drug Free Coalition in Northwest Arkansas where she and her husband, a priest in the Episcopal Church, have lived for twenty years.

Allan Nichols: CEO of Mainline Health Systems

G. Allan Nichols is Executive Director of Mainline Health Systems, a Federally Qualified Health Center in Southeast Arkansas. He has served in this role since 2008. Founded thirty-eight years ago, as a healthcare safety net for uninsured residents, Mainline Health Systems pursues a mission of affordable, quality care through fourteen sites in the 5 county region, including medical clinics in Portland, Wilmot, Eudora, Dermott, Monticello, and Star City; dental clinics in Wilmot, Dermott, and Star City, and School-Based Health Centers in Hamburg (2), Portland, Dermott, Lake Village, Eudora, and Star City (2). The Clinic implemented an Integrated Behavioral Health with Primary Care program in 2015 to successfully serve its patients population focusing on preventive behavioral health. A psychiatrist was added to the Behavioral Health staff in 2016.

The clinic’s expansion has reflected the great need in the region, increasing the number of patients seen in just the past four years by over 40%. The clinic’s staff are from all areas of Southeast Arkansas. Mainline now serves over 12,000 patients each year with over 100 FTE employees. Allan’s work is focused on building a high performing team of leaders that share the same passion for bringing the highest quality of care to all the people of Southeast Arkansas, regardless of ability to pay. In addition to his role in promoting the cause of community health care, Allan has worked in senior management positions in financial services and marketing. Allan is a graduate of the University of Arkansas at Monticello. In addition to his professional service, Allan is the father of Ben (19), Rebecca (16), and Bryan (12). Allan is also married to Season, who is also from Southeast Arkansas.

Jerry White, CPA: CEO of River Valley Primary Care Services

Jerry has served with River Valley Primary Care Services, Inc. (RVPCS), since its incorporation in 2003. He has been the Executive Director since the organization began providing services in 2005. Mr. White has overseen the growth of RVPCS as it has grown from a single location in Logan County to seven health center locations in Logan, Sebastian, Crawford and Johnson Counties in western Arkansas. In 2016 RVPCS had approximately 55,000 office visits and maintains over 17,000 patients who call River Valley their health care home. As part of his dedicated to improving healthcare for his community, Jerry played a key role in the RVPCS team achieving NCQA Level II Recognition as a Patient Centered Medical Home.
He attended the University of Wisconsin and graduated from the University of Idaho with a degree in Accounting. With his background in finance, he currently serves on the board of Project Compassion in Fort Smith, Arkansas. River Valley is fortunate to have a number of Board members who have served on the Board of Directors for over 10 years, like Mr. White, and have been instrumental in guiding the organization to its current state of success.

Melanie Sheppard, RN, CEO of CABUN Rural Health Services

Melanie has over 25 years’ experience as a Registered Nurse and over 20 years’ experience in senior level management. Melanie is currently the Chief Executive Officer for CABUN Rural Health Services, Inc. CABUN currently operates 6 community health centers and one dental clinic. She has been employed with CABUN for over 17 years, in that time she has served as a Clinic Manager for 7 years, as the Chief Operations Officer for 1 year and as CEO for over 9 years and counting. Most of her career has been spent in the non-profit sector and in community leadership. She is currently involved in many community projects and serves on several boards. Melanie is married to her husband, Steve and is blessed with their son, Charlie. Melanie enjoys spending with her family and relaxing at the beach.

April Peer: CEO of Lee County Cooperative Clinic

Upon completing her undergraduate studies at Arkansas State University, April Peer quickly began her journey as the Director of Marketing and Physician Operations at Helena Regional Medical Center. Her work definitely did not go unnoticed as Ms. Peer was selected to serve as a CFO Mentor for the National Association for Community Health Center’s CFO Institute in 2016, while also serving as Lee County’s Cooperative Clinic’s Chief Financial Officer at the time. April has successfully completed numerous leadership development trainings and programs, thus enabling her to establish rapport with all levels of staff and management. In 2014, Ms. Peer completed a Community Health Center Executive Management Fellowship through the University of Kansas Medical Center Policy and Management program.

April Peer currently serves as the Executive Director of Lee County Cooperative Clinic, a Federally Qualified Health Center in East Central Arkansas. She has served in this role since January 2017, but previously served as the Chief Financial Officer for 5 years. Founded 48 years ago, as a healthcare safety net for uninsured residents, Lee County Cooperative Clinic pursues a mission of affordable, quality care through 4 sites in the 5 county region, including Lee, Phillips, St. Francis and Monroe Counties. April’s work is focused on building a high performing team of leaders that share the same passion for bringing the highest quality of care to all the people of East Central Arkansas regardless of ability to pay. Since receiving her Bachelors of Science degree in Business Administration in 2002 and her Masters of Science degree in Public Administration in 2006, Ms. Peer has used her progressive management, finance and operations experience to make a positive impact on healthcare in the Arkansas Delta.

Susan Ward-Jones, MD & CEO: East Arkansas Family Health Center

As CEO for East Arkansas Family Health Center (EAFHC), Dr. Jones oversees 162 medical staff and 137 support staff spread across six delivery sites. With over 57,000 patient visits each year, EAFHC is a flagship organization that is Joint Commission Accredited and a Level III Patient Centered Medical Home. In addition to her position as Chief Executive Officer to EAFHC, Dr. Jones currently serves as the Medical Director of Arkansas Delta Aids Care Center (ADAC). In the past, Dr. Jones served on the Arkansas State Board of Health from 1999 - 2017 and served as President in 2011, she has been a member of the Arkansas Center for Health Improvement Policy Board since 2012 and currently serves as Chair. Additionally, she is on the Board of Directors of Community Health Centers of Arkansas and served as President from 2009 – 2014. Past appointments include Inaugural member of the Arkansas Lottery Commission from 2009-2011 and Assistant Professor of Health Policy and Management, University of Arkansas School of Public Health.
Dr. Jones originally came to West Memphis in 1996 as part of the National Health Service Corp’s Loan Repayment Program, but chose to stay in the area long after her loans were repaid because of the healthcare needs. Dr. Jones is a long-time advocate for her community with several positions of leadership in local organizations and commissions, and the recipient of numerous prestigious awards including the Distinguished Service Award from the Arkansas Department of Health in 2011 and the Calvin King Economic Development Award from the Arkansas Democratic Black Caucus in 2016.

Brigitte McDonald: CEO of 1st Choice Healthcare

Brigitte McDonald is the Chief Executive Officer of 1st Choice Healthcare, a non-profit organization that operates 5 community health center clinic locations in Corning, Pocahontas, Ash Flat, Walnut Ridge, and Paragould County. Ms. McDonald obtained her Bachelor of Science degree from Arkansas State University. She has been involved with community health centers since 1994 through a variety of positions in health care management and administration. Brigitte serves as the Secretary on the Board of Directors at Community Health Centers of Arkansas, is a member of the National Association of Community Health Centers, sits on the Arkansas Methodist Medical Center Foundation Board of Directors, and is Chair of the Corning CARES Campaign of Arkansas Methodist Medical Center Foundation. Her notable activities have included representing 1st Choice Healthcare on a variety of boards such as Community Health Centers of Arkansas, Inc. as Secretary, Treasurer, Vice President and President; The National Association of Community Health Centers Board of Directors; Corning Chamber of Commerce, Board of Directors, President and Vice President; and various Councils, and County Coalitions. Mrs. McDonald is married to Jeff, is the proud mother of two children, Jake and Luke and two grandsons Case and Rhett.

Betty Sanders, CEO: Boston Mountain Rural Health Centers

As Chief Executive Officer of Boston Mountain Rural Health Centers, Inc. (BMRHC), Betty oversees nine (9) health center locations in the North Central areas of Arkansas. Betty has been employed with BMRHC for the last seventeen (17) years. Betty served as Chief Financial Officer for 13 years. She has served as the C.E.O. since 2014. Ms. Sanders serves as the Chair of the CHCA Finance Committee. Additionally she is on the Board of Directors of Community Health Centers of AR, Inc. Betty is a member, former President, V-President, Secretary and Treasurer, of the Arkansas Society of Certified Public Accountants. Betty is a graduate of the Sam Houston State University of Texas, and holds a Master of Business Accounting with University of Houston, Texas.

Al Sliger, CEO: Mid Delta Health Systems

Al has served as the Director of Mid Delta Health Systems, Inc. (MDHS), a Federally Qualified Community Health Center, for over 20 years. MDHS serves a 5 county area in East Central Arkansas, Al is responsible for all MDHS’ organizational activity relating to providing primary medical and dental services to approximately 4,500 patients in this medically underserved area. Mr. Sliger guided MDHS’ current organization through JCAHO accreditation pertaining to the provision of Ambulatory care commencing in 1996 as well as a NCQA level III recognition as a Patient Centered Medical Home.

Additionally, Al serves as Chair of the CHCA Board of Directors. He is also the Chair of the CHCA Arkansas Health Center Care Network (AHCCCN) Network, which has been instrumental in leading the state in the adoption and utilization of health information technology, as well as being a leader in Arkansas Healthcare Delivery Systems transformations. He concurrently supports the efforts of the AHCCN in utilizing medical data analytics to improve and expand access to health center patients throughout the state. Al obtained his M.H.A. in Health Care Services.
Administration, and has additional coursework in Radiation Technology and as an Emergency Medical Technician. He is a veteran of the U.S. Navy.
Franklin Community Health Center Timeline

**March 2017**
- CHCA submit proposal for repurposing of Franklin Elementary to Little Rock School District

**April 2017**
- Little Rock School District Announcement of Repurposing proposal Acceptance
- CHCA completes a Commercial Property Inspection to conduct walk-through survey, document review, and potential conduct interviews to determine the property’s condition.
- CHCA Issues Press Release about Health Complex

**May 2017**
- CHCA starts Your Health Your Community Capital Campaign Project 3.6 million

**July 2017**
- CHCA host “Community Talks” with key Community Stakeholders regarding the Community Health Center Health Complex Projects

**August-November 2017**
- Ground-breaking Ceremony with Announcement Partnerships
- CHCA starts construction on Franklin Elementary and signed lease agreements for public-private partnership is established

**September 2017**
- Special Event-Fundraising Event/Awareness Event for CHCA – Little Rock, Arkansas

**December 2017**
- CHCA Staff and Community Partners moves into Franklin Elementary

**January 2018**
- CHCA Health Complex Open House with invited Key Community Stakeholders