

**CHOICE NEIGHBORHOODS INITIATIVE
ROUND 1 IMPLEMENTATION GRANT APPLICATION**



SUBMITTED BY

CITY OF BOSTON DEPARTMENT OF NEIGHBORHOOD DEVELOPMENT

**CITY OF BOSTON
CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT
ROUND 1
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EXHIBIT A. EXECUTIVE SUMMARY

A. EXECUTIVE SUMMARY

The City of Boston is pleased to submit this Choice Neighborhoods Application. This application is part of the City's *Circle of Promise Initiative*, a comprehensive community integration plan to transform public education in Boston. It is a strategy to provide greater opportunity for young people and their parents by implementing place-based supports, boosting student achievement and eliminating the cycle of poverty.

We are requesting a total of \$20,500,000 in Choice Neighborhoods funds, including \$12,300,000 to assist the redevelopment of the severely distressed 129 unit Woodledge/Morrant Bay HUD-assisted housing development, provide supportive services to the residents of the development and the surrounding neighborhood, and carry out related economic development and other community improvement activities. The City of Boston's Department of Neighborhood Development is Boston's Community Development Block Grant and HOME Investment Partnership Program entitlement grantee and will serve as the Lead Applicant for this application. The Dorchester Bay Economic Development Corporation is one of Boston's most experienced Community Development corporations and will serve as the Housing Implementation Entity responsible for the acquisition and redevelopment of the Woodledge/Morrant Bay development. The Quincy-Geneva Housing Corporation is a Housing Team Member and will be a part owner of the development which will be re-named Quincy Heights following the redevelopment. The Woodledge/Morrant Bay development is a scattered-site development comprised of 11 buildings clustered around Quincy Street in Boston's Dorchester neighborhood. The project will be carried out in two separate phases. Quincy Heights 1 will consist of the rehabilitation of 102 units in 9 buildings, including

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reconfiguring small units and reducing the number of units by 22. Quincy Height II will consist of the demolition of two buildings and the construction of 49 new units on three adjacent parcels acquired from the City and one parcel acquired privately. Upon completion, the development will have a total of 129 units, all of which will continue to have project-based Section 8 subsidies.

The project is located in the Quincy Corridor neighborhood, a ½ square mile area centered on Quincy Street and bounded by Blue Hill Avenue on the West, East and West Cottage Streets on the North, the Fairmount Commuter Rail Line and Columbia Road on the East and Washington Street on the South. The neighborhood is home to approximately 8900 people, about 38% of whom have incomes below the poverty line or make less than 30% of the area median income. Although there is no public housing in the neighborhood, over 1250 (38%) of the neighborhood's 3500 housing units are subsidized, nearly twice the citywide percentage.

There are four schools in the neighborhood, the Burke High School, a chronically underperforming school, the King k-8 school, the Lilla Frederick Pilot Middle School and the Winthrop elementary School. The Burke has been identified as one of the 10 "Turnaround" schools located in the Circle of Promise that will be the focus of intensive efforts and resources to improve the school's dropout rate and overall performance.

Despite the neighborhood's challenges, it is blessed with several experienced and effective community organizations, including Project R.I.G.H.T (Rebuild and Improve Grove Hall Together) and the Dudley Street Neighborhood Initiative (DSNI). DSNI has a long history of leading successful community-based planning efforts. DSNI was recently awarded a Promise Neighborhoods Planning Grant by the U.S. Department of Education. We are pleased

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that Project Right has agreed to serve as a Neighborhood Team member for this application and DSNI has agreed to serve as the Neighborhood Implementation entity for this application. Both will work closely with the City, Dorchester Bay EDC, the Boston School Department and the City's Office of Jobs and Community Services (JCS) to implement the Quincy Corridor Transformation Plan.

In order to support the implementation of the *Circle of Promise's* strategy to provide greater opportunity for young people and their parents by implementing place-based supports, boosting student achievement and eliminating the cycle of poverty, we are requesting \$3,075,000 in Choice Neighborhoods funding to provide supportive services, including education-related services, for the residents of the Woodledge/Morrant Bay development and the surrounding Quincy Corridor neighborhood. The City's Office of Jobs and Community Development will serve as the People Implementation entity and will procure and administer the desired services in consultation with the Circle of Promise Steering Committee, Project RIGHT, DNSI and the other Choice Neighborhoods partners.

We are also requesting \$3,075,000 in Choice Neighborhoods funds for Critical Community Improvements in the neighborhood, such as improvement of community facilities, construction or rehabilitation of parks and community gardens, activities to promote economic development and job creation and asset building.

Narrative Exhibit B Threshold Requirements

City of Boston, Department of Neighborhood Development

File Name: ExhibitBThresholdRequirements.pdf

EXHIBIT B. THRESHOLD REQUIREMENTS

B.1. Partnership MOU Narrative

This Choice Neighborhood application and the Transformation Plan for the Quincy Corridor Neighborhood will be implemented by a partnership consisting of the following organizations:

Lead Applicant: The City of Boston's Department of Neighborhood Development as the Lead Applicant and will be responsible for administration of the Choice Neighborhoods grant.

Primary Housing Implementation Entity: Dorchester Bay Economic Development Corporation will have the primary responsibility for the redevelopment of the severely distressed Woodledge/Morrant Bay HUD-assisted housing development.

Housing Team Member: The Quincy-Geneva Housing Corporation will be a partner in the redeveloped Woodledge/Morrant Bay development (aka Quincy Heights) and will assist Dorchester Bay EDC with the implementation of the housing activities.

Primary Neighborhood Implementation Entity: The Dudley Street Neighborhood Initiative will have primary responsibility for the neighborhood level planning and coordination activities.

Neighborhood Team Member: Project Rebuild and Improve Grove Hall Together (Project R.I.G.H.T.) will work closely with the Dudley Street Neighborhood Initiative on outreach and coordination of community building efforts, neighborhood stabilization and economic development.

Primary Education Implementation Entity: the City of Boston's Public Schools Department will be responsible for implementing education program coordination and reforms.

Primary People Implementation Entity: the City of Boston's Office of Jobs and Community Services (JCS) will be responsible for social service coordination and program design activities.

Planning. Funding decisions for social services programs will be made by JCS in consultation with the Circle of Promise Steering Committee.

The executed Partnership Memorandum of Understanding is included in Attachment 12.

B.2. Appropriateness of the Proposal.

The Woodledge/Morant Bay development includes 129 units of housing in 11 buildings. The buildings all date from the early 20th century, and last had a major infusion of rehabilitation funds over twenty years ago. Some of the renovations over the course of the life of the buildings have worsened the living conditions in the buildings, and other conditions, such as handicapped accessibility, have never been addressed. Despite the poor quality and conditions at the buildings, the units are in high demand, since all units have project-based Section 8 Vouchers. The development team considered many options to redevelop the properties, detailed below, before concluding that a combination of rehab/reconfiguration and demolition/new construction, rehabbing or replacing all 129 units on the existing sites was the most appropriate solution.

Scenario 1: Demolish and reconstruct all of the buildings: ■ This option is the cleanest, but is cost prohibitive, and would complicated the temporary relocation of the existing tenants. ■ This option could lead to a permanent reduction in units throughout the development, as new construction standards make it difficult to build the same number of units on the available land.

Scenario 2: Rehabilitate all of the buildings: ■ The two buildings slated to be razed require both substantial structural work and reconfiguration, making this option cost prohibitive. ■ In order to replace the units lost to reconfiguration throughout the development, a site for 22 units would still have to be identified. The city-owned sites would accommodate these, but the newly constructed building(s) would need to be larger in scale, because site design would have to work around the existing buildings. ■ Razing the two existing buildings (27 units) allows for a mix of

small (4 unit) to large (10-15 unit) buildings, and allows for improved site design and inclusion of open space.

Scenario 3: Greater density vs. varied building styles: ■ The developer looked at the possibility of providing housing in all large multi-unit buildings, but determined that a mix of building styles is more appropriate to the neighborhood, and provides better housing options for the existing tenants. ■ The density could have been increased, but again, this would not have been appropriate for the neighborhood. The currently proposed density is in keeping with the area density.

Scenario 4: Offer some Homeownership opportunities in the development: ■ Conversion of rental units to homeownership would have meant the permanent displacement of existing tenants, all of whom have incomes below 50% of area median. ■ The Quincy Corridor neighborhood has had a disproportionate number of housing foreclosures. ■ The market for homebuyers in the Quincy Corridor is currently very poor, especially for condominiums. ■ The rental market in Boston is very strong.

Scenario 5: Redevelop some of the units as Market-rate rentals: ■ All of the 129 units have Project-Based Section 8 Vouchers that will be transferred upon sale. The demand for these units is very strong and there is a continuing need for housing affordable to very low and extremely low income families. ■ Redeveloping some units as market-rate would have displaced existing tenants. ■ Boston market rate rents are unaffordable to the majority of residents in QCN, where the population is predominately low to moderate income.

B.3. Separability – Not applicable as all units in the development will be transformed.

Narrative Exhibit C Capacity

City of Boston, Department of Neighborhood Development

File Name: ExhibitCCapacity.pdf

EXHIBIT C. CAPACITY C.1 Overall Leadership Capacity of Lead Applicant

The City of Boston's Department of Neighborhood Development (DND) has extensive experience in the administration of Federal housing and community development grants. DND is the administering agency for the City of Boston's Community Development Block Grant and HOME Investment Partnerships Program allocations. The department's Neighborhood Housing Development Division has successfully funded and provided project management for many large housing development projects, including the two projects highlighted below that fundamentally transformed a Roxbury and Dorchester neighborhood.

Example 1: The *Home Again Initiative (HAI)* was a major push by the City to dispose of vacant parcels located in core, decaying and distressed neighborhoods of Boston. *HAI* transformed those parcels into homeownership opportunities for Boston residents and helped to knit back together communities torn asunder by distress and disinvestment. In the Franklin Field neighborhood of Dorchester, *HAI* sponsored three projects, creating 55 affordable, newly constructed single and two-family homes and 6 units of affordable rental housing. DND was also involved in the Boston Housing Authority's (BHA) Franklin Hill Hope VI redevelopment of 242 units of public housing.

(i) Identify the number and types of all major contracts and/or partnerships;

Under *HAI*, DND worked cooperatively with City departments and provided funding and support to the BHA's Hope VI development. DND engaged in a comprehensive Community Process with key local groups. Out of this, a Community Project Review Committee (CPRC) was formed to develop and review Request for Proposals (RFPs) to select developers. Once selected, DND entered into Loan Agreements with developers. DND negotiated favorable construction financing terms from the Bank of Boston (now Bank of America), and secured a

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subsidy set aside from the Neighborhood Housing Trust for *HAI* affordable units. To conserve costs, **DND** contracted with three firms to produce site environmental reports and site surveys.

DND directly provided Marketing Services, following an Affirmative Marketing Plan approved by the Boston Fair Housing Commission (BFHC). Finally, **DND** worked with one lender to provide homebuyers assistance through the Soft Second Loan Program.

Planning Process: After identifying all City owned vacant parcels in the Franklin Field area, **DND** engaged in a clear and transparent community process, engaging abutters, civic associations, and community activists in the design of the housing developments including decisions regarding housing type, unit configuration and density; **DND** grouped parcels together, issued RFPs, identified qualified developers and helped them secure construction financing, zoning relief and permits.

Working with the community and within the confines of state law, **DND** conducted its search for developers, coordinated the development process and helped developers navigate approvals with other city agencies in order to obtain needed variances and building permits. **DND** worked with the BFHC to develop a database of income eligible homebuyers and offered training and counseling to the potential buyers. **DND** affirmatively marketed new units, through a lottery process, and assisted buyers in navigating the mortgage process.

(iii) Data and Oversight: **DND** helped to build the database of costs, as well as design and material selection for high quality, durability and price (**DND** prototypes, Design Guidelines, etc.). It provided back up for unit cost limits as containment strategies. **DND** worked with Public Health Commission and the Boston Urban Asthma Coalition to incorporate asthma friendly design choices into the prototype and specifications. **(b)Leveraging** : The Total TDC of Franklin Field was \$102,648,471, subsidy amount was \$22,986,637, leveraging \$4.5 dollars for

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every \$1 of subsidy. See the funding chart in attachment 15. **(c) Outcomes:** All the project phases combined created or preserved a total of 303 units, all of which are affordable (24 =< 80% AMI and 279 =< 60% AMI). The homeowner units are affordable for 30 years with an additional option for 20 years, while the rental units have affordability restrictions of 50 years. The Franklin Hill development decreased the density. All units are energy efficient, LEED certified. The Franklin Field projects are complete (last phase was completed December 2009) and occupied. The last development project planned for the area, Franklin Field South III has been placed on hold indefinitely due to the change in the housing market and the Foreclosure Crisis. **DND** is monitoring the long-term affordability of the new construction units and the BHA is monitoring the long term affordability of the Franklin Hill redeveloped rental units.

Example 2: Dudley Square: Dudley Square in Boston's Roxbury neighborhood is one of Boston's most historic retail districts. Plagued by disinvestment and arson in the 1960s and 1970s, Dudley Square has been the focus of a comprehensive redevelopment effort involving many City departments, non-profits for-profit developers and community organizations. The Dudley Square Vision Project ("Dudley Vision") was launched by Mayor Thomas M. Menino on June 9, 2007; and is comprised of three key elements: real estate development; programmatic development to enhance and build upon the strengths of this thriving commercial district; and community engagement. **DND** provided major funding for most of the projects, managed the disposition of City-owned land and buildings, provided project management and development services for a wide range of projects in the Square. Key projects included:

Modern Electroplating: **DND** provided \$6.8 million in Section 108 and Brownfields EDI funding for the remediation, disposition and redevelopment (currently underway) of the 2.5 acre tax-foreclosed, former brownfields site. In conjunction with this project, the City demolished the

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obsolete Area B-2 Police Station and is in the process of constructing a new LEED certified station and creating a new development site from the cleared and remediated site.

Ruggles Assisted Living Community: completed redevelopment of the long vacant Lafayette School into a 43 unit assisted living community for homeless elders.

Dartmouth Hotel: provided \$1.5 million to Nuestra Comunidad CDC for the completed \$18.3 million redevelopment of the historic Dartmouth Hotel into 65 units of affordable housing and commercial space.

Commercial Development: DND provided \$10.5 million in Section 108 and EDI funding for three key projects, including the completed Warren Palmer Street development, the first new private commercial development in Dudley Square in 40 years, conversion of the former Boys and Girls Club into the completed Fairfield Center which will provide 33,000 s.f. of new office space and create 140 new jobs, and the completed historic renovation of Palladio Hall, an historic landmark, which created 20 construction jobs and nearly 40 permanent jobs.

Leveraging: All of the Dudley Square projects leveraged significant amounts of additional state and or private funding, including New Markets Tax Credits and Low Income Housing Tax Credits. We estimate that the City has invested nearly \$30 million in Dudley Square and those investments leveraged over \$60 million in additional funding for these projects.

Outcomes: Although certain key projects such as the redevelopment of the vacant Ferdinand's Department Store have stalled due to the current economic downturn, significant measurable progress has already been made. One important indicator is that property values and commercial rents have been rising, spurring concerns about gentrification pushing long established businesses out. Also, the number of vacant buildings and storefronts has been dramatically reduced.

Exhibit C.2: A.1.b. Housing Implementation Capacity of the Principal Team Member:

The City's Principal Housing Team Member, **Dorchester Bay Economic Development Corporation (DBEDC)**, has successfully developed, and now owns and oversees the management of 760 units of affordable rental housing. It has developed and sold 163 affordable home ownership units and has an additional 326 rental units under site control and/or in predevelopment. DBEDC is the largest non-profit buyer of foreclosed properties in the State, currently with 15 triple-deckers of 45 units' total.

Quincy-Geneva Housing Corp. (Q-GHC) will be a 49% shareowner of Quincy Heights I & II. They are taking the lead in working with the community and have a role in both tenant participation and overall plan review and quality control. Q-GHC owns and manages 396 units of affordable housing in 6 properties, within the Quincy Corridor.

(1) Three Examples of Housing Development Projects

The following projects best exemplify **DBEDC's** capacity as the owner/developer responsible for successful development from pre-development, through construction and rent-up. **DBEDC** is proud of its role as successful long-term owner and asset manager of the rental properties, ensuring that the properties are well maintained and in compliance with financial obligations and affordability requirements. The projects described below include both new construction and acquisition/rehab projects, all of which offer high-quality, energy efficient, affordable housing, and improved quality, affordability, and income mix of housing in the Roxbury and Dorchester neighborhoods of Boston. Per the Auditor Letter, included with the most recent operating statements for these properties (see Attachment 16), the properties have not required cash infusions from outside the project's own cash flow.

(a) Demonstration that the Entity has Effectively Developed and Operated Similar Housing

1. Brunswick-Holborn/Columbia-Woods, Dorchester—Completed April 2007:

DBEDC acquired and redeveloped six severely distressed occupied buildings that had been nearly destroyed by decades of water damage resulting in corroded structures and apartment floors that had a pitch of up to a foot. The buildings had serious structural, plumbing and infrastructure problems. Like Woodledge/Morrant Bay, the properties were in urgent need of full rehabilitation, reconfiguration and remediation and required the implementation of systemic crime and security solutions. When DBEDC completed the gut renovations of the six apartment buildings, the properties earned a top-rated “plus five” energy-efficiency designation from Energy Star Homes and the tenants were returned under the protection of URA to a higher quality living space in which to raise their families.

2. Dudley Village I & II, Roxbury—Completed August 2008

This new construction 50 unit mixed-use development is a model “Urban Village” with healthy density, common green spaces, and a mixture of uses that have improved the quality of life for local residents. Dudley Village is LEED certified, includes all energy star appliances, and has 42 rooftop solar panels. This transit-oriented development was one of the first recipients of the Massachusetts Transit Oriented Development grant. In recognition of the superior quality of the project, Dudley Village was awarded a **2009 People’s Choice Award** by *Affordable Housing Finance Magazine*.

3. Cottage Brook Apartments, Dorchester—Completed November 1993

This project involved the renovation of 19 buildings with 147 apartments. The phased construction allowed for temporary relocation of tenants into vacant units within the overall

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project. Particular effort was made by DBEDC through their *Resident Resource Initiative Program* to involve tenants in organizing, enrichment and leadership support and training.

Project Information	1.Brunswick/ Columbia Woods	2. Dudley Village	3. Cottage Brook
Number Units	98 scattered site	50	147
Population Served	Families	40 Families, 10 Elderly; 10% set-aside homeless	Families
Unit Types	1, 2, 3 & 4 bedroom	40 2+BR family units, 10 units for elders	Range from studios to 6 bedroom units
Income Mix	10 units @<30% AMI, 53 units @,50% AMI, 28 units@ <60% AMI, 7 market rate units	5 units @<30% AMI, 2 units @,50% AMI, 43 units@ <60% AMI	147 units <50% AMI, project based Section 8 housing
Relocation	Temporary	None	None

(b) Demonstration of Effectively Secured and Leveraged Funding Streams

Sources & Amounts	1.Brunswick / Columbia Woods	2.Dudley Village	3.Cottage Brook
City of Boston			
HOME & CDBG	\$ 1,500,000	\$ 2,138,888	
Lead Paint & Weatherization	\$ 285,845		\$ 150,000

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Sources & Amounts (continued)	1. Brunswick / Columbia Woods	2. Dudley Village	3. Cottage Brook
State Sources			
DHCD-HSF & CIPF	\$ 3,124,752	\$ 1,500,000	
LIHTC (DHCD, MHIC & NEF)	\$12,165,555	\$ 8,168,647	\$ 3,971,932
MHP	\$ 5,400,098	\$ 2,825,459	
MHFA Weatherization			\$ 450,000
Mass Housing AHT		\$ 1,100,000	
Mass TOD Grant		\$ 1,980,266	
MHFA Emer. Advance			\$ 103,000
MHIC NMTC		\$ 1,023,834	
Private Sources			
Exist MHFA Mtgs.			\$ 4,267,191
Syndication Proceeds			\$ 523,173
FHLB		\$ 600,000	
HUD Flex/MHFA			\$ 1,000,000
Energy Star Rebates		\$ 86,053	
Private Bank Finance		\$ 6,272,000	
Sponsor/Dev Equity	\$ 932,926	\$ 1,855,000	\$ 146,496
TOTAL COST	\$ 23,409,176	\$27,550,147	\$10,611,792

Exhibit C.3 People Implementation Capacity of Principal Team Member

The City of Boston **Office of Jobs and Community Services (JCS)** serves as a Principal Team Member and the People Implementation Entity for the *Quincy Corridor Neighborhood Transformation Plan*. **JCS**, Boston's workforce development agency, manages over \$20 million in federal, state, and local funds, and serves as the administrative agent for Boston's Workforce Investment Board. **JCS** manages Boston's HUD CDBG Public Service funds and Department of Labor Workforce Investment Act funds and monies from various state agencies and private funding sources. **JCS** currently provides CDBG Public Services funding to a total of 99 organizations citywide, of which six are located in the target area for this Choice Neighborhood grant application. Programs are monitored closely to ensure that their work effectively serves the goal of economic development. In addition, **JCS** funds another 40 community organizations around the city, with other funding sources, for services ranging from summer jobs and alternative education programs for youth to adult basic education, ESOL, job training, and elder services.

While much of the funding overseen by **JCS** is contracted to community-based organizations, both on a cost-reimbursement and performance basis, **JCS** also has effectively implemented supportive services coordination and program design activities for several large-scale supportive service programs, resulting in positive outcomes aligned with the People goal of Choice Neighborhoods. Three that are directly relevant in scale and scope are described below and references are included in attachment 21.

1. The **Roxbury Resource Center (RRC)** is a One-Stop Career Center office located in Dudley Square, near the target neighborhood. Operated by **JCS**, the RRC has grown from a small storefront operation in 1999 to the major provider of employment assistance in the Roxbury

neighborhood and beyond. Over 1,700 individuals used the RRC last year, where they were provided with in-depth career counseling, job search assistance, resume preparation, referrals to employers, and access to training vouchers. While the target population for One-Stop Career Center services is by definition very broad (One-Stops exist to meet the needs of all types of job-seekers and employers), **JCS** works to secure the public funding that allows RRC and other career centers to focus intensive services on low-income job-seekers, who often have multiple barriers to employment and need more than simply a referral to a job. All of Boston's One-Stops operate on a continuous quality improvement model, and are evaluated rigorously by the Workforce Investment Board in conjunction with **JCS**. Measurable outcomes include the numbers of residents provided with a range of workforce-related services, the bottom line being the number placed in jobs. The current annual operating budget of the RRC is \$402,967.

2. Youth Options Unlimited (YOU), also located in Dudley Square near the target area, is a multi-service transitional employment program serving court-involved youth and young adults. YOU carries an active caseload of 200 at any given time; over the course of a year, more than 300 individuals are provided with intensive case-management, alternative education, job preparation, and subsidized employment leading to private sector jobs. The target population is at-risk youth between the ages of 14 and 24 who are court-involved and often gang-involved. The Police Department, the House of Correction, the Department of Youth Services, and other criminal justice partners refer participants; presently, 80% are male. The program design, a national model for re-entry services, connects court-involved youth with employment through a comprehensive strategy involving in-depth counseling, on-site provision of alternative education services, and a three-tiered transitional jobs model that progressively builds skills, work experience, and a solid resume. YOU is a central piece of Boston's strategy to combat gang

violence, and reduce the violent crime rate among youth in Boston over the past decade.

Measureable outcomes include the numbers of youth and young adults who move successfully from initial intake to education subsidized employment and private sector jobs. Recruitment of employer partners is critical to the success of the initiative; the transitional employment component started with 10 employer partners and has grown to 40 at present. YOU has been in operation for ten years and currently has an annual operating budget of \$1,788,580.

3. The **Earned Income Tax Credit Campaign (EITC)** is a citywide initiative that each year provides thousand of Boston residents with assistance in obtaining tax credits worth a total of \$18 million. Twenty-eight tax preparation sites are based at neighborhood locations throughout the city, including one site adjacent to the target neighborhood; if funded, the Quincy Corridor Transformation Plan will result in a 29th site within the target neighborhood. Customers receive in-depth financial literacy counseling in addition to help with their taxes. The target population is Boston taxpayers who qualify for the Earned Income Tax Credit (i.e., low-income workers), with an additional emphasis on persons with disabilities. The overall cost of the program, \$300,000, is low due to the extensive use of volunteer tax preparers at the community sites; if the value of these in-kind services were counted, the amount would be closer to \$800,000. The IRS awarded Boston's EITC Campaign a **VITA** (Volunteer Income Tax Assistance) grant in part to assist other Massachusetts cities in developing EITC campaigns of their own. Measurable outcomes include the number of residents assisted, which has grown steadily from 400 in 2001 to 12,555 last year, and the total amount of refunds put back into the community, which was \$18 million in FY 2010.

JCS has primary responsibility for implementing day-to-day service coordination and program design for each of these initiatives. Each has multiple partner organizations, from the

criminal justice and workforce development partners involved in Youth Options Unlimited and the twenty-eight community and faith-based organizations hosting EITC sites, to the thirty employer partners who used the RRC to find employees last year. Each has been in operation for several years, and each had to address the issue of sustainability once initial funding ended. Both the RRC and EITC have steadily expanded services over the years. YOU, which began with a \$25 million five-year federal grant, had to scale down when that grant ended, but has subsequently maintained itself as a \$2 million per year operation for the past five years.

All three initiatives offer high quality, evidence-based supportive service programming and case management services. A diverse set of partner organizations, including non-profit organizations, foundations, federal agencies, educational institutions, key members of the business community, and state and local government agencies, ensures that a broad range of services is available, and that the design and implementation of these services reflects the populations served and effectively targets their needs. The collection and analysis of data for planning, evaluation, and ongoing improvement is a priority for JCS, and measurable performance goals and objectives for all three initiatives are well defined. Documentation of improved resident wellbeing and quality of life across a range of indicators is extensive.

Exhibit C.4 Education Implementation Capacity of Principal Team Member

The **Boston Public Schools (BPS)** serves as a principal team member and the Education Implementation Entity for the *Quincy Corridor Neighborhood Transformation Plan*. BPS serves more than 56,000 pre-kindergarten through grade 12 students in 135 schools, and in 2006 won the *Broad Prize* for Urban Education as the **top city school district in the country** (attachment 18). BPS is a partner in the *Boston Promise Initiative* and received a *Full Service Community Schools* award from the **U.S. Department of Education** in September of 2010.

In 2007, Mayor Menino hired a new Superintendent who committed to several broad goals: ■ensure high quality opportunities and academic achievement for all public school students, ■address the significant achievement gaps among population groups, ■strengthened the district’s commitment to high quality early education, ■supported extended learning, ■and confront the dropout crisis. In November 2009, the Boston School Committee adopted the **Acceleration Agenda**, a five-year strategic direction (2009-2014) that outlines goals and priorities for transforming the schools and includes nine academic targets that focus on preparing learners to excel in college, career, and life (details provided in table below).

<i>Boston Public Schools - Acceleration Agenda Key Areas of Investment</i>	
closing access and achievement gaps	invest in and support high-quality teachers
expanding early childhood education	expanding access to arts and music programs
expanding K-8 th grade options	support for the district’s student athletes
implementing the “Graduation for All” initiative to ensure that BPS graduates have skills and knowledge to succeed in college or other post-secondary education	implementing the Learning & Information Network for the Community (LINC III) Technology Plan, a living document that guides the district’s use of technology

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<i>Boston Public Schools Academic Targets (9)</i>		
Reading by the end of grade 1	Reading to learn in grade 3	Algebra 1 in grade 8
On-track to graduate by the end of grade 10	ELL acquire academic language mastery and fluency	Significant academic growth for students with disabilities
Skillful, analytical writing in grades 4 to12	High school graduation	College-ready and success-bound

One of the cornerstones of Boston’s reform agenda has been to provide all children with a strong and early start to their formal education guaranteeing a full-day kindergarten seat to every five year old in the City and has expanded early childhood programs for four year olds, with more than 2,100 seats in September 2009, up from 700 seats in 2005. Six elementary schools have earned national accreditation from the **National Association for the Education of Young Children** and the district has committed to ensuring that every program for three and four year olds obtains accreditation. **BPS** has been laying a strong foundation for citywide dropout prevention and recovery work launching a number of critical initiatives such as an early warning data system and a Re-engagement Center to recover dropouts. **BPS** established ambitious academic targets specific to high school graduation and pledged resources to increase the current graduation rate of 59.9 percent to 80 percent by the end of the 2013 to 2014 school year. The district maintains a commitment to extending the school day, particularly for those students most at risk of not meeting key benchmarks, and currently oversees four Extended Learning Time schools that provide targeted academic interventions, as well as a variety of arts and enrichment activities to students. **BPS** will collaborate with other Principal Team Members to ensure the implementation of the *Quincy Corridor Transformation Plan* goals.

Exhibit C.5 Neighborhood Implementation Capacity of Principal Team Member

The **Dudley Street Neighborhood Initiative (DSNI)** is a Principal Team Member and the Neighborhood Implementation Entity for the *Quincy Corridor Neighborhood Transformation Plan*. **DSNI** is a nonprofit, community planning and organizing entity in the Roxbury/North Dorchester neighborhoods of Boston. It was formed in 1984 when residents of the area came together to revive a neighborhood that was devastated by arson, disinvestment, neglect, and redlining practices, and to protect it from outside speculators. **DSNI** works to implement resident-driven plans through partnerships with nonprofit organizations, community development corporations, businesses, and religious institutions in the neighborhood, as well as banks, government agencies, corporations, and foundations. Since its' founding, **DSNI** has grown into a collaborative effort of over 3,000 members committed to revitalizing a culturally diverse neighborhood of 24,000 people while maintaining its character and affordability.

The mission of the **DSNI** is to empower residents to organize, plan for, create, and control a vibrant, diverse, and high quality neighborhood in collaboration with community partners. To achieve this mission, **DSNI** is committed to ensuring that all neighborhood planning and development projects are participatory and determined by residents' needs. Critical tenets of **DSNI's** organizing principles are to encourage independence, empower residents, and develop leadership skills, recognizing that residents, both youth and adults, must be the leaders in planning and implementing projects. **DSNI** takes a comprehensive approach to community development, incorporating housing and commercial development with education, training, and human services. This role has given the Dudley neighborhood the ability to convene, coalesce around shared vision, plan, and then use the collective action to implement a strategy. Community empowerment, youth opportunities and youth development, and sustainable and

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economic development form the basis for **DSNI's** current work. In the most recent strategic planning process, **DSNI** set the educational success of children as a key leverage point for sustained community, family, and individual achievement.

The executive director of **DSNI**, John Barros, has been a member of the school committee of the Boston Public Schools since January, 2010. He will serve as a critical link to ensure the success of both the neighborhood and the education implementation entities.

Examples and Experience:

DSNI has a number of examples of groundbreaking revitalization work since the organization's founding in 1984 that illustrates the use of innovative tools to advance and sustain the community's interests. In September of 2010, **DSNI** received notice that the **U.S.**

Department of Education awarded it a *Promise Neighborhoods* planning grant.

1) **DSNI** has gained national prominence for using redevelopment tools such as eminent domain and establishing a community controlled land trust that now stewards over 32 acres of land, including 225 units of affordable housing, commercial and office space, gardens and greenhouses, and playgrounds and learning spaces. **DSNI's** work in sustainable and economic development is guided by the community's mandate for development without displacement and for the creation of family and community wealth. **DSNI** manages the Dudley Foreclosure Roundtable to coordinate efforts to help homeowners and renters keep their homes and explore the establishment of a Dudley Housing Fund to acquire and resell foreclosed homes.

2) **DSNI** designed and facilitated a community planning process that lead to the construction of the largest community center in New England. In 2005, the Boston Salvation Army approached **DSNI** to enter into a partnership to respond to a competitive national process to build a Ray & Joan Kroc Community Center in the neighborhood. The Boston Salvation Army/**DSNI** team

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ultimately won the Salvation Army's (TSA) largest Eastern Region allocation, resulting in a grant of \$85.5 million, with the requirement that the local chapter raise an additional \$25 million. A world-class 90,000 square foot community center with a swimming pool, theatre, gymnasium, dance studio, peace chapel, and classroom space is currently under construction. Early in the process, the community sought to ensure that the project would result in economic development for the community, as well as neighborhood facilities and services, and would not displace low and moderate-income families. A 2007 **DSNI**-facilitated process identified best practices for pre-construction and construction jobs and set new expectations for hiring goals on union construction projects. **DSNI** helped to craft agreements between the community and TSA that residents would get construction jobs, as well as jobs in the new center. TSA agreed that the construction would adopt the employment standards set by the Roxbury Master Plan Oversight Committee: 51% local, 51% minority, and 15% women; the general contractor, Suffolk Construction, embraced these targets. To ensure the workforce goals, **DSNI** convenes the Dudley Workforce Committee, a broad collaboration of non-profit organizations, advocacy groups, and labor partners. The Kroc Center is nearly complete and the process offers guidelines, partnerships, practical experience, and a structure for transferring success to the next generation of development projects. **DSNI** is sponsoring a job fair for residents in November 2010.

3) **DSNI** manages the multi-agency youth jobs collaboration, **GOTCHA (Get Off The Corner Hanging Around)**, providing staff supervision and coordination of the 5 agency members (Bird St. Community Center, Bowdoin St. Health Center, Dorchester Bay Economic Development Corporation, **DSNI**, and The City School). This program provides jobs to youth 14 and older, with responsibilities that challenge growth. Youth are placed in approximately 25 agencies, including local businesses and human service and community organizations, where their work is

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connected and coordinated with the activities of permanent staff. This program also includes a landscaping entity called CommunityScapes, where youth with difficult pasts are encouraged to move beyond what has held them back, through individual counseling, mentoring, team building, and leadership skills training. CommunityScapes hires youth with certain criminal record backgrounds, and helps them envision options as a way to build satisfying, productive futures.

A board of directors governs **DSNI** and includes broad representation from the community, with 21 neighborhood residents, as well as organizational representatives: Cape Verdean Community UNIDO, Dorchester Bay Economic Development Corporation, La Alianza Hispana, Madison Park Development Corporation, Project Hope, Urban Pride, Vine Street Community Center, W.A.I.T.T House, Quincy Street Missional Church, and St. Patrick's Church.

Neighborhood Team Member: Project RIGHT (Rebuild and Improve Grove Hall Together), will serve as the Neighborhood Team Member and is a collaborative of groups in the Grove Hall area that initially came together, beginning in 1991, to prevent crime and violence within the community. The mission of **Project RIGHT** is "to strengthen and coordinate existing services and programs for the community through grassroots organizing of neighborhood residents." Over 40 organizations and officials are represented in the collaborative. Recently the collaborative worked to address public safety and "quality of life" issues; to close "hot spots" of drug, prostitution, and gang activity; to empower residents to address problems; to offer mini-grants for safe neighborhood initiatives; to run youth gang prevention programs; to deal with the degrading retaining wall on Elm Hill Street; to review the plans for a new Middle School in Grove Hall; and to convene a Grove Hall Senior Empowerment Initiative.

Exhibit C.6 Overall Community Involvement

The Boston Choice Neighborhood Applicant and Team Members have supported extensive community planning and resident engagement efforts to ensure the *Quincy Corridor Neighborhood Transformation Plan* represents the needs of both the residents and the larger community. The Department of Neighborhood Development (DND) and Dorchester Bay Economic Development Corporation (DBEDC) began working with the residents and community on the redevelopment process for Marrant Bay/ Woodledge into Quincy Heights I and Quincy Heights II in January of 2008. In collaboration with the Dudley Street Neighborhood Initiative (DSNI), Project RIGHT, and the Marrant Bay Tenants Association, a series of nine public meetings were held engaging residents and the broader community's input on significant components of the *Transformation Plan* such as redevelopment plan for 11 buildings, site designs, relocation plan and the related disposition of city land parcels. The final *Transformation Plan* reflects the issues and concerns raised at these meetings. A schedule of tenant and neighborhood meetings, sponsor, location, and audience is included in attachment 20.

The meetings during the first part of the year focused on the redevelopment of the buildings and land into Quincy Heights I and Quincy Heights II; the final three meetings concerned the *Quincy Corridor Transformation Plan* and the neighborhood's need for supportive services and community improvements. DND had a Spanish translator at each of the meetings it sponsored, primarily to accommodate residents within the Marrant Bay properties, many of whom only speak Spanish.

DND chose the Principal Partners based upon their experience engaging residents and ensuring their meaningful participation in economic development projects. In particular, the *Quincy Corridor Transformation Plan* team members **Dorchester Bay** (Principal Housing

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Implementation Entity), **DSNI** (Principal Neighborhood Implementation Entity), and **Project RIGHT** (Neighborhood Team Member) have strong reputations within the community for collaboration. Please note the locations of these Principal Partners on the map in attachment 30.

In the target area proposed for this grant, **Project RIGHT**, previously worked with DND, as the lead community partner on a number of transforming projects such as ■ the \$49.5 million renovation of the Jeremiah E. Burke High School/ Grove Hall Community Center and relocation of the Grove Hall Library Branch, ■ designed the community process that led to the construction of the 660 student Lilla G. Frederick Pilot Middle School, ■ two first time home buyer projects on Stanwood and Intervale Streets that led to 32 new units of housing,

■ and worked with the City's Parks and Recreation Department, as the lead community partner, that led to the renovation of Ceylon Field, Ceylon Park and Children's Park.

Project RIGHT has initiated, with MassHousing and the Boston Police Department, in the formation of the Grove Hall Multi Unit Housing partnership that brings together the property owners, management companies, private security companies and tenant associations to address the public safety and quality of life issues in the federally subsidized, scattered site apartment buildings that includes the target area. In addition, **Project RIGHT** is the lead community partner with the United States Attorney Office, Boston Police Department and others in a federally designated graduated "Weed and Seed" site which includes a large portion of this target area in a community policing and neighborhood restoration partnership. **Project RIGHT** is a participant on the Jeremiah Burke High School's turnaround committee. More details on the Burke School are in attachment 25.

Narrative Exhibit D Executive Summary

City of Boston, Department of Neighborhood Development

File Name: ExhibitDNeed.pdf

Exhibit D a. Severe Distress of Public or Assisted Housing Development

Woodledge/Morrant Bay - Design Deficiencies

The Woodledge/Morrant Bay properties exhibit four of the design deficiencies identified in the RFP, as follows: 1. **Inappropriately high density for the neighborhood:** When originally built in the early 1900s, these properties had unit densities that were consistent with the many three-story masonry walk-ups in the neighborhood. However, when they were renovated in the 1970s, the units were chopped up, creating more units within the same building envelope and thereby making them significantly denser. The most egregious example is that three six-family buildings on Dunkeld Street were each subdivided into 12 very cramped apartments, doubling the density. Overall, the existing Woodledge/Morrant Bay properties average about 73 units per acre, whereas the density for three-plus unit structures in the surrounding area averages about 49 units per acre. Under the proposed plan, the Quincy Heights I & II, the per acre unit average will drop to just 44 units—much more in keeping with area density.

2. **Room size and unit configuration:** As a result of the subdivision of units that occurred thirty years ago, there are 2-bedroom units as small as 573 square feet (sf), 3-bedroom units at 731 sf, and 4-bedroom units at 933 sf., all of which are substantially below the current standard in newly developed housing. Furthermore, 20% of the units have bedrooms that do not meet the State Housing Code's minimum size requirements for the number of people occupying them. The Woodledge/Morrant Bay residents are living in units that do not meet current standards of livability; they remain only because they do not have other options in the Boston housing market. The proposed redevelopment will improve the unit and bedroom sizes, and the new units will conform to current new-unit standards. The following chart shows, by bedroom size, the average existing unit areas, the average proposed unit areas and the increase percentage:

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Number of Bedrooms	Average Existing	Average Proposed	% Increase Square Footage
1 Bedroom	561 sf	657 sf	17%
2 Bedroom	683 sf	833 sf	22%
3 Bedroom	842 sf	1132 sf	34%
4 Bedroom	993 sf	1348 sf	36%

3. **Accessibility:** None of the existing Woodledge/Morrant Bay units are wheelchair accessible, nor are any of the entries or interior common areas. Despite these challenges, 5% of the units in the proposed redeveloped Quincy Heights I & II will be wheelchair accessible. Two of the existing Quincy Heights I buildings (179/181 Magnolia Street and 180 Howard Avenue) will include handicapped accessible units, including one 3-bedroom unit, two 2-bedroom units and one 1-bedroom unit. Quincy Heights II will include three handicap accessible units all located in Building “E,” which has full elevator access and underground parking. Two of these units will be 2-bedrooms and one will be a 1-bedroom.

4. **Significant utility expenses:** Typical annual cost for gas for heat and hot water for the properties ranges from \$1,375 to \$1,690 per unit—about 60% to 75% higher than utility costs at comparable properties in the Dorchester Bay and Quincy Geneva portfolios. Outdated and inefficient heating systems; lack of insulation; poorly-fitting windows; and absence of low-flow showers and faucets all contribute to Morrant Bay’s high energy costs.

Narrative Exhibit E Vision

City of Boston, Department of Neighborhood Development

File Name: ExhibitE Vision.pdf

Exhibit E 1. Housing Component Description.

3. a. (1) Housing Transformation Plan Description

Woodledge/Morrant Bay housing, presently owned and managed by United Housing Management LLC (UHM), is a severely distressed development in desperate need of rehabilitation and re-construction to ensure the future viability of its 129 units for its tenants. Dorchester Bay Economic Development Corp. (DBEDC) and Quincy-Geneva Housing Corp. (QGHC) have been working with UHM, along with the tenants and neighborhood residents, to plan for the purchase, refinance and redevelopment of these properties that will preserve these affordable units for very-low and extremely low-income households for the long term.

DBEDC and QGHC have signed a Purchase and Sales Agreement with UHM to acquire the Woodledge/Morrant Bay development, and have sought City and State funds for the refinancing, rehabilitation and reconstruction of the development, now known as Quincy Heights (QH) I & II. In addition to Choice Neighborhoods funding, proposed sources include State HOME funds and other State resources. Also included are 4% Low Income Housing Tax Credits and tax exempt financing and City of Boston Neighborhood Housing Trust Funds. Units are currently subject to a Section 8 Contract, which will transfer to the new owner. All of the Quincy Heights I & II units will have deeded affordability restrictions in perpetuity. See documentation of site control in attachment 7. The table below details the reconfiguration plan for the 11 existing buildings and the new construction. The end result will provide the same number of units (129) as the existing buildings that are modern, energy-efficient and reconfigured to increase the overall size of the apartments. See the conceptual site plan in attachment 32.

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Woodledge/Morrant Bay Transformation Plan		
Quincy Heights I	Existing Units	Units After Renovation
5-7, 4-6 and 8-10 Dunkeld	36	20
108 Howard/ 34-38 Cunningham	15	12
97-99, 100-102 and 104-106 Woodledge	24	24
15 Mascoma/89 Fayston	12	9
177-185 Magnolia	15	15
Quincy Heights II (New Construction)	Existing Units	New Construction Units
222-224 Quincy & Magnolia (vacant lot)	0	12
North Quincy: 222-224 Quincy & Magnolia lot	12	12
Demo Existing Bldgs, New Units Built 219-237 Quincy & 193-195 Magnolia	15 + 12	37 Total
Unit Total	129	129

The Quincy Heights I & II development comprises 11 severely distressed buildings located within four blocks of the corner of Quincy and Magnolia Streets. Quincy Heights I comprises 102 units in nine buildings (as shown in table above). All of these buildings have structural and design deficiencies that will be addressed in order to ensure safe and secure housing for the tenants. None of the buildings are handicapped accessible, nor are they compliant with current life safety codes for sprinklers or egress. The buildings all have structural damage, identified by DBEDC's structural engineer, requiring corrections. The buildings have been consistently under funded, resulting in chronic operating losses and a pattern of deferred

maintenance. The buildings are burdened with crumbling and inefficient systems and ever increasing energy costs. The planned construction will ensure that all major building components, including windows, doors, roofs and mechanical, electrical and heating systems will, upon completion, have a remaining useful life of 15-20 years. The project will be built to LEED silver standards. In addition to making necessary building envelope and systems improvements, the QH-I buildings require unit reconfiguration in order to meet minimum square foot unit standards. The buildings had been chopped up many years ago to accommodate more families, and the existing units do not meet today's dimensional standards for unit or bedroom sizes. In order to address this, units will be reconstructed and reconfigured to meet the current unit standards. No QH-I building footprint will change as a result of these improvements, although additional upper-story floor space will be added to buildings at 177-185 Magnolia Street, above existing first floor area. These renovations and the unit reconfigurations will result in major improvements across the development, including new baths and kitchens, but will also require a reduction of 22 units across Quincy Heights I.

3. a. (2) One-for-one Replacement: The developers will meet the one-for-one replacement requirement through the razing and rebuilding of the Quincy Heights II properties. The two QH II buildings, 219-229 Quincy Street, and 193-195A Magnolia Street, have a combined total of 27 units. The units in these buildings are also undersized and need reconfiguration. Added to this, these buildings' structural deficiencies are more severe than those in the Quincy Heights I properties. It has been determined that it is more cost effective to raze the buildings and rebuild rather than to attempt to renovate and add on to the existing buildings (see table above).

The replacement units will be constructed along Quincy, Kineo and Magnolia Streets. The Department of Neighborhood Development (DND) has designated DBEDC and QGHC as

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developers of four adjacent vacant lots—222, 223 & 225 Quincy St, along with an “L” shaped parcel on Magnolia Street. These parcels will be combined to provide for 49 units, replacing the 27 units being razed in QH II and the 22 units lost to reconfiguration in QH I. Development-wide, the bedroom mix will not change.

The additional lots being acquired from the City make it possible to build the replacement units while ensuring a reasonable project density. Adding land will also allow for 27 off-street parking spaces, including handicapped parking, along with open space. Currently, there are no off-street parking spaces, nor is there any open space associated in the development.

In reconfiguring and adding land to the existing building sites, the developer will be able to scale down the size of the replacement buildings. In Quincy Heights II, along with two larger structures--15-units and 10-units, there will be three 4-unit buildings and two 6-unit buildings. All of the new buildings will be wood-frame, and will be primarily three-story structures, in keeping surrounding structures.

The physical decline of these properties and overcrowding due to poor unit sizing has resulted in a distressed development that adversely affects the tenants, the manager-owner, the lenders and the surrounding community. The redevelopment of these 129 units will provide much needed improvements that will enhance the quality of life for the tenants and the residents in the surrounding neighborhood, while ensuring the long term affordability and availability of the units to low and moderate income households. At the same time the properties will be stabilized and the long-term financial and physical viability of the development will be ensured.

3. a. (4) Long-term Affordability: All of the Quincy Heights I & II units will have deeded affordability restrictions in perpetuity.

Exhibit E.2 People Component Description

I a. The population of the Quincy Corridor is 9,245, with 37% under 18. Residents are 38% African-American, 29% Latino, 25% Cape Verdean, and 7% white; 23% are foreign born and 41% speak a language other than English at home. They are more likely to be poor than in other Boston neighborhoods, and experience more health problems, such as asthma, elevated lead levels, low birth weights, and preterm births, as well as death from injuries and stroke. Census data indicates 28.5% of families live in poverty and 46.3% of persons over age 16 are not in the labor market.

Residents face a lack of educational attainment and gaps in academic achievement; 35% of residents over age 24 lack a high school credential. Four public schools are in the target area, with the Burke High School identified by the state as *persistently lowest-performing (Level 4 or Turnaround school)* Less than one-third of the students achieved proficiency on state competency exams last year (see MCAS test scores in attachment 25). According to BPS enrollment records, a total of 99 Marrant Bay residents are BPS students enrolled in 55 schools; 10 attend the King (K to 8th grade) slated to expand kindergarten enrollment next school year due to closure of an early learning center in the zone. Boston's *Choice Neighborhoods Initiative* will provide Burke students community engagement and support services.

b.– Despite the economic and social challenges present in the Quincy Corridor neighborhood, the area has significant assets. Many of the challenges relate to coordinating and integrating existing assets and ensuring maximum leverage of resources. The neighborhood is home to strong social service agencies and faith-based organizations, a streetworkers program that connects youth to services and mitigates conflicts, and support from law enforcement for prevention and intervention initiatives. The Quincy Corridor does not contain a health center, but, four

community health centers are just outside the neighborhood boundaries and serve many of its residents providing acute and preventive care and a medical home. In partnership with Boston Medical Center, the Boston Public Health Commission (BPHC) runs a health center at the Burke High School that provides medical and mental health services for 400 adolescents, as well as resources for families and school staff. Project RIGHT (Team Member) and Dudley Street Neighborhood Initiative (DSNI) (Principal Neighborhood Member) engage residents in community revitalization and mobilization projects. Boston Centers for Youth and Families, the YMCA, St. Peter's Teen Center, and the Boys and Girls Clubs of Boston (BGCB) run out-of-school-time programs for youth. Dorchester Bay Economic Development Corporation serves as the area's largest community development corporation; Action for Boston Community Development (ABCD) serves area residents with 4 neighborhood-based centers that promote upward mobility and a higher quality of life, including case management, job training and placement, youth employment, financial education and asset development, work supports, access to benefits, and educational services; and the Office of Jobs and Community Services (JCS), Principal People Partner, manages a range of workforce development services, as well as an extensive earned income tax credit campaign.

1) Vision for People Component of Transformation Plan

a. Plan – Goals, Outcomes, Strategies The City of Boston's DND and JCS have assembled a strong and diverse coalition to support the implementation of a comprehensive vision for the ***Quincy Corridor Neighborhood Transformation Plan*** and align programs and services to support positive outcomes related to education, employment, health, mobility, and safety.

Partners include DSNI, Project RIGHT (Rebuild and Improve Grove Hall Together), the Public Health Commission, the Elderly Commission, the BPD, the Boston Private Industry Council

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(PIC), ABCD, BGCB, Boston After School and Beyond, St. Peter's Teen Center, the Tenacity youth program, and Thrive in Five, a city wide school readiness initiative led by the United Way and the Mayor to support the development of young children ages birth to 5. These organizations are involved with the development of the Transformation Plan and are committed to addressing the community's identified needs with enhanced services: *early education programs; job training and placement; financial literacy and asset creation; mental health and violence prevention services; teen programs; and elderly services.*

The ***Quincy Corridor Transformation Plan*** includes family and community supports. BPHC provides case management/home visiting for chronic absenteeism, home visits for families with newborns, and mental health services for students at the Burke High School, and will add a mental health clinician to existing staff. In collaboration with Project RIGHT and the Grove Hall Violence Intervention and Prevention (VIP) coalition, the BPHC manages the VIP initiative to prevent violence and promote positive youth development. The VIP Initiative will add a trauma coordinator to provide prevention and response services following incidents of violence in the neighborhood. ReadBoston, the city's early literacy initiative, will implement its Early Words program in the target area, a project to increase children's literacy by increasing public awareness of the importance of talking with infants and toddlers, identifying and modeling practices that encourage such verbal exchanges and providing high-dosage supports to specific at-risk populations. ReadBoston also will enhance literacy training, materials, and services for home child care providers. The youth development program Tenacity, which offers literacy, tutoring, and tennis instruction and competition with a focus on life skills, will expand to serve 90 students afterschool and 100 in the summer, an increase from 34 currently. Catholic Charities' St. Peter's Teen Center will provide 100 Burke students, a majority of whom are Cape

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Verdean, with academic assistance, work opportunities, access to support services, and a safe place for recreation. JCS will open a new EITC campaign office to serve 400 residents with tax preparation, financial literacy, asset development, and referrals to job training and placement. JCS also will support increased capacity with funding for additional ESOL slots in neighborhood programs. The plan includes the implementation of a program of exercise, reading groups, technology, and civic participation for 50 seniors at the Grove Hall Community Center. This combination of educational support, family engagement, and community building forms the basis for the plan's education component.

b. Policy Priority – Education: The area includes the Burke High, Frederick Pilot Middle, and ML King and Winthrop Elementary schools. BPS is targeting the Burke with aggressive interventions aimed at rapidly accelerating student achievement, including extended learning programs and community engagement strategies. The Burke has 730 students in grades 9-12; a student poverty rate of 75%; annual dropout rate of 13.9%; and a high percentage of new English language learners.¹ With initiative partners, including the PIC, BGCB, and Project RIGHT, students will receive intensive academic supports, enrichment, mentoring, youth development, employment, and leadership skills training. The PIC will offer career counseling and job placement for 150 students. BGCB will provide drop out prevention programming for 60 students identified by school administration. BPS partners with the PIC on Project Reconnect to conduct outreach to former dropouts to encourage them to return to school or enter the Re-Engagement Center, where they receive tutoring, credit recovery, counseling, and other services before placement in an appropriate diploma-granting high school or alternative program.

¹ Massachusetts Department of Elementary and Secondary Education, <http://profiles.doe.mass.edu/profiles/general.aspx?topNavId=1&orgcode=00350525&orgtypecode=6&>

Exhibit E.3 Neighborhood Component Description

Current Status of the Neighborhood: The Quincy Corridor neighborhood is an area of about ½ square mile, containing about 3100 housing units. Only about 24% of the area's residents are homeowners compared with about 32% citywide. The area has experienced significant disinvestment. The City's most recent survey (2008) of abandoned properties found 14 abandoned properties and 25 foreclosed REO properties. According to U.S. Postal service data provided by HUD, 6.43% of the residential housing units have been vacant for 90 or more days.

This neighborhood has been especially hard hit by the housing bubble. Median sales prices rose 189% from \$160,000 in 2000 to a peak of \$462,500 in 2005 and then dropped by 66% to \$155,000 by the end of 2009. Citywide, the median sales price only increased by 66% from \$235,375 in 2000 to \$390,000 in 2005 and only dropped 16% to \$327,000 at the end of 2009. While there are no public housing developments in the neighborhood, there is a concentration of privately-owned subsidized housing in the area. The city's subsidized housing inventory shows a total of 1159 subsidized rental and homeownership units or approximately 36% of the total housing units in the neighborhood (compared with approximately 19% citywide). However, despite the existing concentration of subsidized units in this neighborhood and in Boston more generally, HUD's data indicates that there is still a shortage of units affordable to Very Low Income Households (households with incomes below 50% of the area media income) in Suffolk County compared to the U.S. This would certainly indicate the importance of preserving the existing stock of affordable rental housing.

According to the most recent American Business Information (ABI) data, 150 businesses are located in the neighborhood, providing a total of 1,150 jobs. The largest employers are public schools and government offices. Most of the other businesses are small service or retail

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businesses with fewer than 20 employees. The closure of the Pearl Meats Factory on Quincy Street marked the end of large-scale industrial employment in area and left the neighborhood saddled with an eyesore and problem property. The data provided by HUD shows that the area has a very high concentration of households in poverty (32.67%) or with extremely low incomes (38.97%). The Part 1 Violent Crime Rate (attachment 24) in the area is extremely high, over 20 per thousand in each of the past three years.

Despite the challenges faced by this neighborhood, the neighborhood has significant assets. First, it is a very walkable neighborhood. Boston is generally considered one of the most walkable cities in the U.S. According to walkscore.com, the average walkscore for Boston is 82. The walkscore for the Quincy Corridor neighborhood is 83 or “very walkable”. This score was calculated using the centrally located 15 Mascoma Street address, the official address for the Woodledge/Morrant Bay development. The walkscore documentation, including the listed amenities, is provided in Attachment 26, as required.

There is a large, full-service Super Stop & Shop grocery store in the neighborhood, along with several smaller ethnic and specialty groceries. There are several locally-owned sit-down restaurants such as Merengue and Restaurant Cesaria. There is a CVS Pharmacy nearby and branches of several major banks (Bank of America, Citizens, Sovereign, etc). There are four community health centers nearby (Uphams Corner, Harvard Street Neighborhood, Roxbury Comprehensive, and Bowdoin Street Health Centers) and Boston’s many major hospitals are accessible by bus to downtown. There is convenient access to the Fairmount Commuter Rail Line at Uphams corner for residents at the northern end of the neighborhood and a new station is under construction at Four Corners near the southern end of the neighborhood. Another more centrally-located new station has been proposed at Columbia Road but is still under discussion.

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There are several parks in the neighborhood, including King School Park, Ceylon Park, Children's Park, and the Elm Hill Park. Child care facilities, in addition to school-based programs, include the Rosa Parks Day Care Center, and nearby facilities such as the Smile Pre-school and ABCD's Roxbury Head Start.

Vision for the Neighborhood: The basic goal of Boston's *Transformation Plan* is to support the transformation of the Quincy Corridor into a neighborhood of sustainable opportunity rather than moving the neighborhood's poor and low-income people to opportunities elsewhere.

Improve Available Housing: short term goals include completing the redevelopment of the severely-distressed 129 unit Woodledge/Morrant Bay development, addressing the large number of REO and abandoned properties in the neighborhood, and increasing the number of homeowners provided with rehabilitation assistance and the number of low and moderate income renters provided with assistance to buy their first homes. Longer-term goals include expanding the number of mixed-income rental and homeownership opportunities in the neighborhood.

Reduce the Concentration of Poverty: strategies include targeted economic development to expand the number of high-quality living-wage jobs available to neighborhood residents, expanded job placement efforts, coordinating job training with the jobs actually expected to become available, and opening a tax preparation site to provide financial literacy and assist residents with accessing relevant tax credits. Efforts will target residents of the redeveloped Woodledge development and other low-income neighborhood residents, including at-risk youth. Specific efforts will include helping residents access the jobs created by the rehabilitation and construction at the Woodledge development and the construction of the new MTBA stop at Four Corners, and development of key parcels such as the former Pearl Meats site and 259 Quincy Street.

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Reduce the Incidence of Violent Crime: Work with the Boston Police Department and neighborhood groups to step up law enforcement efforts and enhance community policing programs to engage at-risk youth and collaborate with the Boston Public Health Commission on the Grove Hall Violence Intervention and Prevention (VIP) initiative.

Improve the Performance of Neighborhood Schools: the Dudley Street Neighborhood Initiative was recently awarded a **DOE Promise Neighborhoods Planning Grant** for an area that includes the Quincy Corridor. We will coordinate that effort with this Choice Neighborhoods grant and the Boston Public Schools Department's larger "*Circle of Promise*" Initiative targeting 10 underperforming "Turnaround Schools," including the Burke High School in the Quincy Corridor and the Dearborn and Orchard Gardens schools in the Promise Neighborhoods Planning grant. On December 1, 2010, the school department outlined a plan to the Boston School Committee to address school department's structural budget deficits by closing some schools, merging others and expanding a few schools. With regard to the Quincy Corridor neighborhood, this includes closing the East Zone Early Learning Center and moving the K1 and K2 students to the recently renovated King K-8 school.

Support Community Improvements: A goal is to coordinate planning of traffic and street improvements in support of planned residential and commercial development, and to make sure that any new development is designed to minimize impact on traffic. DBEDC has included private open space for the Quincy Heights development.

Exhibit E.4 Achievability of the Vision

We believe that the vision for the Quincy Corridor neighborhood is readily achievable within the six year timeframe of the Choice Neighborhoods grant. We expect the redevelopment of the housing development in the first three years of the grant timeframe.

1) **Neighborhood Assets:** One of the strengths of this application is the presence of significant community assets that will contribute to the success of this effort. First and foremost is the presence of strong, experienced community organizations that can hit the ground running with little need for extensive start up or capacity building. Dorchester Bay Economic Development Corporation is one of the most experienced CDCs in Boston and already has site control of the development and the additional land parcels needed to build the replacement housing for the two buildings to be demolished. The Dudley Street Neighborhood Initiative has extensive experience in neighborhood – based planning. Project RIGHT has established credibility with local residents, the police department, the local schools and many other community organizations and local residents. The City's Office of Jobs and Community Services (JCS) already funds many organizations serving residents of this neighborhood and can expand services rapidly once additional funding becomes available. Other important assets include the Uphams Corner Main Streets organization which works to revitalize the local commercial district, attract new businesses and create jobs for local residents. The presence of good bus and commuter rail transportation contributes to the high walkability score of the district and the ability of local residents to access neighborhood and downtown employment and service nodes. The construction of the new Fairmount Line Commuter Rail station will provide construction

opportunities for local residents and further improve transit access for residents at the southern end of the neighborhood. The redevelopment of the Woodledge/Morrant Bay development will itself provide significant employment opportunities for neighborhood residents.

2) Preliminary Budget: We have estimated the total budget for the Quincy Corridor Transformation Plan at approximately \$60.3 million, including \$20.5 million in Choice Neighborhoods Grant Funds. Most of this (\$49.9 million), including \$12.3 million of the Choice Neighborhoods Grant, is for the redevelopment of the Woodledge/Morrant Bay Development. We are also requesting \$3,075,000 for supportive services, \$3,075,000 for Critical community Improvements and \$2,050,000 for grant administration. A more detailed preliminary budget summary is provided in Attachment 27 and in the Sources and Uses in Attachment 4.

3) Land Use Approvals: The rehabilitation of the 9 existing buildings should not pose any significant obstacles with regard to zoning approvals or building permits. The demolition of two existing buildings and the construction of 49 replacement units will require rezoning of some parcels and other land use approvals. Dorchester Bay EDC has already had extensive consultations with local community groups and the City of Boston's Department of Neighborhood Development is supporting the project and will assist in obtaining the needed approvals. We fully expect that all needed approvals will be obtained within the next three to six months.

4) **Grant Implementation Schedule:** Assuming that the funds become available in July of 2011, we would expect to begin bidding and selection of a housing contractor in the Fall of 2011. We expect to secure all of the remaining financing commitments between now and the end of the summer. We plan to have construction of both phases of the project completed by the Fall of 2013. Procurement of supportive services and proposals for community improvements would begin in the Fall of 2011 and continue throughout the six year grant timeline. To the extent possible, we will dovetail these with existing procurement processes wherever possible such as those for the Grassroots program and the Partners with Non-Profits program.

Exhibit E.5 Consistency with Other Planning Documents

Consistency With The Consolidated Plan: The City's proposed Transformation Plan is consistent with the City of Boston's current Consolidated Plan, the FY10 Action Plan and the recent amendment to the Action Plan for the City's Neighborhood Stabilization Plan. The consolidated plan identifies a need to rehabilitate and preserve the City's existing stock of HD-subsidized housing. The Consolidated Plan (page 54 identifies a five year goal of producing or preserving 600 units of rental housing for households with incomes under 50% of the Area Median Income. Page 48 of the consolidated Plan discusses the City's concern with preserving the existing stock of privately owned Assisted Housing, especially those with expiring use restrictions. The Woodledge/Morrant Bay development is identified as one of the at-risk properties in Tab T of the Consolidated Plan and it is a pr. The Quincy Corridor neighborhood is also located with the City of Boston's Empowerment Zone which has also been designated as Neighborhood Revitalization Strategy Area (NRSA) under the City's CDBG program (see page 61 of the Consolidated Plan). Relevant excerpts from the Consolidated Plan are included in the Attachment 29. In addition, the proposed Choice Neighborhoods application and the redevelopment of the Woodledge/Morrant Bay development are included in the City's approved Program Year 2010 Action Plan, the third year Action Plan under the City's current 5 year Consolidated Plan. The project has been certified as consistent with the City's Consolidated Plan. The relevant excerpt from the Program Year 2010 Action plan is provided in Attachment 29.

Consistency With Regional Sustainability Plan: As shown in the map in Attachment 30, the Woodledge/Morrant Bay development and the Quincy Corridor neighborhood are within the Fairmount Commuter Rail Line corridor. The upper end of the neighborhood is served by the

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Upham's Corner station, and a new Four Corners station is currently under construction near the southern end of the neighborhood and the Burke School. The Fairmount Corridor initiative is included in the Metro Boston Consortium for Sustainable Communities' recently approved application to HUD for \$4 million under HUD's Sustainable Communities Regional Planning Grant Program. The City of Boston, Dorchester Bay Economic Development Corporation and the Fairmount/Indigo Line CDC Collaborative (also including Dorchester Bay EDC) are all members of the Sustainable Communities Consortium. The award recognized the **MetroFuture** an existing regional sustainability plan and provided funding to begin the implementation of the Plan (category 2 grantees). Relevant excerpts from the Sustainable Communities Planning Grant application and the HUD award are provided in Attachment 29.

Attachment 27. Vision – Preliminary Budget

City of Boston, Department of Neighborhood Development

File Name: VisonPreliminaryBudget

Attachment 27. Preliminary Budget.

Housing Component Budget (including Replacement Units)

The housing component includes the acquisition of the 129-unit Woodledge/Morrant Bay development, rehabilitation of 80 existing units, demolition of 49 units and construction of replacement housing, and the temporary relocation of the tenants during the construction and rehabilitation. A detailed breakdown of the costs, the funding sources and the status of each of the funding sources is provided in Attachment 4, Sources & Uses.

CN Grant	Other Resources	Total
\$12,300,000	\$37,629,041	\$49,929,041

People Component Budget (supportive services, including education services)

We plan to fund the following a variety of supportive services and education services from the Choice Neighborhoods (CN) supportive services funding and match. We are requesting \$3,075,000 which is 15% of our total CN grant request. As required, we will provide a 1:1 match of the amount over 5% (\$2,050,000). It is anticipated that most or all of the match will be provided through the City's CDBG-funded human services programs which are managed by the City's Office of Jobs and Community Services (JCS). If fully funded, we are planning to provide an annual supportive services and education services budget of approximately \$850,000 for a total of \$5,125,000 over the six year period of the grant.

JCS, in consultation with the Circle of Promise Steering Committee and the Choice Neighborhoods partners, will issue one or more Requests for Proposals to solicit bids to provide the desired services as outlined in the People component of the Transformation Plan. We anticipate that these will include:

- Community engagement and supportive services for students at Burke High
- Academic assistance for Burke High Students
- an additional trauma coordinator to provide violence prevention and response services
- Early education programs
- Job training and placement for residents of the Woodledge/Morrant Bay development and the Quincy Corridor neighborhood
- Financial literacy and asset creation
- Additional ESOL slots

These additional services may be provided by an expansion of services by existing service providers or funding of new service providers.

CN Grant	Other Resources	Total
\$3,075,000	\$2,050,000	\$5,125,000

Neighborhood Component Budget

We are requesting an additional \$3,075,000 to provide Critical Community Improvements. We anticipate that the required 5% match will be provided through the Department of Neighborhood Development's CDBG-funded Partners with Non Profits physical improvements program, the Grassroots open space/community gardens program, the programs of the Office of Business development, including the RESTORE Façade Improvement Program. Planned activities are expected to include a traffic study for Quincy Street, activities to promote economic development in the neighborhood and employment of neighborhood residents.

CN Grant	Other Resources	Total
\$3,075,000	\$155,000	\$3,230,000

Administration

We are also requesting \$2,050,000 for grant administration and reporting over the six year period of the grant. This will be shared with the City's Office of Jobs and Community Services, the Auditing Department and other entities directly involved in the administration of the grant.

CN Grant	Other Resources	Total
\$2,050,000	\$0	\$3,075,000

Attachment 31. Current Site Plan

City of Boston, Department of Neighborhood Development






File Name: CurrentSitePlan

Attachment 32. Conceptual Site Plan

City of Boston, Department of Neighborhood Development

File Name: ConceptualSitePlan



-  to be demolished
-  Marrant Bay city owned
-  Dor. Bay EDC parcels
-  Commercial Development
-  Marrant Bay projects

Woodledge Units-24 proposed

Howard Cunningham Units-12 proposed

Dunkeld Units-20 proposed

Magnolia Street Units-15 proposed

Quincy-Magnolia Units-49 proposed

Fayston-Mascoma Units 9 proposed

37 new units here

Proposed Site Plan