

**CHOICE NEIGHBORHOODS INITIATIVE
ROUND 2 IMPLEMENTATION GRANT APPLICATION**



SUBMITTED BY

CITY OF BOSTON DEPARTMENT OF NEIGHBORHOOD DEVELOPMENT

AND

DORCHESTER BAY ECONOMIC DEVELOPMENT CORPORATION

**CITY OF BOSTON
CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT
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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. On the housing side, the requested funding will leverage an additional \$32.9 million in local, state and other Federal resources. The City of Boston's Department of Neighborhood Development is Boston's Community Development Block Grant entitlement grantee and will serve as the Lead Applicant for this application. The Dorchester Bay Economic Development Corporation (DBEDC) is one of Boston's most experienced Community Development corporations and will serve as Co-Applicant and 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 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 are no public housing developments in the neighborhood, over 1250 (38%) of the neighborhood's 3500 housing units are subsidized, nearly twice the citywide percentage.

There are five public schools located in or serving the neighborhood, the Burke High School, a chronically underperforming school, the King K-8 School, the Lilla Frederick Pilot Middle School, the Winthrop Elementary School and the Haynes Early Learning Center. 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 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 / Marrant 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.

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B.I. Overall Vision Woodledge/Morrant Bay housing (hereinafter known as *Quincy Heights*), owned and managed by United Housing Management LLC (UMH), is a severely distressed development in desperate need of comprehensive rehabilitation and re-construction to ensure the future viability of its 129 units for its tenants. Co-Applicant Dorchester Bay Economic Development Corporation (DBEDC) and Housing Partner Quincy-Geneva Housing Corporation (QGHC) have been working with UHM, and 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 extended their Purchase and Sales Agreement with the owner, and have secured City and State funds for the acquisition, rehabilitation and reconstruction of the development. *Quincy Heights* will be a single development owned by a single entity, which will be a joint venture between DBEDC and QGHC.

In addition to Choice Neighborhoods funding, sources include State HOME funds and other State resources, 4% Low Income Housing Tax Credits, tax exempt financing, Federal Home Loan Bank funds and City of Boston HOME and 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* units will have deeded affordability restrictions in perpetuity.

The proposed rehabilitation and re-development plan for *Quincy Heights* has not significantly changed since the initial Choice Neighborhood funding application was submitted. The *Quincy Heights* development is comprised of 11 severely distressed buildings located within four blocks of the corner of Quincy and Magnolia Streets. The first phase of development (Quincy Heights Phase 1) is comprised of 102 units in nine buildings: 99, 104 & 106 Woodledge Street; 34-38 Cunningham Street, 108 Howard Ave, 4-6, 5-7, 8-10 Dunkeld Street

and 177-185 Magnolia Street that will be rehabilitated and reconfigured in order to address unit density and livability and to improve the building systems, structures and envelopes. The unit reconfiguration will result in the reduction of total units in Phase 1 from 102 to 80.

The developers will meet the one-for-one replacement requirement through the razing and rebuilding of the Quincy Heights Phase 2 properties (27 units). Because of the poor conditions and structural issues in the two buildings, 219-229 Quincy Street, and 193-195A Magnolia Street, it is more cost effective to raze and rebuild rather than renovate the buildings.

The replacement units will be constructed along the north and south sides of Quincy St., and along Kineo and Magnolia Streets, utilizing the existing Quincy Heights Phase 2 parcels, and adding four adjacent vacant lots—222, 223 & 225 Quincy St, along with an “L” shaped parcel on Magnolia Street. These City-owned parcels will be transferred to the developer, and will be used to provide the land needed for 49 units, replacing the 27 units being razed and the 22 units lost to reconfiguration. Development-wide, the bedroom mix will not change.

In reconfiguring and adding land to the existing building sites, the developer is able to build new units at a scale in keeping with the immediate neighborhood. A 12-unit structure and a 6-unit building is planned for the north side of Quincy Street. On the south side of Quincy Street are a 10 unit building and a 9 unit building with a meeting room. Three 4 unit buildings are sited along the less densely-built Magnolia and Kineo Streets. A large multi-purpose community space occupies the ground floor of one building, and will be available to all *Quincy Heights* tenants. The new buildings will be wood-frame, three-story structures. Currently lacking any parking or open space, the proposed redevelopment will have 28 parking spaces, including 2 handicapped spaces, plus dedicated open space. When complete, the entire project

will be Enterprise Green Communities certified, and will meet the conditions for LEED Silver certification. A total of seven (7) handicapped accessible units will be created.

The *Quincy Heights* project will result in a decrease in unit density across the development, will improve the livability of units, and enhance the quality of life for tenants and neighborhood residents alike. The rehab/redevelopment will also insure the affordability of the units for low income households while stabilizing and improving the long-term financial and physical viability of the development.

There are numerous other projects, not proposed to be funded through Choice Neighborhoods, which are a part of the overall housing vision for the *Quincy Corridor Transformation Plan*. DBEDC is planning a smaller development, Uphams West located near the northern boundary of the Quincy Corridor. This project is expected to be under construction by the fall of 2011 and will be completed by the end of 2012. A total of nine units will be rehabbed and made available to households at or below 60% of area-median income. The City owns 6 REO properties (13 units) which are planned for rehab and sale to first time homebuyers. These properties will be financed through the NSP program and private financing. One REO property of three units is being rehabbed by Nuestra Comunidad (nonprofit) utilizing NSP funds. All of these projects will provide homeownership alternatives for households at or below 120% of AMI. In the cases of multi-families, some rental units will be offered to a mixture of income households.

Quincy Commons, a 40 unit HUD 202-funded project, will begin construction this year. This new construction project, which includes commercial space, is at the corner of Blue Hill Avenue and Quincy Street. It will provide a much needed alternative for elders seeking dedicated elderly housing, a choice which is currently not available in this area. In addition to

202 funds, this project has also received funding from state and city resources. The City is providing three parcels of tax foreclosed land for the development. All projects that are a part of the *Quincy Corridor* transformation plan will offer opportunities to increase economic and racial and ethnic diversity in the Quincy Corridor by marketing units to populations that are least likely to apply.

B.2 Access to Opportunity All of the replacement housing is being planned within the target neighborhood, within the newly constructed Phase 2 of the *Quincy Heights* development.

B.3 Replacement Housing This project is subject to one-for-one replacement of units.

B.4 Mixed Income Development The *Quincy Corridor* neighborhood is characterized by a concentration of subsidized rental housing. Thirty eight percent of the housing in the neighborhood is subsidized compared with about 19% citywide. Most of this is privately-owned HUD subsidized housing. There are no public housing developments in the neighborhood. The homeownership rate in the neighborhood is only 24.4% compared with 32% citywide. The City of Boston and its partners have made a concerted effort over the past 15 years to expand the range of housing opportunities in the neighborhood by supporting the development of new affordable and market rate homeownership and rental housing while preserving and rehabilitating the neighborhood's existing affordable housing stock. Projects committed or currently underway in the Quincy Corridor neighborhood include the rehabilitation of 7 foreclosed properties with a total of 16 units acquired by the City and nonprofit Partner through the Neighborhood Stabilization Program and expected to be completed within the next two years. The City is also providing housing rehabilitation assistance to 5 homeowners (8 units). Finally, a 40 unit HUD 202 development and a 9 unit rental preservation project will both be under construction within a year, and completed by 2013. Please see Housing Map (attachment #9).

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Project/Address	Tenure	Units 0-50% of AMI	Units 51% - 80% of AMI	Units Over 80% of AMI	Total Units
100 Devon St (REO)	Rental	3	0	0	3
16 Folsom (REO)	Ownership	0	0	1	1
34 Wayland (REO)	Ownership	1	0	2	3
5 Dewey (REO)	Ownership	0	0	1	1
137 Intervale (REO)	Ownership	1	0	2	3
69 Fayston (REO)	Ownership	0	0	2	2
179 Howard St (REO)	Ownership	0	0	3	3
Quincy Commons: 278 Quincy St	Rental (HUD 202)	40	0	0	40
Uphams West: 555 Dudley/2 W Cottage	Rental	0	9	0	9
20 West Cottage	Rehab/Ownership	0	0	2	2
21 Dacia	Rehab/Ownership	0	0	3	3
71 Brunswick	Rehab/Ownership	0	1	0	1
102 Brook Ave.	Rehab/Ownership	0	0	1	1
138 Devon	Rehab/Ownership	0	1	0	1
Total		45	11	17	73

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In the past five years alone, the City provided funding and/or vacant land to assist the development of six housing projects with a total of 158 units, including 49 homeownership units. One hundred of the 158 units are for households with incomes over 50% of AMI.

Project/Address	Tenure	Units 0-50% AMI	Units 51% - 80% AMI	Units Over 80% AMI	Total Units
Nu Life	Ownership	0	13	3	16
Brookford, Dalin, Dean	Ownership	0	18	0	18
Dudley Village 1	Rental	3	21	0	24
Dudley Village 2	Rental	4	22	0	26
Columbia-Wood	Rental (preservation)	41	7	1	49
Intervale Home Again	Ownership	6	15	0	15
618 Dudley	Rental	4	0	0	4
Total		58	96	4	158

B.5 Long-Term Affordability Quincy Heights will preserve and redevelop 129 HUD-assisted units of much needed affordable housing in the Quincy Corridor in perpetuity. There will be an affordability restriction placed on the title that limits the use of the property to low-income housing in perpetuity.

B.6. Green Building Quincy Heights development will meet the requirements for Enterprise Green Communities (EGC) certification, and once construction is completed, evidence of

certification will be provided to HUD. The EGC Criteria Checklist is included in attachment 23. The project meets all the mandatory requirements and greatly exceeds the optional credit requirement of 30 (35 for new construction) with a total score of 87 credits.

The urban site location of this development, its accessibility to transportation, as well as the density of the development and the walkability of the neighborhood, make this project a strong candidate for EGC certification. Siting of the new buildings will be in keeping with mandatory site requirements under EGC, including the provision of open space; use of native, low maintenance plants; interior walkways that link to the surrounding neighborhood.

The project's integrated design team efforts, which include the generation of a green charrette, supported by a number of community and team follow-up meetings, helped refine and extend the project's green elements, contributing to the high overall EGC score. The General Conditions of the City's grant agreement will require that construction waste is managed consistent with EGC standards. Water conserving plumbing fixtures and faucets are included, along with green design choices for mechanical systems, envelope improvements, lighting, and appliances. Both *Quincy Heights* 1 and 2 will incorporate solar hot water heating and photovoltaic systems for common area electricity. Materials selection will be made in accordance with the EGC mandatory standards, and will exceed them in many instances. Superior indoor air quality will be achieved by the utilization of low volatile organic compounds paints, environmentally safe sealants and finishes and the selection of healthy flooring alternatives. Good ventilation and exhaust practices will be employed, and mechanical equipment and ventilation systems will be properly sized, thereby tightening up the envelope of the apartment buildings to achieve energy savings.

EXHIBIT C. C1. Resident Needs Assessment and Results

Resident Survey: A survey of the residents of the Woodledge/Morrant Bay Residents was conducted at the beginning of May of 2011. Residents were asked to complete a brief survey when they came into the management office to pay their rent. One hundred and twenty five resident households responded out of 126 occupied units (99%). There are currently 3 vacant units (out of 129 total). The survey, together with basic income and demographic information provided by the management company enables us to establish a baseline understanding of the characteristics and needs of the development's residents.

Income: The average household income of residents of the development is only \$12,114. 109 households (87%) are Extremely Low Income (household income under 30% of the Area Median Income (AMI), 13 (10%) are Very Low Income (incomes between 31% and 50% of AMI) and only 3 (2%) are Low Income (incomes between 51% and 80% of AMI).

Age: There are 8 elderly persons (age 65+) in the development, 61 young children (ages 0-5), 93 school age children (ages 6-15), 55 transition age children (ages 16-24), including 14 who are the head of household and there are 111 working age residents (ages 25 – 64).

Employment: Thirty eight working age persons were unemployed and looking for work, of whom 28 are the head of household.

Priority Service Needs: 75 identified job training/placement as their priority service need, 45 identified a need for English as a Second Language, 44 identified transportation as a problem and 37 identified a need for afterschool programs and/or summer programs. Only 4 said they were unable to work due to lack of childcare, 6 said they were disabled and 15 have other significant health care problems.

C.2 Supportive Services Strategy The City and its partners have assembled a comprehensive array of services designed to support residents as they move toward economic stability. All services will be offered to *Quincy Heights* residents prior to and during relocation, regardless of where they ultimately choose to live, as well as to all new residents of the revitalized development. This social services strategy is based on the *Quincy Heights* needs assessment survey described above and conducted specifically for this initiative, as well as prior in-depth needs assessment analyses covering the larger neighborhood. Taken together, these studies confirm the need for certain critical supportive services. The strategy builds upon a large number of existing high-quality, evidence-based services currently provided in the community, as described below.

The target area boasts a number of community-based providers offering high-quality services for both youth and adults. While of high-quality, however, these resources are not always adequate to fully meet the needs of the community. Choice Neighborhoods funding, and the leverage it brings, will enable current program operators, as well as key new providers, to expand and enhance services in order to fully meet the most critical needs of *Quincy Heights* residents, and to better meet the needs of the entire community.

Health Needs: Boston is a city of neighborhoods, major health disparities exist among them. Black and Latino residents experience higher levels of chronic disease, mortality, and poor health; studies confirm that this is directly reflected in the Choice Neighborhood target area. Compared with the highest-income neighborhoods, residents of Boston's lowest-income neighborhoods, including the target area, experience a 30% higher death rate from all causes, and are two and a half times as likely to die from diabetes, four times as likely to die of HIV/AIDS,

and twice as likely to die from injuries.¹ Low incomes are associated with limited access to health care, adequate housing, quality education, nutritious food, recreation and other resources associated with good health. Similar disparities exist in mental health, with the highest percentage of poor mental health being reported among Black residents. Language barriers, cultural issues, and insurance coverage are barriers to receiving timely and appropriate mental health care.

Violence has a powerful impact on Boston's youth, especially those who are Black. In 2010, there were 74 homicides and 206 nonfatal shootings.² Young adults age 15-24 had the highest rates of non-fatal assault-related gunshot and stabbing wounds.³ There is a huge racial disparity in victimization: the rate for Black males was more than 14 times the rate for White males. Most of this violence is concentrated in Boston's lower income minority neighborhoods such as the target area. A 2008 survey conducted by the Harvard Youth Violence Prevention Center reported that 37% of adults in North Dorchester reported gunshots and shootings were a big problem in their neighborhood; 55% of students reported having a close family member or friend killed. North Dorchester had a higher rate of non-fatal assault related gunshot and stabbing victims than Boston overall (17.7 vs. 9.3/10,000). Seven percent (7%) of high school students reported being threatened or injured with a weapon while on school property during the

¹ Boston Public Health Commission. Mayor's Task Force on Racial and Ethnic Health Disparities. 2005.

² Boston Police 2010

³ *Health of Boston 2010*, Boston Public Health Commission Research and Evaluation Office.

past year. Higher percentages of Black (8%) and Latino (7%) Boston high school students compared to White students (3%) reported being threatened or injured with a weapon.⁴

Health Services: To help improve the health and wellbeing of residents and communities within the Choice Neighborhood target area, the Boston Public Health Commission (BPHC) provides school, home and community based services, focused not only on clinical care and health outcomes but on the social conditions which impact health and wellbeing and residents' ability to thrive. Public health services as part of the social services plan will focus primarily on the larger Choice Neighborhood in order to improve the social conditions in which the residents of the *Quincy Heights* development live, play, work and attend school.

The City operates a **school-based health center (SBHC)** at the **Jeremiah E. Burke High School** in collaboration with Boston Medical Center (BMC). The SBHC provides accessible, culturally competent and developmentally appropriate high-quality health care, disease/injury prevention, and health promotion/education to a predominantly low-income adolescent population that frequently under-utilizes health services and over-utilizes emergency services. Comprehensive health services provided include medical care, mental health care, and contraceptive counseling and reproductive health education. The traditional health care model is only partially successful in meeting the needs of adolescents. Because of their developmental needs and challenges, adolescents benefit from health services which are easily accessible, confidential and responsive to their particular issues. The SBHC functions as a health care resource for Burke students, their parents, and the community. Mental health services are provided at the SBHC to impact identified mental and social issues affecting Boston's adolescent

⁴Health of Boston 2010.

population. There is an overwhelming need for mental health services for students at the Burke, and the current full time female Cape Verdean mental health clinician is at maximum capacity. With Choice Neighborhood funding the City will add 1 FTE male mental health clinician to provide outreach and mental health counseling to male students at risk.

Violence is an underlying cause of much of the trauma and mental health issues facing the target area's residents. The City funds the **Violence Intervention and Prevention (VIP) Initiative** to address violence as a public health issue. Through VIP, the City partners with community based organizations to prevent violence and promote positive youth development in “hot-spot” neighborhoods with high levels of community violence. The Grove Hall VIP initiative targets the Choice Neighborhood area. The lead agency for the Grove Hall VIP initiative is Project RIGHT, which works in the Woodledge/Morrant Bay Development providing youth outreach for services such as substance abuse referrals and treatment.

The Grove Hall VIP initiative currently works to avert violence through of a BPHC-funded coalition. Staffed by a coordinator with support from block captains and a resource coordinator at BPHC, the coalition works in four areas: 1) engagement of residents in violence prevention efforts, 2) use of media to change community norms related to violence, 3) improvement of the community environment and 4) youth engagement through summer and after-school programming. Residents join with local businesses, organizations, community leaders, and city staff to address safety concerns and promote peace in their community. The VIP Coalition has developed a violence prevention plan that describes the nature and extent of violence in the community and the strengths and challenges of the community, and identifies goals and activities aimed at promoting peace and reducing violence in the neighborhood.

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The coalition identified a need for a Community Trauma Response (CTR) unit that can be activated when violence occurs. With Choice Neighborhood funding, the BPHC will add a trauma coordinator to work with the Grove Hall VIP team to a) intervene directly with psychological first aid to residents most directly affected by homicides and other serious acts of violence in the community; b) develop a coordinated, community-based team to provide broad support to the community as a whole when violence occurs and c) provide education at differing levels of intensity and rigor to community service providers and residents about the impact of violence on the health and mental health of individuals and the community as a whole and about strategies to prevent and treat the impact of violence on residents of all ages. The Trauma Coordinator will train 100 providers and residents in trauma response, and will also provide direct trauma services to 150-200 individuals per year, employing the same evidenced-based practices used after high-profile events such as 9/11, workplace shootings, and adolescent suicides.

To provide **effective service coordination**, VIP works closely with the Burke, King and Frederick schools. The initiative provides outreach for substance abuse services and workshops for youth. It also has staff available during school dismissal to ensure that students are safe. Project RIGHT participates in the Grove Hall Public Safety Committee which works with school officials, local organizations, law enforcement, street workers and others to address safety issues both in and out of the school setting. Project RIGHT also plays an instrumental role in the Grove Hall Youth Workers Alliance, which meets monthly to discuss service gaps and how the organizations can work together to serve youth in the Grove Hall community. From August 2009-August 2010, the coalition's activities engaged 2,543 participants. Through City and federal funds, the Grove Hall VIP initiative is funded at \$85,000 per year.

In addition to the two programs described above, there are many leveraged health services in the target area. Four **community health centers (CHCs)** are located in the surrounding community, providing residents with a medical home and access to comprehensive acute and preventive care. Primary care services offered by the CHCs include Adult Medicine, Pediatrics and Adolescent Medicine, Family Planning, and Obstetrics and Gynecology (Prenatal Care), Laboratory Services, HIV services, Podiatry, Dermatology, Eye Care, Smoking Cessation, Health Education and Outreach, Nutrition, WIC and Adult Day Health. The most proximate CHC is Upham's Corner CHC, which employs a multidisciplinary mental health team with broad language capacity to serve the cultural needs of the residents in the target area. The Bowdoin Street CHC, Roxbury Comprehensive CHC and Harvard Street Neighborhood health center offer specialized mental health services. Each of these centers receives City funding from the Boston Public Health Commission through annual formula grants totaling \$1,114,006 in FY11. We will work to ensure that every resident of the target neighborhood has a medical home, and that metrics for obesity, physical health, and mental health are steadily improving.

The **Youth Development Network (YDN)** provides case management to youth in 3 high schools across the city, including the Burke, to increase healthy behaviors associated with school success. Youth Development Specialists work closely with Boston Public Schools (BPS) to identify students who are chronically absent, understand barriers to attendance, and offer a series of progressive interventions encouraging students and families to improve attendance. This program is City-funded at the amount of \$150,000 per year.

The **Healthy Baby/Health Child (HB/HC)** program provides clinical and social services for high risk pregnant and parenting families in the target area, including 16 families at Woodledge/Morant Bay, employing a strengths-based approach to help families achieve their

goals. HB/HC promotes the ReadBoston program through its early childhood literacy initiative to engage parents in reading to their children beginning in infancy. These services are supported by City and foundation grants in the amount of \$4,056,629 per year.

The City collaborates with the Massachusetts Department of Public Health to improve capacity at clinical settings to meet the mental health needs of residents, particularly young children. The BPHC receives \$600,000/year from the Substance Abuse and Mental Health Services Administration (SAMSHA) to work with the Boston Medical Center Department of Pediatrics to screen for a broad array of risk factors for future behavioral health needs. Children who screen positive receive mental health and/or developmental services. Boston Medical Center is the safety net hospital for Boston and patients served are predominantly from Boston's most economically deprived neighborhoods, including the target area. The City receives an additional \$1 million per year from SAMSHA for the **MYCHILD** program to provide mental health and developmental screening to young children at risk of serious emotional disturbance; one site is the **Bowdoin Street CHC**. Children who screen positive receive mental health care integrated with primary care. The families receive care coordination and support, including guidance about raising a child with mental health needs. Both programs emphasize cultural competence and serve children from a range of cultural and linguistic backgrounds.

Childcare and After-School Services:

While few residents (in the May 2011 survey) cited a lack of **pre-school childcare** as a serious barrier to participating in education and training programs or seeking employment, it is critical that childcare services be available to prepare children for success in school. Parents who do not have access to a reliable, developmental childcare program for their young children are not able to secure full-time jobs, or maintain enrollment in adult education programs or job

training programs. Children who enter elementary school without a high quality preschool experience are less likely to be 'school ready' than peers who attend robust preschool programs. Significant progress can be accomplished in partnership with the existing childcare programs in the target area.

The City, via its child literacy program **ReadBoston**, will support childcare and school-based programs through a comprehensive **early literacy** effort to engage parents in their child's learning, provide onsite coaching and professional development for childcare staff, and offer books and other literacy materials to establish a strong learning environment for infants, toddlers and preschoolers. ReadBoston, which already works with community-based organizations and elementary schools in the target area to ensure that all children are reading at grade level by the third grade, will significantly expand and intensify its services in the neighborhood through the Choice Neighborhood grant. The program will work with the **Boston Public School Department** to increase the supports for children and families in the target-area schools, which will substantially impact the percentage of children reading at grade level by third grade and put them on a path to school success. Third grade reading proficiency is a strong indicator of future academic success. ReadBoston will work to ensure that 75% of children in K2 through 3rd grade will read 20 minutes a day, 5 days per week, and that there will be a 20% increase in reading proficiency in the target schools. Working with the School Department, ReadBoston will measure, and increase, the percentage of children in kindergarten who are assessed as developmentally ready at the beginning of the school year. The program has the programmatic infrastructure to begin services within 30 days of grant award.

With the **Public Services** portion of its **Community Development Block Grant**, the City currently supports five programs located in the target area, two located directly on the

border of the target area, and four others sited near the boundaries of the target area but serving primarily residents of the target neighborhood. These programs currently receive a total of \$237,000 in CDBG funding per year, which leverages a total of \$2,746,940 in non-federal funding per year. While renewal of these CDBG grants over the life of the Choice Neighborhoods initiative will depend on performance and procurements, we intend to continue funding these programs with CDBG dollars. Given the potential for reductions in the City's CDBG allocation, however, we propose to use a small amount of Choice Neighborhoods funding to maintain stable funding levels for the five programs located inside the target area over the next five years.

The City uses the largest share of its total CDBG Public Services funding to support high-quality, **academically-focused after-school programming**. Of the eleven CDBG-funded programs, five are after-school programs, operated by St. Peter's Parish Teen Center, America SCORES, Partners for Youth with Disabilities, the Center for Teen Empowerment, and the Uphams Corner Community Center. We propose to use Choice Neighborhood funding to expand afterschool services through a procurement process. All youth programs funded by the City operate on a positive, asset-based youth development model.

The after-school programs are part of the City's **SuccessBoston** initiative, which works to increase the number and percentage of students testing at or above grade level on state mathematics and English language arts assessments in 3rd through 8th grade. SuccessBoston has already made remarkable strides in increasing the number of students who graduate from high school, and is now tracking the progress of those students in post-secondary education. These metrics will be monitored closely for all target area youth.

The other CDBG-supported programs located in the target area provide a range of services, including financial literacy, counseling for Portuguese-speakers, case management for adult learners and health center clients, re-entry services, and elder services. All CDBG funded programs operate on an evidence-based model which requires them to establish metrics for measurable outcomes, evaluate progress towards meeting those outcome goals on a quarterly basis, and modify the program design accordingly as indicated by results. Programs are funded based on their response to a detailed Request for Proposals issued by the City every two years.

One additional after-school program in the target area, **Tenacity**, submitted a proposal in response to the City's 2010 CDBG RFP, but was not awarded a grant due to funding constraints. Tenacity is a model program which combines tennis with academic support and instruction. With private funding, Tenacity currently operates at the Frederick Pilot School, and proposes to double the size of that initiative with Choice Neighborhood funding. Tenacity would significantly expand the number of residents from the target area served in its After-School Excellence Program and Summer Tennis & Reading program. With sufficient funding Tenacity could expand the number of youth served by more than double, to 90 youth in the After-School Excellence Program and 100 youth in the Summer Tennis & Reading Program. Because Tenacity is already active at the Frederick, and has already submitted a proposal under the 2010 CDBG RFP, expanded services could begin within 30 days of grant award.

Other Youth Services: The City of Boston manages the largest **summer jobs** program, per capita, of any city in the nation. Last summer, over 10,000 youth were employed in a range of summer jobs through a combination of public and private resources. Federal and state budget cuts may reduce this total in 2011, but the City, private foundations and local employers remain strongly committed to the program. Last year, 125 target area youth participated in the program,

at a cost of \$138,750, with most of that figure representing wages paid to youth. Through intensive outreach, we commit to doubling that service level, despite the aforementioned budget cuts, should Boston receive a Choice Neighborhood grant.

The City's Office of Jobs and Community Services also manages Boston's US Department of Labor funding under the Workforce Investment Act (WIA). **WIA Youth** funding is used in two ways: to provide career exploration opportunities, and to support the city's network of alternative education programs, which serves young people who have not done well in traditional middle or high schools. Nearly \$10,000 in WIA youth funds were spent on target area youth in fiscal year 2010, and we pledge to increase that level of commitment by at least 25% through intensive outreach to target area residents. The City supplements the WIA Youth funding with its own **Alternative Education Initiative (AIE)**, which invested another \$10,000 in neighborhood youth in FY2010; we will also increase that number by at least 25%.

JCS also operates a model **re-entry program** for adjudicated youth and young adults, most of them gang-involved, called **Youth Options Unlimited (YOU)**. Youth Options provides intensive case management, career counseling, placement into subsidized transitional employment, and eventually placement into unsubsidized jobs. Alternative education is provided on-site. Because JCS is a City department, it is able to work very closely with the Boston Police Department to target the most at-risk young people in the city while maintaining confidentiality. A high percentage of YOU participants come from the Choice Neighborhoods area; \$107,464 was spent on target area residents last year.

Job Training, Adult Education and EITC Services: WIA Dislocated Worker and Disadvantaged Adult funding provided **job training and job placement** services in the amount of \$45,776 to target area individuals in FY2010. As match for the Choice Neighborhoods

initiative, we will increase this by 25% through intensive outreach to neighborhood residents. In addition, the City invested nearly \$9,000 in **jobs linkage funds** paid by developers in job training for target area residents, which will also be increased by 25%. These funds support job training and placement, and while the training programs themselves are not located in the target area, the goal of the workforce system is not to place training programs in each neighborhood but rather to provide area residents with access to the highest-quality job training services available throughout the city. A high percentage of survey respondents reported being out of work, and many more cited employment or job training as a primary need. Boston's workforce development system has the capability, if not always the capacity, to meet that need.

Unfortunately, the steady decline in WIA funding, combined with the relatively slow pace of development, means that the supply of training seats does not begin to meet the level of demand. However, a Choice Neighborhood grant will enable us to focus these services on residents of the target area through a concentrated recruitment strategy and dramatically increase the number of residents participating in workforce development activities. The outcome for these services is full-time employment, at a living wage, with benefits. For the Choice initiative, we will increase significantly the number and percentage of adults in Woodledge/Morrant Bay and the larger target area who are working at least 30 hours per week, and increase as well the average earned income of HUD-assisted households.

The reality, however, is that many adults in the target area require **basic educational services** before they can even be accepted into job training programs. Most job training programs have specific reading and writing levels as a pre-requisite, and many require basic math skills as well. Needs assessments show that a high percentage of adults in the target neighborhood fall short of these pre-requisites, making it extremely difficult for them to find

employment, or even the training that might result in employment. Recent immigrants are likely to require **English for Speakers of Other Languages (ESOL)** services in order to be ready for job training. One **adult basic education (ABE)** program (Project Hope) is located in the target area, offering several levels of instruction, including the General Equivalency Diploma (GED). That program is currently funded at \$142,799 per year. Two other providers are located near the target area, offering multiple levels of ESOL, General Equivalency Diploma (GED), External Diploma (EDP) and Adult Basic Education (ABE); they are currently funded at a total of \$500,662. Ten percent of their participants currently come from the target area, thus \$50,066 of the funding can be counted as match. Level funding for these programs is potentially threatened by looming cuts to the state budget, but the City has promised to maintain its commitment to these critical services, and will work over the five years of the Choice Neighborhoods grant to ensure that target zone residents have direct access to adult education services.

Again, the citywide demand for these services outstrips supply, with long waiting lists at most programs, particularly for ESOL. However, we know from experience that a targeted outreach campaign will result in a dramatic increase in the number of area residents who enter these programs. Case managers and counselors can help residents seeking jobs understand that the key to securing career-level employment in today's economy is education and training. The challenge lies in helping those who need immediate income to find ways to meet that need while also obtaining the skills needed for better jobs down the road. In order to shorten that road, the City has pioneered the development of contextual learning and **English for Employment** programming, in which participants learn basic education skills and job skills simultaneously. We propose to invest Choice Neighborhoods funding in such programming through a competitive procurement process open to area ESOL and ABE providers. A primary outcome of

the Choice initiative will be to increase the number and percentage of working-age adults (both English speakers and English-language learners) who meet proficient literacy standards.

The Office of Jobs and Community Services also manages Boston's **Earned Income Tax Credit (EITC)** campaign, which provides free tax assistance to over 12,000 families and individuals each year, last year putting \$21.4 million in rebate funds into the pockets of low-income residents. A total of 308 target area residents participated in the program last year, at a cost to the program of \$51,334, providing over \$698,852 in refunds to low-income individuals. Tax prep sites are currently located near but outside the target area; we know we can at least double these numbers by locating a free tax preparation site in the target neighborhood, and propose to do so with Choice Neighborhood funding.

Outreach, Service Coordination and Case Management Services:

Effective outreach, service coordination and case management are the keys to the success of all of the services described above. In some cases, existing programs conduct their own outreach very effectively, and have intensive case management built into their service model. However, meeting the needs of the residents of Woodledge/Morrant Bay as it goes through the relocation and revitalization process will require a higher degree of service coordination. The Woodledge/Morrant Bay development, while scattered-site, is at the same time relatively contained geographically, making it possible to conduct direct outreach through door-knocking and leafleting. All residents of the development can easily be informed of all services available, on an ongoing basis, meaning they will know in advance of enrollment dates and upcoming classes or training cycles. Service coordination and case management will build upon and expand services already provided in the neighborhood by the community-based partners in this proposal, and will be fully operational upon grant award. DSNI and Project RIGHT currently

provide much of the outreach and service coordination capacity in the neighborhood, and in order to ensure that such services are available immediately upon notification of a Choice award, we propose to provide each agency with \$35,000 to conduct outreach and referral services during the first 9-month period ending June 30, 2012. Prior to that date, the City will conduct an analysis of outreach and service coordination needs, and will issue a request for proposals for services to begin July 1, 2012. The City will work with providers to ensure that intensive outreach, service coordination and case management takes place for all grant-funded and match-funded services.

Dorchester Bay Economic Development Corporation: DBEDC will provide social services programming in addition to its role on the Housing Team. DBEDC offers an 8-week **summer camp** for children 6-12 years of age. The total program budget is \$61,000, with nearly half (\$29,890) serving residents of the target neighborhood. DBEDC also operates the **Youth Force after school program**, which provides leadership training for ten Core Team members and thirty Youth Leadership Institute trainees. The total program budget is \$78,600, of which \$38,515 serves residents of the target neighborhood.

The **DBEDC & Quincy Geneva after school drop-in computer centers** provide homework help and work to improve writing and computer skills. The current program budget is \$83,033, with target area residents accounting for \$40,686. **Techno Bay** offers intergenerational training at the computer centers, covering beginner, intermediate and advanced computer skills, including training by UMass Boston for 6 college credits. The service is offered in English, Spanish, and Somali. The total budget is \$51,511, with \$25,240 serving target area residents.

DBEDC has assisted seven local crime watches get organized. The crime watches work with the Boston Crime Watch program to ensure that local crime is reduced through

neighborhood vigilance, mutual support, and good communication with police. DBEDC organizes ten block parties each year, bringing adults and youth together on for barbecues, sports, music, and to “retake the street” for positive activities. The largest block party, at Cottage Brook on Dudley Street, typically has over 400 residents. The budget for these activities is \$172,677, with more than half covering residents of the Choice Neighborhoods target area.

Rock & Roll Seniors is a thrice weekly program which includes meals, transportation, exercise, arts and crafts, field trips, and seasonal parties. The seniors have a support group that shares gifts. One staff person visits shut-ins and also supports the events. Stipended senior leaders supervise the direct program. The program costs \$39,704, with most of that (\$31,763) tied to Choice Neighborhoods residents.

DBEDC assists graduates of the technology training, or other job seekers, with employment. The **Re-Entry for Ex-Offenders** program includes personal support, jobs, and housing. One case manager is part of the Police Department’s Re-Entry Initiative, and provides immediate personal support and structure for people while they are in jail and after they get out. He and two support workers have secured jobs for over 110 ex-offenders in the past 3 years. DBEDC also provides apartments when the individual is “apartment ready”. The recidivism rate has been reduced from 66% to 6% in this period. The current budget for the program is \$123,220.

DBEDC has run a small business revolving loan fund for 15 years, providing loans for start-ups and growing businesses. Over this time DBEDC has lent over \$5.4M through direct capital from its own fund or in joint loans with banks. The program has assisted over 1000 businesses and made loans to over 120 businesses. Of these, 61% have been start-ups. Two staff members provide direct assistance and loan packaging to business owners.

DBEDC offers **home buyer and homeowner assistance programs**, including a foreclosure mortgage modification program, a home improvement lending program, and a deleading program, keeping people in their homes, increasing their revenues, and improving their property. DBEDC bought 17 three-decker foreclosed homes in the Quincy St. area, rehabbed them, and sold them to local first time home buyers to help maintain a mixed income community, reduce density, and increase stakeholders.

DBEDC and Quincy Geneva have worked with the Fairmount Rail line coalition to get more stations and improve residents' mobility. The effort has won nearly \$200M in funding, and four new stations will be open by 2012. Fairmount Greenway organizing has involved local residents in creating a six-mile green corridor along this nine-mile line. *Quincy Heights* residents will be able to walk to Four Corners Station; if current efforts are successful, the Coalition partners will secure a fifth station almost adjacent to the *Quincy Heights* properties at Columbia Road.

The **Quincy Geneva Housing Corporation (QGHC)** provides a full range of support and referral services to its residents, and to residents of abutting multifamily buildings. QGHC focuses on planning and interagency program coordination of service offerings and opportunities through participation in multiple collaborations and partnerships including the Mass Housing Multi Family Initiative, Project RIGHT, the Violence Intervention Program, the Fairmount Line Coalition, and Nuestra Comunidad CDC. This includes developing tenant and community leadership, facilitating involvement of residents in planning and implementation of block parties and fundraisers, integration into local resident organizations and community review processes, referral to training and personal development opportunities, conflict resolution training and community organizing. Families receive monthly updates on youth and adult opportunities for

recreational, educational and social networking opportunities provided by a network of collaborative partners. Youth activities include referral to summer camps, after school programs, and sports activities such as soccer, softball and basketball leagues. Health-related services include direct advocacy at neighborhood health centers, recruitment for health fairs and focused health interventions sponsored by the Boston Public Health Commission and other providers, including participation in trauma and grief intervention activities. Referrals are made to mental health diagnostic and group activities and the provision of weekly support groups in the areas of violence prevention, trauma intervention and grief reduction, as well as substance abuse support groups. QGHC provides re-entry support services, including weekly group dialogues, individual advocacy, educational counseling and job referral.

C.3 Education Strategy

Overview: The Boston Public Schools system (BPS) is one of the 60 largest and most diverse urban school districts in the United States with 134 schools and 57,050 students from 140 different countries, representing a broad array of racial and ethnic diversity. The student population comprises racial and cultural groups in the following percentages: 36 % African-American; 41% Hispanic; 13% Caucasian; 9% Asian; and 1% Other/Multiracial Students. Many are at-risk socially, academically and economically. 74% of students are from low-income families, 19% receive special education services, and 30% are limited English proficient (LEP).

Under Boston's student assignment plan, the city is divided into three geographic "zones" for elementary and middle schools. Students may apply for schools in the zone in which they live, or citywide K-8 and middle schools open to all students. All BPS high schools are citywide.

The Quincy Corridor neighborhood includes 5 schools: Haynes Early Education Center (PreK-1st); John Winthrop Elementary (PreK-5th); King (K-8th); Lilla G. Frederick Middle (6th-8th);

and Jeremiah E. Burke High (9th-12th). Current student enrollment in these schools is 2,175; of these, about 56% of students are within the walk zone. Of the 111 school-age residents in the Woodledge/Morrant Bay development, 106, or 95.5%, are enrolled in BPS schools and 21 of these resident students are enrolled in the 5 local neighborhood schools.

(i.) Early Learning: Investing in early childhood education is a key strategy in closing achievement gaps and moving all students to proficiency. Key to Boston's reform agenda is providing all children with a strong early start to their formal education. BPS has guaranteed a full-day kindergarten seat to every 5-year-old. In addition, since 2005, BPS has more than tripled early childhood programs for four-year-olds, known as Kindergarten 1 or "K1", to over 2,500 K1 seats in the 2010-11 school year.

An intensive effort to accredit all of the early education and care programs/providers within the Choice Neighborhood will focus resources in an area critical to the goal of universal school readiness through quality early education. Twelve elementary schools – including the Haynes Early Education Center – have earned national accreditation for early childhood programming from the National Association for the Education of Young Children (NAEYC). Eighteen other schools with early education programs are also in the process of seeking NAEYC accreditation.

Thrive in 5, Boston's birth-to-five school readiness initiative, is a public-private partnership led by the City and Mass Bay United Way that facilitates collaboration among parents, early education and care providers, healthcare and human services systems and the private sector, with the goal of ensuring that all children enter kindergarten ready for sustained success in school and beyond. Of the 36 early education and care programs in the Quincy Corridor, 31 are family child care providers. Eight are currently accredited; others are in process.

Under the leadership of Mayor Thomas M. Menino, the City of Boston and BPS have partnered with community-based organizations to launch *Countdown to Kindergarten*, a citywide effort to promote early learning opportunities and help families prepare for a successful transition to school. The City has set universal national accreditation through NAEYC for BPS and center-based programs, or a Child Development Associate (CDA) credential for family child care providers as our goal to address quality in early education.

The Boston Public Schools, *Thrive in 5* and local organizations will partner to: provide accreditation technical assistance to every early education provider in the target area; provide academic coaching to child care providers and center-based program staff; enroll, track and support the attendance of Quincy Corridor children ages 0-5 in high-quality early learning programs; and commit to a post-revitalization goal of enrolling at least 65% of the families with children ages 0-5 that will occupy the revitalized site in high-quality early learning programs.

NAEYC and CDA accreditation of all early childhood settings is a key strategy, and the City has set the goal of 100% of all early childhood education settings earning accreditation by 2023. Beyond tracking accreditation in the neighborhood, we will measure individual child outcomes. A School Readiness Measures Pipeline, a series of screenings and assessments from birth to school entry will ensure that children are on track to be ready for kindergarten. In addition to screening development at ages 2 and 4, BPS is implementing screening tools at kindergarten entry to identify students with developmental delays. Data from this screening will serve as a measure of our success in preparing children for school, and help target resources in the future. The BPS also administers the DIBELS (Dynamic Indicators of Basic Early Literacy Skills) district-wide in grades K2, 1, and 2 three times per year. DIBELS assesses the acquisition of early literacy and reading skills and is conducted to measure readiness for reading, language

development, vocabulary and social emotional indicators to produce a comprehensive measure of school readiness. BPS conducts bi-annual evaluation of classroom quality to measure the impact of the literacy environment and instructional techniques. The district's 5-year *Acceleration Agenda* has established an Early Learning academic target 80% of 1st Graders reading at or above grade level by 2014; 2009-10 indicates that we are at 64%.

(ii.) Access to High Quality Schools – K-12:

BPS has made great strides in improving performance in English Language Arts (ELA), mathematics and science, with annual district-wide gains in the percentage of students achieving at proficient or better on the Massachusetts Comprehensive Assessment System (MCAS). However, we recognize these are first steps toward improving the overall quality of student instruction. BPS has conducted a comprehensive and system-wide needs assessment, the results of which serve as the cornerstone for its *Acceleration Agenda 2009-2014*. Driving the five-year plan is the need for rigorous curricula and instruction that is aligned from K1 through grade 12. Goals include use of data to improve instruction, expansion of Early Childhood, English Language Learning, and Special Education programs; providing multiple paths to graduation; adopting a district-wide accountability system to ensure the success of all schools, engaging families and students, expanding community partnerships, and extending learning time. To publicly measure progress, BPS launched a web-based "Acceleration Agenda Dashboard" in September, 2010, which shows real-time data on test scores and other benchmarks.

There are four BPS schools in the Quincy Corridor that serve K-12 students: the Winthrop Elementary, King K-8, Frederick Middle, and Burke High. The Winthrop has partnered with Boston College and Northeastern University to provide student-teachers to improve student to teacher ratios. Student teachers have curriculum and small group assignments; target reading and

math instruction to at-risk students, and provide out-of-school tutoring to improve literacy and numeracy skills. A visiting professor provides grade-level professional development to help teachers with instruction in the conventions and genres of writing. Winthrop students are offered a science curriculum where 40 students visit Boston College for Science Across the City, a Science Robotics class to enhance students' interest in the integration of science and math, and other out-of-school programs including using the services of a Manager of Extended Learning Services who has been critical in helping build partnerships with parents.

Recently, the King Middle School merged with the Dickerman Elementary School to create the current King K-8. To promote academic improvements, the King partnered with the YMCA which runs a grant-funded afterschool program. The King also launched "Readers Are Leaders," a program engaging over 100 community leaders. Adults, including the Governor, came to the school to read to students. Students who complete their reading receive awards at the end of the year. Discovering Justice runs a program where students in various grades have an opportunity to learn about U.S. Government and are able to visit a court in session and meet with a judge. The school's goal with these partners is to build self-esteem in the early grades with early interventions to address issues that prevent students from learning. The schools' merger adds more programs in more grades, including Reading Enrichments, Math Enrichments, and more writing in all subjects. Recently, the King has made significant gains in ELA and enhanced its professional development strategy by team-teaching in math and English language arts.

The Lilla G. Frederick Pilot Middle School (LGF) is a 650-seat community-run pilot school in the Choice Neighborhood serving some of Boston's most at-risk students. LGF is both a school and a community center for neighborhood families and is a full-service school partner in the Alliance for Inclusion and Prevention (AIP), a small non-profit devoted to providing support

for success to low-income Boston at risk school children. AIP works with the school and community to develop full-service/community support programming at the school under the umbrella of ASPIRE, operating after-school clubs, tutoring, and activities, a full-time therapeutic after school program, a before-school program, a Saturday program, a summer program that wraps around summer school, violence prevention activities and partnership coordination as the basis for an overarching prevention initiative. AIP also operates an innovative trauma-focused mental health clinical services model, offering home-based Multisystemic Therapy.

The **Burke** is designated a Level 4 Turnaround School by the State of Massachusetts and as such has adopted the federal intervention Turnaround Model. The Burke's "fresh start" approach is based on a comprehensive review and analysis of multiple sources of student and school-level data, promoting whole school change and targeted interventions. To meet academic needs, the school will implement a Multi-Tiered System of Supports (MTSS) to help teachers use an inquiry approach to differentiate instruction and target needed supports to *all* students. The MTSS will consist of three tiers of intervention and support of increasing intensity across three domains—academic development, social-emotional-behavioral development, and English language development. Tier 1 support consists of high-quality, standards-based, research-validated and differentiated instruction in core subject areas. Students at-risk in a given domain will receive Tier 2 support, which entails targeted rapid-response intervention in flexible small groups. Students needing yet more intensive care receive Tier 3 support, consisting of small group and individualized intervention. A partner at the Burke is City Year, which deploys diverse teams of full-time corps members to help students stay on track to graduate.

Given the current level of BPS enrollment in the Quincy Corridor Woodledge/Morant Bay development (95%), BPS is committed to a post-revitalization goal of enrolling at least 65% of

the families with school-aged children that will occupy the revitalized site in high-quality schools that are undergoing significant improvements. We are confident in meeting and exceeding this commitment to enroll, track and support the attendance of Choice Neighborhood households with school-aged children in high quality and/or improving schools located either in the receiving neighborhoods and/or in the original neighborhood during the grant period.

To facilitate enrollment and school registration, each fall BPS hosts several *Family Information Sessions* and a *Citywide Showcase of Schools* every year with every school in the district represented. Following the showcase is the *School Preview Time* where every school in the district hosts open houses, school tours, or other activities to welcome prospective families.

There are several program initiatives supporting parent and student engagement. All schools have a School Parent Council (SPC); every parent/guardian is automatically a member. The SPC works closely with the School Site Council to review the school's budget, recommend programs, sponsor events, solve problems, and raise funds for special activities. Parent University is an opportunity for parents to sharpen their skills in one of life's most important and demanding roles; sessions focus on child development, what children are learning in schools, advocacy, parent leadership and effective parenting skills. BPS high school students participate in the Boston Student Advisory Council (BSAC), a citywide body of student leaders; a BSAC member also serves as a non-voting student representative on the Boston School Committee.

ReadBoston, Project RIGHT and the Dudley Street Neighborhood Initiative run programs serving the schools, students and families in this neighborhood, as described in other sections of this application. In addition to these partners, each of the schools has developed its own partnerships as described in preceding sections. Pending additional funding, each school proposes to develop new programs and/or partnerships to serve even more students.

CITY OF BOSTON'S CHOICE NEIGHBORHOOD GRANT APPLICATION – ROUND 2

Choice Neighborhood Academic Metrics (K-12)	2010 Benchmarks					2014 Acceleration Agenda District Target
	District	Winthrop Elementary	King K-8	Frederick Middle	Burke HS	
	<i>Students Enrolled*</i>	<i>unknown</i>	322	411	651	697
% Proficient or above on ELA in 3rd grade	37%	18%	50%	n/a	n/a	85%
% Proficient or above on Math in 3 rd Grade	42%	29%	36%	n/a	n/a	n/a
4th grade Math	28%	13%	4%	n/a	n/a	n/a
4th grade ELA	30%	23%	22%	n/a	n/a	n/a
5th grade Math	39%	37%	19%	n/a	n/a	n/a
5th grade ELA	40%	44%	36%	n/a	n/a	n/a
6th grade Math	38%	n/a	51%	25%	n/a	n/a
6th grade ELA	44%	n/a	55%	32%	n/a	n/a
7th grade Math	37%	n/a	38%	10%	n/a	n/a
7th grade ELA	52%	n/a	42%	32%	n/a	n/a
8th grade Math	34%	n/a	19%	12%	n/a	n/a

CITY OF BOSTON'S CHOICE NEIGHBORHOOD GRANT APPLICATION – ROUND 2

8th grade ELA	58%	n/a	60%	46%	n/a	n/a
10th grade Math	60%	n/a	n/a	n/a	28%	90%**
10th grade ELA	60%	n/a	n/a	n/a	29%	90%**
4-year graduation rate	63%	n/a	n/a	n/a	34%	80%

* 2009-10 Student Enrollment to reflect most recent MCAS results from 2010

** 90% Acceleration Agenda target is for % Passing and Above

(iii) Education Programs:

(A) Examples of Extended Learning Time (ELT) Programs:

Winthrop: Project ALERTA, a high-quality out-of-school time program which has received an award from Michelle Obama as one of the top fifteen after-school programs in the country; America SCORES provides a high level soccer and photography drop-in program; Eagles Nest after-school program for boys provides tutoring, mentoring and educational field trips to cultural and historic sites in Boston; Zoo New England provides experiential science learning.

King: Reading Enrichment; Math Enrichments; Discovering Justice civics program, Grade 8 Algebra 1, and Grade 4/6 Advanced Work Class.

Frederick: ASPIRE Afterschool and Summer Program; Citizen Schools program of academic support, leadership development and "apprenticeships;" two-week STEM (Science Technology Engineering and Mathematics) workshop.

Burke: As a Turnaround School, the Burke has increased flexibility to designate lead teachers to work a longer school year with additional duties. The Burke plans to hire a Family Engagement Coordinator to serve linguistic minority families, continue the use of a Family Engagement Assessment Team (FEAT), and support the creation of a network of out-of-school

time. As part of its implementation of MTSS, Tier 2 and 3 support will be accommodated by increasing instructional time.

(B) Examples of evidence-based programs that prepare students for college and career success:

Winthrop: Eagles Nest, Project ALERTA and Science Across the City sponsored by Boston College are evidence-based programs that prepare students for college and career success and build self-esteem, character and guide social pragmatics and include visits to college campuses.

King: As described earlier, all of the King's Extended Learning Time programs are evidence-based.

Frederick: AIP programs have been evaluated longitudinally by various funders. Independent evaluators include Harvard University MSPCC, MA Dept. of Education, and University of Pennsylvania. *Connecting With Care* program outcomes are monitored using The Balanced Scorecard. MST program outcomes are monitored through rigorous data collection and statistical process provided by MST Services as a licensure component. Olweus Bullying Prevention Program outcomes are measured by annual student pre- and post surveys.

Burke: Two proven complementary programs are: The Efficacy Program, which instills a positive mindset with the scientifically-validated idea that effective effort drives success (i.e. students get smart by working hard) and is paired with a rigorous process of ongoing data analysis and feedback; and AVID (Advancement Via Individual Determination), a college-readiness system designed to increase the number of students in 4-year colleges by raising expectations and providing the supports to reach those challenges.

Exhibit C4 Relocation and Reoccupancy

The rehabilitation and redevelopment of *Quincy Heights* (Woodledge/Morrant Bay) will not result in any reduction of housing units, nor will it result in a change to the number of 1, 2, 3,

and 4 bedroom units within the development. Therefore, 100% of the tenants at *Quincy Heights* development have been informed that they have the right to return to a housing unit within the development after construction, and that there will be no planned permanent relocation of tenants. The tenants have received a General Information Notice (GIN) as required under the Uniform Relocation Act (URA), which informs tenants that they will not be displaced due to this planned renovation. Because of the one-to-one replacement of units within the development, there is no need to canvas tenants on whether they desire to return to the development, and in fact this would be inconsistent with URA regulations and the GIN.

The GIN also informed the tenants that up to 100% of the tenants will need to be temporarily relocated due to the planned renovation. Because 27 units will be razed and another 22 units will be eliminated through reconfigurations, at least 49 households will be housed in a unit other than the unit they previously rented within the development. These intra-development moves will take into account special needs of the tenants, including the need for handicapped accessibility (further discussed at the end of this section Outcomes/Metrics). Wherever possible, tenants with school-aged children will be re-housed in units within the same school zone.

To ensure that tenants' needs are accommodated throughout the construction period, DBEDC and QGHC have hired an experienced relocation consultant, Judy Cohn of Judy Cohn Associates, to provide the following services: 1) Identify new units within the *Quincy Heights* development that are suitable for tenants whose apartments will be eliminated. 2). Work with the developer and management company to secure "swing units" off-site to be used for temporarily relocating tenants during construction. 3) Coordinate dissemination of required notices per URA regulations. 4) Coordinate temporary relocation of tenants during the construction period. 5) Track tenants who are relocated, either off- or on-site, coordinating temporary payments as

needed for tenants in non-subsidized units; acting as liaison between tenants and landlords as necessary; assisting with utility providers; providing referrals to service providers as needed. 6) Coordinate tenants final moves back to original units or to new unit within the development. 7) Identify any tenants who may not wish to return to the development and inform them of their rights and responsibilities.

If tenants decide to not return to a suitable renovated unit in the project that is available within twelve months of their initial move, United Housing Management (UHM) will track those former tenants for a 5 year period. **It is not anticipated that any family will be relocated for longer than 12 months**, but if those circumstances do arise, as required by the URA, full rental assistance will be provided, and UHM will track these former tenants for a 5 years period as well. QGHC (Housing Partner) will provide tenant services and referrals as needed as tenants adjust to new owners and new/rehabbed units. In addition, the relocation consultant will work with a network of agencies and service providers to meet the needs of temporarily relocated households, especially hard-to-place households or households with particularly difficult transition issues. Such households include those with larger families, those with negative credit histories, those who require accessible units, those with language barriers. The consultant will work with landlords, social service agencies and the households themselves to assist for smooth transitions into the selected temporary and newly renovated units.

The UHM Resident Services program shares information, resources and activities with other established resident services programs in the Dorchester and Boston area. The actual relocation mechanics will be shared responsibility of the relocation consultant and UHM, who will build on existing relationships with local realtors and rental agents, storage companies and movers to facilitate the move by households to and from temporary units. (Note: below and the

preceding were informed by a survey of the residents of the Woodledge/Morrant Bay conducted in May of 2011 as detailed in Exhibit C.1. Resident Needs Assessment of this grant application.)

Activities that will minimize disruption to and negative impacts on the education of school-aged children and the elderly, disabled or other vulnerable populations in the development are (response to NOFA table on page 35). **Outcome 1:** All residents will be able to return to development within 12 months of being temporarily relocated. **Metrics 1a:** 100% (est. 127 households) qualify to return to the development after project completion; 129 units will be available to tenants. **Metrics 1b:** 100% (est. 127 households) will be re-housed in the development. **Outcome 2:** Vulnerable populations are supported during temporary relocation. **Metrics 2a:** Only 14 of the project's 93 school-aged children (6.5%) are to be temporarily relocated. These children, assigned to schools in two separate zones, shall either be placed in apartments located in their current school zone- allowing them to continue to attend their present school- or transported privately at developer expense to the school they are presently attending. **Metrics 2b:** The eight current elderly (age 65+) tenants may require special accommodations during and after renovations. Those elderly tenants that will be moved to temporary units, will be provided with units that best accommodate mobility and other impairments, and if qualified, will be offered permanent handicapped accessible units. **Outcome 3:** Residents are stably housed during temporary relocation. **Metrics 3a:** 90-95% of tenants of as yet undetermined household types will experience no more than one (1) move between 1st move and site completion. **Metrics 3b:** 1-2% involuntary terminations (evictions for cause) of as yet undetermined household types are projected during the relocation/redevelopment period.

C.5 Economic Opportunities

a) Section 3 Plan

The City of Boston has adopted and follows a Section 3 Plan for its HUD/CPD programs. As part of our Plan, we incorporate the Section 3 Clause into all covered contracts and require sub-grantees receiving over \$200,000 to incorporate the Clause into any sub-contracts for over \$100,000. This language is included in our current funding commitments with Dorchester Bay EDC for the Woodledge/Morrant Bay (to be called *Quincy Heights*) development and will be included in any subsequent award of Choice Neighborhoods funding for this development or any other covered construction activity. DND requires contractors and subcontractors to take the following steps to ensure that Section 3 Residents are notified of any Training and Employment opportunities generated by Section 3 projects:

- 1) Advertise in the local media. Employment and training opportunities are to be advertised in one general circulation newspaper serving Boston (Boston Globe or Boston Herald) and one newspaper serving neighborhood in which the project is located.
- 2) Notify the resident association of any Boston Housing Authority family housing developments within ½ mile of the Section 3 covered project. If there are no developments within ½ mile, notice must be given to the closest development.
- 3) Notify the resident association of the subject construction project and any other non-elderly subsidized housing development within ½ mile of the Section 3 covered project.
- 4) Distribute notices to neighborhood associations or community-based organizations. Notices are to be given to YouthBuild Boston, Boston Connects, Inc. (Boston Empowerment Zone), the local Action for Boston Community Development (ABCD) Neighborhood Center and the Community Development Corporation(s) serving the neighborhood in which the project is located.

With regard to **monitoring & reporting**: For all covered housing construction and rehabilitation projects, regardless of the amount of the contract or subcontract, we require our project managers to obtain from the developer and submit a completed Contract and Subcontract Activity Form (HUD-2516) with the final requisition upon completion of the project. The requested contractor and subcontractor data, including the Section 3 status, is to be completed for all contractors and subcontractors receiving more than \$10,000.

The following **additional requirements** will apply to those projects receiving more than \$200,000 and having one or more contracts or subcontracts greater than \$100,000. DND Project Managers will be required to submit Part I (Employment and Training) of the Section 3 Summary Report (HUD Form 60002) and the DND Section 3 Project Checklist. DND has developed certification forms for Section 3 businesses and Section 3 residents.

b) Section 3 Compliance

The City of Boston submits separate Section 3 Annual Summary Reports (HUD 60002) for each of its HUD funding sources. A copy of a recent report, for one of our programs, is provided in **Attachment 24**. The City of Boston is included in the **“Listing of Agencies That Have Complied with Section 3 Reporting Requirements”** posted on HUD’s website as of February 19, 2010. Here is the URL for the Listing:

http://portal.hud.gov/hudportal/documents/huddoc?id=DOC_4223.pdf

EXHIBIT D. *Vision for Neighborhood*

D.1: Goals and Outcomes

The following is a summary of the major desired outcomes of the Transformation Plan for the *Quincy Corridor* neighborhood.

Reduction in Violent Crime: As documented in Attachment 24 of our Round 1 submission, the Part 1 Violent Crime rate for the neighborhood is almost 24 per thousand, more than double the citywide rate of about 11.5 per thousand. Our short term goal is to reduce the gap in the violent crime rate in the neighborhood compared with the citywide rate by 50%, from 24 per thousand to 17.75 per thousand in three years and our long term goal is to reduce the rate to the citywide rate of 11.5 per thousand. Strategies to be employed include increased community policing, the Boston Police Department's Partnerships Advancing Communities Together (PACT) program, which combines the efforts of police, street workers, the courts, and education and job programs to target 240 Boston gang members, who are considered responsible for the majority of the city's violence, neighborhood watches, summer jobs programs and social service programs targeting at-risk "transition age" youth and the Boston Public Health Commission's Grove Hall Violence Intervention Program (VIP). We will track progress annually through the Boston Police Department's Part 1 violent Crime data.

Reducing the Concentration of Poverty: As documented in Attachment 9 of our Round 1 submission, the Persons in Poverty rate is 32.67% and the Extremely Low Income Household rate is 38.97%. Another important goal of the Transformation Plan is to reduce the number and proportion of households in the neighborhood living in poverty through a combination strategies, including assisting households to qualify for the Earned Income Tax Credit, mixed-income housing development, increasing household income through job training and placement and

expanding the number of economic opportunities in the neighborhood through economic development programs such as the Grove Hall Main Streets program and providing financial assistance for commercial development projects with CDBG and the Section 108 program. Our short term goal is to reduce the % of persons in poverty from nearly 33% to 25% in five years and our long term goal would be to bring it into parity with the citywide rate of 19% in ten years. We will track progress using the American Community Survey's 5 Year Estimates data on poverty for the Census tracts in which the neighborhood is located.

Reducing Severe Housing Cost Burden: Many families and individuals in the neighborhood, pay a very high proportion (50% or more) of their household income for rent, leaving them very little resources for other basic needs. This is especially true for seniors and households with extremely low incomes (incomes under 30% of the Area Median Income). One of the goals of our Transformation Plan for the neighborhood is to reduce the number of lower-income households experiencing severe housing cost burdens (paying more than 35% or more of their household income for rent). Strategies to be employed include development of additional affordable housing for the elderly under the Section 202 program, developing additional housing for low-income families with project-based subsidies (including mixed-income housing), assisting more households to apply for and obtain public housing or Section 8 vouchers and to assistance to families living in subsidized housing to improve their incomes.. We will track progress using the American Community Survey's 5 Year Estimates data on the number of renter households whose gross rent as % of household income (GRAPH) exceeds 50% and the number of households with incomes under \$35,000 whose GRAPH exceeds 30%. Our short term goal is to reduce each of these numbers by 2% per year. Our long term goal is to reduce the % of renter households with GRAPHS exceeding 50% and reduce the % of low-income (under \$35,000)

renter households with GRAPHS exceeding 30% down to the citywide percentage. We will track progress using the American Community Survey's 5 Year Estimates data on the number of renter households whose gross rent as % of household income (GRAPH) exceeds 50% and the number of households with incomes under \$35,000 whose GRAPH exceeds 30%.

Addressing Vacant and Abandoned Properties: As we pointed out in the Neighborhood Component Description of our Round 1 submission (pages 37), there are a significant number (14) of abandoned/distressed and foreclosed (25) REO properties in the neighborhood. In addition, there are many City-owned tax-foreclosed commercial properties and vacant land parcel sand privately-owned vacant properties in or adjacent to the target neighborhood. These vacant properties are a blighting influence on the neighborhood, deter private investment and attract illegal or dangerous activity including drug dealing, prostitution and auto chop shops. Our short term goal is reduce these numbers by 1/3 in 3 years and our long term goal is to reduce the numbers by 50% in 5 years.. As described in Exhibit D.2, "Alignment with Existing Efforts", the City and its partners are employing several strategies to address these properties, including the Blue Hill Avenue Initiative, the Fairmount Corridor Collaborative, the Neighborhood Stabilization Program and the Dacia Foreclosure Intervention Team (FIT) target area. Our goal is to take action leading to the disposition and redevelopment of all of the City- owned tax-foreclosed properties located within the target area as well as major parcels adjacent to the neighborhood within the 5-year Choice Neighborhoods performance period. This would also include major privately-owned sites near the Woodledge/Morrant Bay development such as the former Pearl Meats Factory and the vacant commercial buildings at 259 Quincy Street. We plan to utilize the requested \$3,075,000 in Choice Neighborhoods "critical community improvement" funds to promote economic development projects on such parcels that will create jobs for local

residents, or otherwise utilize vacant parcel for productive uses (e.g., community gardens or lot lots, etc.) and leverage substantial additional private and public investment. We will require each project to leverage at least \$1 in additional private or public financing for every \$1 of Choice Neighborhoods funding requested. Priority will be given to projects with the greatest benefit or impact on the residents of the Woodledge/Morrant Bay development. The funds will be made available through one or more of the Department of Neighborhood Development's existing programs, including the Commercial Real Estate Development program, Grassroots (open space and community gardens), Partners-with Non-Profits (facilities improvements) and Property Disposition. If funded, we will work with Project Right, the Dudley Street neighborhood Initiative and our other community partners to establish a complete and prioritized baseline list of City-owned and other key vacant/abandoned properties and report on the actions taken, progress made and the outcomes achieved quarterly. We will track the number of REOs and abandoned/distressed properties through the annual survey of such properties which we have been conducting since 1997.

Properties already identified for inclusion in the Transformation Plan include:

- 1) Former Pearl Meats Factory on Quincy Street now owned by Dorchester Bay EDC
- 2) 259 Quincy Street, a former commercial building now owned by Dorchester Bay EDC
- 3) The City-owned properties being redeveloped as the mixed-use Quincy Commons project by Nuestra Comunidad CDC,
- 4) The three City-owned parcels to be redeveloped by Dorchester Bay EDC as part of the Woodledge/Morrant Bay housing development
- 5) The large tax-foreclosed commercial/industrial property now-owned by the City at 65 East Cottage Street. This is located outside but directly adjacent to the Quincy Corridor

neighborhood and its redevelopment will benefit the neighborhood. We will not use Choice Neighborhoods funds for this project.

D.2 Alignment with Existing Efforts

This Choice Neighborhoods application and the Transformation Plan for the *Quincy Corridor* Neighborhood build on several existing and ongoing efforts to improve this neighborhood as shown on the “Alignment with Existing Efforts” map in **Attachment 9**, including:

Circle of Promise: a comprehensive community integration plan announced by Mayor Menino in February of 2010 to transform public education in Boston and provide greater opportunity for young people and their parents by implementing place-based supports, boosting student achievement and eliminating the cycle of poverty. The Circle of Promise is a 5 square mile area (the large circle on the map) that encompasses some of Boston’s most impoverished neighborhoods in Roxbury and Dorchester, including the *Quincy Corridor* neighborhood. The Burke School is located within the target area and is one of the 10 underperforming schools slated for transformation as part of the Circle of Promise.

Promise Neighborhoods: The Department of Education recently awarded the Dudley Street Neighborhood Initiative (DSNI) a Promise Neighborhoods Planning Grant for a target area (shown with a blue dotted line as DSNI Triangle on the map) which includes the entire *Quincy Corridor* Choice Neighborhoods Target area. DSNI is the Principal Neighborhood Partner for the Choice Neighborhoods application. If funded, the Education component of the Choice Neighborhoods implementation grant will be closely coordinated with the Promise Neighborhoods Planning Grant.

Blue Hill Avenue Initiative: In 1994 Mayor Menino announced the creation of the Blue Hill Avenue Initiative and the establishment of the Blue Hill Avenue Task Force. The focus of the

Initiative is the revitalization of the one mile stretch of Blue Hill Avenue from Grove Hall to Dudley. So far this city/community partnership has resulted in the investment of over \$90 million in the neighborhood, the production of 200 units of affordable housing and the creation or retention of over 550 jobs. The section of Blue Hill Avenue targeted by the Initiative constitutes the western border of the *Quincy Corridor* target area (Blue Hill Ave Initiative Corridor on the map).

Neighborhood Stabilization Program (NSP) and Foreclosure Intervention Target (FIT)

Area: The *Quincy Corridor* Neighborhood is located within the target area for Boston's HUD-funded Neighborhood Stabilization Program to acquire and rehabilitate foreclosed properties. In addition, the northwest quarter of the Quincy Corridor neighborhood is included in the Dacia FIT area (blue boundary on the map), a high-foreclosure focus area within the NSP target area (green boundary on the map).

Fairmount Corridor Collaborative: The eastern boundary of the Quincy Corridor neighborhood is marked by the Fairmount Commuter Rail line (purple rail line on the map), the focus of a collaborative of Community Development Corporations working together to jointly undertake smart growth transit-oriented development in the half-mile wide corridor along this transit line. Dorchester Bay Economic Development Corporation is a member of this collaborative and a Co-Applicant with the City of Boston in Choice Neighborhoods application.

Boston Main Streets: In partnership with the National Trust for Historic Preservation and local businesses, the City of Boston has created 20 neighborhood business district revitalization target areas. The Greater Grove Hall Main Streets District includes Washington Street (southern boundary of the *Quincy Corridor* neighborhood) and Blue Hill Avenue (western boundary of

Quincy Corridor). The Main Streets districts are shown in orange on the map. A small portion of the Uphams Corner Main Streets is also included in the *Quincy Corridor* neighborhood.

Empowerment Zone: Several of Boston's low-income neighborhoods, including most of the Quincy Corridor neighborhood, are located within Boston's Federally-designated Empowerment Zone (indicated in yellow on the map). All Empowerment Zone designations terminated in December of 2009, but were extended recently by Congress until December of 2011. The Empowerment Zone has also been designated as a Neighborhood Revitalization Strategy Area (NRSA) under the Community Development Block Grant program through 6/30/2012. If this proposal is funded, the City will seek to have the *Quincy Corridor* neighborhood designated as its own NRSA through 9/30/2015 and will submit the Transformation Plan as the plan for the Quincy Corridor NRSA.

D.3 Access to amenities

The Woodledge/Morant Bay (hereinafter known as *Quincy Heights*), is a scattered site development consisting of 129 units in 11 buildings clustered around Quincy Street. The geographic center of the target housing project falls at approximately 200 Quincy Street. Based on a selective listing of existing amenities only, there are a wide variety of 50 existing amenities in all four amenity groupings (as detailed in NOFA table, page 38) located within a 1 mile radius of the geographic center of the target housing project. **Attachment 25** includes a map showing the location of the 50 existing amenities and a table with a sampling from each amenity grouping. This satisfies both the criteria for the 2 points in rating sub-factor (a) and the 1 point for sub-factor (b). The Super Stop & Shop at the Grove Hall Mall satisfies the criteria for the 1 point is sub-factor (c) for having a fresh food retail establishment within 1 mile of the target housing project.

D.4 Anchor Institution Engagement

Anchor Institutions Located Inside the Target Neighborhood

The major anchor institution located within the Quincy Corridor target neighborhood is the Salvation Army's recently opened 6.5 acre, \$115 million Ray and Joan Kroc Corps Community Center, the largest social service facility in New England history. The Salvation Army, the Menino administration, and a committee headed by longtime Boston banker John Hamill raised \$35 million in private funds to help complete construction. A total of \$115.5 million has been funneled into the project, with more than half of the money directed towards construction and land acquisition. Of that, \$50 million has been placed into an endowment fund to cover half of the Kroc's \$4 million annual operating budget. The following foundations, companies and individuals contributed \$100,000 or more as part of that private fundraising campaign: Amelia Peabody Charitable Fund, Bank of America, Citizens Bank Foundation, Gary Countryman, Paul & Phyllis Fireman Foundation, John Fish – Suffolk Construction Red and Blue Foundation, The Flatley Foundation, John and Kathryn Hamill, Hill Holliday, Jack Connors Family Foundation, Ted and Bessie Kelly, Liberty Mutual Foundation, The Ludcke Foundation, MFS Investment Services, Andrew and Gail Mills, NSTAR, Thomas Phillips, Arthur Remillard Family Foundation, Mable Louise Riley Foundation, Raymond Russell, Alfred Sawyer Trust, The Schrafft Foundation, Sovereign Bank of New England Foundation, David and Stephanie Spina, the Strate Family and Friends in memory of Ann Strate, Edwin Webster Foundation, James and Jane Wilson.

The construction of the Kroc Center created dozens of employment opportunities for local workers and small business owners to work alongside development giant Suffolk Construction. Fifty one percent of the workforce is made up of residents living within a mile

radius of the Kroc Center, 51 percent of all workers are from minority groups, and 15 percent of all construction crews are female, making it one of the most diverse work sites in city history. The Salvation Army and Principal Neighborhood Partner Dudley Street Neighborhood Initiative worked closely to ensure that roughly one in every five workers is an apprentice, offering individuals exposure and experience working on a major construction project that could open doors to future employment. In addition, the Salvation Army will offer job training and employ more than 25 residents in full-time and roughly 80 more in part-time positions at the Kroc Center.

Anchor Institutions Located Outside the Target Neighborhood

In addition to the Kroc Center, there are several other Anchor institutions located outside the neighborhood that are actively engaged in improving the Quincy Corridor Neighborhood.

Boston College and the Winthrop School

In the spring of 2006, Mayor Thomas M. Menino challenged the presidents of Boston College, Boston University, Harvard University, Northeastern University, and Tufts University to join the Boston Public Schools (BPS) in their efforts to close the achievement gap. The universities responded by designing and launching Step UP, a partnership with BPS and the City of Boston that harnesses universities' expertise, intellectual resources, and substantial experience in public education outreach to deliver targeted services to ten underperforming Boston schools.

Step UP recognizes that a child's ability to learn can be affected by a variety of factors, both in the classroom and outside of school. To help improve student performance, Step UP provides comprehensive, coordinated services in response to needs identified by ten schools in Boston.

The universities work together in a coordinated fashion to provide a comprehensive set of learning support services to ten Boston Public Schools. Specifically, each university is paired with two Step Up schools and charged with developing a set of support mechanisms for students and teachers. Over the course of the five year initiative, the partner universities are investing \$5 million in direct services to the schools and an additional \$5 million in in-kind and other support services.

- BC implemented two three-year Collaborative Fellows Grants. The curriculum and findings from both grants will be shared with all Step UP schools. “Genres of Writing: A Team-Based Intervention” focuses on developing and implementing a curriculum for teaching writing, as well as on researching the impact of a genre-based approach to students’ writing. Teachers and the BC team assessed the skills students need to successfully complete MCAS examinations that require writing. Teachers then developed a curriculum for grades, four and five which helps students analyze the genres of writing samples in each subject, and answer associated questions.
- Three Boston College Donovan Urban Teaching Scholars completed their pre-practicum experiences at the Winthrop in the fall, and all three scholars remained at the Winthrop for the five-day-a-week practicum in the spring, in grades, one, three, and five.
- In collaboration with the Winthrop Family and Community Outreach Coordinator offered two workshops at the Thinking about the Future event at the Winthrop. One workshop shared the story of a Latina graduate-student’s path to college; the other in partnership with minority recruitment officers from MIT, Harvard, Spelman, Tufts, and Boston College Financial Aid, provided families with information about financial aid and the college application process.

Harvard University and Winthrop School

Harvard supported two after-school programs (62 children) at the Winthrop, providing a fall orientation to the SmartTALK program, as well as three separate professional development sessions for all after-school staff during the year. HASI provided additional homework supplies and other materials to supplement and refresh the SmartTALK kits from 2007-2008 and new activity guides to help improve use of the SmartTALK materials. In addition, a HASI staff member conducted weekly coaching visits from November to June at the Winthrop to further solidify the inclusion of the SmartTALK materials and philosophy in the after-school programs. Finally, to extend the learning beyond after-school time, HASI conducted an ELA-focused family night and gave materials to every family for use at home.

University of Massachusetts and the Burke School

Initiated in 1989 by the University of Massachusetts Boston, the Admission Guaranteed Program guarantees admission to the University for students enrolled at the Jeremiah E. Burke High School. Recruitment for the program is focused primarily on ninth graders. Through Admission Guaranteed, students who take courses in the required subject areas and meet specific program criteria are assured of admission to the University. The program is part of UMass Boston's continuing commitment to its role as a public urban university.

The goals of Admission Guaranteed are:

- To help students and their parents formulate clear educational goals and the steps necessary to achieve them.
- To provide concrete incentives for students to achieve at a higher level.

- To increase student's awareness of available opportunities for post-secondary education.
- To raise the level of student's preparedness for higher education.
- To provide support for the target schools in their efforts to help students with the process of applying for admission to college and seeking financial aid.
- To increase the number of graduates from the target schools who go on to enroll in the University of Massachusetts Boston, or in other institutions of higher education.

D.4. Design Narrative

The *Quincy Heights* project primarily involves the renovation of nine noteworthy early 20th century brick rowhouses. Many of these buildings feature fine masonry craftsmanship, such as rounded bays and limestone lintels and sills, that would be prohibitively expensive to replicate today. The restoration of these buildings not only provides high quality housing for its residents, but also preserves important neighborhood architectural resources. These gracious, neighborhood scale buildings have helped strengthen and organize the built environment in this area for more than a hundred years.

The development plan also involves the demolition of two similar properties that have greatly deteriorated and have severe structural issues. The removal of these buildings, in combination with the acquisition of adjacent properties, provides an opportunity to develop a replacement housing site that is less dense, and includes amenities such as recreational nodes, open space, and linked walkways. The replacement housing site plan provides space for on-site parking, which was completely lacking in the original development. Passive and active play areas are developed in the interior of the site, away from the street traffic, but easily overseen by residents from their apartments. *Quincy Heights* is fortunate to have both internal recreation spaces and access to easily walkable neighborhood parks and services.

The redevelopment of what amounts to an entire city block, greatly enhances the surrounding area, and relieves the area of a number of vehicles that currently utilize street parking. The compact nature of this neighborhood with walkable sidewalks and access to both public buses and trains makes this an attractive and sustainable development. The neighborhood is located within steps of the future new stop on the T at Ceylon Street, and within a ½ mile of the newly renovated Upham's Corner station- all part of an exciting regional transportation effort to revive an underutilized commuter rail line.

Activities adjacent to the Quincy Street corridor, where the project is located, are mixed use, light industrial, and service oriented. The corridor, long-neglected and home to a number of outmoded commercial uses, is the target of an ambitious planning initiative led by a coalition of community development agencies. The initiative, Boston's Newest Smart Growth Corridor, encourages the development of livable urban villages, in concert with job creation, and suitable economic development. In keeping with the initiative's intent, the developer is developing Quincy Heights, and will shortly be redeveloping a adjacent site, formerly a "meat factory", into a small business center.

Both the existing and planed new buildings respect the residential character of the neighborhood by maintaining three story or less heights. The new designs pick up many of the rich details of heavily corniced and soffited gable architecture in the immediate neighborhood. Although the *Quincy Heights* project is affordable, the neighborhood will continue to include more market rate homes, and as such, the development team has created roomy and comfortable homes that are consistent with, and complementary to, present and future market-rate housing stock. The project, when redeveloped, will provide the exact number of units and bedroom mix

as it was originally construed. As such, returning families will be provided with a bedroom configuration as they previously had, or that is appropriate to their family size.

A key “community building” element of our project is the incorporation of a large meeting room. The meeting room, located at the corner of Quincy and Magnolia, will accommodate large scale meetings of 100 community residents. Community building and networking will also be supported and encouraged by broadband internet connectivity to be made available to all units.

The new construction site plan emphasizes the segregation of play areas away from the busy streets and creates both eyes on the streets as well as on the play areas. The *Quincy Heights* specification includes state of the art closed circuit cameras for the management to monitor both interior common space as well as exterior walks, play, and parking areas. The interior courts are defensible, highly visible, and secure for children to play in.

The development plan includes the removal of a great deal of macadam that were covering potential recreation space in the backyards of Dunkeld, Woodledge, and Magnolia. In doing so, we are lessening the urban heat island effect and increasing water infiltration, lessening the burden on the storm sewer system. Our specification for both phases of *Quincy Heights* call for hardy landscaping for our tough New England winters but require native species and drought tolerant choices. We will limit turf grasses to only those areas that can and should be walked or played upon and our specifications include Integrated Pest Management to minimize the use of untargeted pesticides.

EXHIBIT E. *Soundness of Approach*

E.1. Organizational Framework for Implementation

Our Partnership Legal Agreement is provided in **Attachment 16**.

As we do with many other HUD grants, including CDBG, HOME and the McKinney-Vento Continuum of Care funds, the City of Boston's Department of Neighborhood Development will serve as the recipient of the requested \$20,500,000 in Choice Neighborhood funds and be responsible for the overall administration, financial management, monitoring, compliance and reporting for the program. DND's Neighborhood Housing Development (NHD) division will be responsible for developing a grant agreement (contract) for \$12,300,000 with Dorchester Bay EDC for the redevelopment of the Woodledge/Morant Bay (to be renamed *Quincy Heights*) development and will provide oversight and project management by a development officer through completion and re-occupancy of the project.

DND will sub-grant \$3,075,000 (15%) of the Choice Neighborhoods funds to the City's Office of Jobs and Community Services (JCS) for the Supportive Services component of the Transformation Plan. As it currently does with its annual subgrant of CDBG funds, JCS will procure the agreed upon services via a Request For Proposals (RFP). The RFP will be developed with input from the Steering Committee of the Circle of Promise, Project RIGHT, the Dudley Street Neighborhood Initiative (DSNI) and the Boston Public Schools. JCS will be responsible for executing the service contracts and for the administration, monitoring and reporting on the procured services. In conjunction with the sub grant for services, DND will in addition provide JCS with \$307,500 (15%) of the requested administrative funds to support their costs of administering the supportive services portion of the grant.

The Department of Neighborhood Development's Office of Business Development (OBD) will administer the \$3,075,000 (15%) of Choice Neighborhood funds requested for

Critical Community Improvements. OBD will select and underwrite projects for funding in consultation with Project RIGHT, DSNI, representatives of the residents of the Woodledge/Morant Bay Development and representatives of the appropriate neighborhood association(s).

Co-Applicant Dorchester Bay and Quincy-Geneva Housing will implement the day-to-day development and asset management activities of the *Quincy Heights* development. Additionally, as detailed in the Partnership Agreement, they will provide a range of supportive and referral services to the housing development and *Quincy Corridor* residents.

Principal Education Partner, Boston Public Schools (BPS), will implement the education programs in the Quincy Corridor area's five schools. Again, please see the Partnership Agreement for complete details on the existing program and services, the planned expansion with Choice Neighborhood funds and the partnerships and collaborations that support the educational goals of the BPS and the *Quincy Corridor Transformation Plan*.

Neighborhood Partners Dudley Street Neighborhood Initiative (DSNI) and Project R.I.G.H.T will work closely with all Partners, residents, community groups and stakeholders to achieve the key People, Neighborhood and Educational goals of the Transformation Plan. Their role is critical to the Transformation Plan's success to engage residents and key groups to convene, coalesce around the shared vision for *Quincy Corridor* and to use this collective action to implement the successful strategies outlined in the Plan.

E.2. Resident and Community Engagement

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 Applicant (DND) and Co-Applicant (DBEDC) began working with the

residents and community on the redevelopment process for Marrant Bay/ Woodledge into *Quincy Heights* in January of 2008. In collaboration with Neighborhood Partners DSNI and Project RIGHT, and the Marrant Bay Tenants Association, a series of nine public meetings were held in 2010 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. Our Round 1 Choice Neighborhood *Quincy Corridor Transformation Plan* reflected the issues and concerns raised at these meetings.

Engagement with the Residents and the larger community has been ongoing since our Round 1 submission in December 2010: 1) 5 monthly meetings were held with abutting neighborhood resident groups of *Quincy Heights* and the Development Team; 2) An April 2011 meeting with the City's Planning Department. In addition, a description of the planned Choice Neighborhoods application and an overview of the Transformation Plan was included in our draft Program Year 2011 HUD Action Plan which was issued for a thirty day comment period on May 4th. A public hearing on the draft Action Plan was held on May 17th which included a brief discussion of the Choice Neighborhoods proposal.

The most significant input into the Transformation Plan came from the survey of the residents of the Woodledge/Marrant Bay development which was conducted in May 2011. Their responses to the survey identified several service needs (summer camp, after school programs) that were added to the Services Strategy. We were also surprised by the number who identified a need for better transportation despite the relative convenience and frequency of buses. We will need to get a deeper understanding of the transportation problems through further discussion of the issue with the residents and neighbors before formulating a specific strategy to address the issue. We have also received extensive suggestions via e-mail from Project RIGHT,

regarding transportation issues, public safety efforts and public improvements that have shaped the content of the “People” and “Neighborhood” Strategies. Dorchester Bay EDC urged the inclusion in the Transformation Plan of the two large commercial properties they have acquired (Pearl Meats and 259 Quincy St.) and provided detailed information on existing services in the area. The redevelopment of these properties has been included in Exhibit D1 Neighborhood Goals and Objectives.

If the proposal is funded, we will convene quarterly meetings of the partnership in the neighborhood to report on progress made and to receive feedback from the partners and representatives of community organizations and businesses on obstacles encountered and on any problems or concerns as the development proceeds. We will also establish a webpage for the Choice Neighborhoods Initiative on the Department of Neighborhood Development’s website to provide ready access to background on the initiative, quarterly progress reports, updates and other information. It will also include an e-mail link for the public to ask questions, provide feedback or suggestions. Finally, if the proposal is funded, the Department of Neighborhood Development will amend its HUD Consolidated Plan and Program Year 2011 Action Plan to include the Quincy Corridor neighborhood as a Neighborhood Revitalization Strategy Area (NRSA) under the Community Development Block Grant Program. Progress on the Choice Neighborhoods Initiative will then be included in and reported on in the City’s Consolidated Annual Performance & Evaluation Report (CAPER) to HUD and the Initiative will be included the Citizen Participation process for the Consolidated Plan, Action Plan and CAPER.

E.3. Collection and Use of Data to Achieve Core Goals of the Transformation Plan

The Department of Neighborhood Development’s Policy Development and Research Division (PD&R) will be responsible the collection and dissemination of data for the Choice

Neighborhoods Initiative. Analysis of the data will be coordinated by PD&R and conducted in consultation with the other partners in the Choice Neighborhoods Initiative.

Data Sharing: The basic tool for data collection and sharing will be through one or more Excel workbooks shared through Windows Live Skydrive. Skydrive allows secure (password protected) sharing and collaborative editing/updating of Excel and other Microsoft documents. Each partner will be required to update the data elements they are responsible for at least monthly or as appropriate. Only the organization responsible for a particular data element will be able to edit the data but all of the partners will be able to access and view the data.

Data Elements to be Collected:

- **Part 1 Crime Data:** The Boston Police Department will be responsible for providing and updating data on the number and locations of Part 1 crimes in the Quincy Corridor neighborhood.
- **School Performance Data:** The Boston Public School Department will be responsible for providing and updating data on enrollment, drop-out rates, graduation rate, Massachusetts Comprehensive Assessment System (MCAS) performance, “Adequate yearly Progress” under No Child Left Behind and additional data as requested.
- **Resident Data:** Dorchester Bay EDC and/or Quincy Geneva Housing Development Corporation will be responsible for all collection and updating data of data on residents of the Woodledge/Morrant Bay Development, including but not limited to household size and composition, household income, age and sex of household members, school attended for of all school age children in the development, and location and status of all residents during temporary relocation.

- **Real Estate Project Status:** DND/ PD&R will be responsible for collecting and updating data on the status of the Woodledge/Morrant Bay construction project and any and all commercial or residential real estate development activity within the Quincy Corridor neighborhood whether assisted by the City or not.
- **Abandoned/Foreclosed Property:** DND/ PD&R will be responsible for collecting and updating data on the status the number location and status of all vacant and abandoned property in the Quincy Corridor neighborhood and all tax and mortgage foreclosure activity.
- **Sales and Rent Data** DND/ PD&R will be responsible for providing monthly updates on residential sales trends and rent levels for the Quincy Corridor.
- **Economic, Housing and Social Data:** DND/ PD&R will be responsible for collecting and updating data as it becomes available from HUD and the American Community Survey regarding households and persons in poverty, housing cost burden or Gross Rent as Percent of Household Income (GRAPH), unemployment and other basic data.
- **Choice Neighborhoods Funding Awards, Commitments & Expenditures:** DND's Administration and Finance Division will be responsible for providing and updating data on the financial status of the Choice Neighborhood Funds.

Quarterly Accomplishment Summary: Based on the data collected, DND/PD&R will develop a quarterly Choice Neighborhoods Accomplishments tracking report that measures progress towards each of the key goals and benchmarks outlined in the Housing, Neighborhood and People sections of the Transformation Plan. This report will be distributed prior to each quarterly partnership meeting to be reviewed and discussed at the meeting. Any shortfalls can be identified and the partners can strategize about what steps or adjustments need to be made to address the shortfalls.

E.4 Affirmatively Furthering Fair Housing:

In addition to requiring the standard provisions of non-discrimination and equal opportunity, the City, through its Fair Housing Commission (BFHC), implements an Affirmative Fair Housing Marketing Program. Developers and owners of City-assisted housing of five or more units are required to affirmatively market their units to groups least likely to apply for that housing because of its location. In the case of a project such as Quincy Heights which is located in an area with a concentration of low-income persons and persons of color, this would mean marketing the units to eligible households in non-minority neighborhoods and other ethnic communities outside the impacted neighborhood such as South Boston, West Roxbury and Chinatown. The Affirmative Marketing Program requires developers to prepare and implement an Affirmative Marketing Plan for each project which identifies all the steps the developer will take to guarantee fair and open access. The BFHC assists the developer in preparing the Plan which must be approved by the Commission's Director. The BFHC then monitors the developer's progress in complying with the steps of the approved Plan. Specifically, the Commission monitors four levels of compliance:

- (i) the advertisements published and community outreach performed;
- (ii) application distribution and application-taking;
- (iii) the method of selecting tenants or buyers, including lottery procedures;
- and (iv) results-effectiveness of affirmative marketing efforts.

Each level of compliance must be reviewed and approved by the Commission, prior to the developer's proceeding to the next level. All projects that are a part of the *Quincy Corridor* transformation plan will offer opportunities to increase economic and racial and ethnic diversity in the Quincy Corridor by marketing units to populations that are least likely to apply. In the

case of a fully occupied development such as *Quincy Heights*, the developer will be required to affirmatively market the units upon turnover. We do not intend to displace any existing residents.

All rehabilitation and new construction funded with Choice Neighborhoods or carried out as part of the Transformation Plan will be required to comply with the requirements of Section 504 of the Rehabilitation Act of 1973 and Uniform Federal Accessibility Standards. In addition, of the 49 planned new construction units at *Quincy Heights*, 3 will be accessible and an additional 12 will conform to the higher visitability standards in the Round2 Choice Neighborhoods NOFA for a total of 30% of the new units. A certification and additional information is provided in **Attachment 22, Certification of Accessibility, Adaptability and Visitability**.

ATTACHMENTS

Choice Neighborhoods Proposed Budget

Part I: Summary

Lead Applicant Name:	City of Boston, Dept. Neighborhood Dev
Development Name:	Woodledge/Morrant Bay (Quincy Heights)
Summary by Budget Line Item	
	Proposed in Application
1405 Supportive Services	\$3,075,000
1408 Management Improvements	\$0
1409 Evaluation	\$0
1410 Administration	\$2,050,000
1430 Fees and Costs (Accounting)	\$1,997,729
1440 Site Acquisition	\$950,454
1450 Site Improvement	\$0
1460 Dwelling Structures	\$8,611,817
1465 Dwelling Equipment-Nonexpendable	
1470 Nondwelling Structures	
1475 Nondwelling Equipment	
1480 Critical Community Improvements	\$3,075,000
1485 Demolition	
1495 Relocation Costs - Residents	\$740,000
1495 Relocation Costs - Non-Residents	
Total Funds Requested	\$20,500,000

Lead Applicant Name: City of Boston
 Development Name: Woodledge/Morrant Bay (Quincy Heights)

Budget Line Item Number	Description of Proposed/Approved Action Use of Additional Authorized Funds	Proposed Budget (All phases)
<i>Total Funds Requested for this BLI</i>		\$ 8,611,817.00

1470	Nondwelling Structures	
<i>Total Funds Requested for this BLI</i>		-

1475	Nondwelling Equipment	
<i>Total Funds Requested for this BLI</i>		-

1480	Critical Community Improvements	
	(Projects to be determined post-award following underwriting, community review and recommendation)	\$ 3,075,000.00
<i>Total Funds Requested for this BLI</i>		\$ 3,075,000.00

1485	Demolition	
<i>Total Funds Requested for this BLI</i>		-

1495	Relocation Costs - Residents	
		\$ 740,000.00

Lead Applicant Name: City of Boston
 Development Name: Woodledge/Morrant Bay (Quincy Heights)

Budget Line Item Number	Description of Proposed/Approved Action Use of Additional Authorized Funds	Proposed Budget (All phases)
<i>Total Funds Requested for this BLI</i>		\$ 740,000.00

1495	Relocation Costs - Non-Residents	
<i>Total Funds Requested for this BLI</i>		\$ -

Total Funds Requested \$ 20,500,000.00

CHOICE NEIGHBORHOODS IMPLEMENTATION GRANTS
Sources and Uses: Housing

Round 2

Uses (\$)*	Choice Neighborhoods Use: Quincy Heights (\$)	+	Non-Choice Neighborhoods Use: Quincy Heights (\$)	+	Non-Choice Neighborhoods Use: Quincy Commons (res.)(\$)	+	Non-Choice Neighborhoods Use: Uphams West*(\$)	=	Total
Acquisition									
Site Acquisition	190,091.00		988,031.00		896,724.00				2,074,846.00
Building Acquisition, Rehabilitation	760,363.00		3,952,126.00		8,891,346.00		856,730.77		5,569,219.77
Construction									
Direct Construction Budget	7,999,830.00		23,290,244.00				1,136,267.31		32,426,341.31
Hard Cost Contingency	611,987.00		1,781,704.00				113,627.08		2,507,318.08
Environmental Allowance					1,878,650.00		22,153.85		22,153.85
General Development Costs									
Architectural & Engineering	642,729.00		911,244.00				117,692.31		1,671,665.31
Survey & Permits			381,621.42				9,692.31		391,313.72
Clerk of the Works			223,776.00				8,307.69		232,083.69
Environmental Engineer	50,000.00		27,500.00				51,923.08		129,423.08
Bond Premium			421,047.06				13,500.00		434,547.06
Legal			370,000.00				42,923.08		412,923.08
Title/Recording/Settlement Fees			100,000.00				8,307.69		108,307.69
Accounting/Cost Certification	75,000.00						5,538.46		80,538.46
Marketing & Rent up							1,384.62		1,384.62
Real Estate Taxes During									
Construction			35,000.00				9,692.31		44,692.31
Insurance During Construction			150,000.00				22,846.15		172,846.15
Relocation Costs	740,000.00		145,000.00				27,692.31		912,692.31
Appraisal			58,000.00				12,461.54		70,461.54
Security/Organizing			129,000.00				2,076.92		131,076.92
Construction Loan Interest			827,151.64				16,615.38		843,767.02
Inspecting Engineer			52,500.00				5,538.46		58,038.46
Fees to: MassHousing			1,243,818.83						1,243,818.83
Fees to: DHCD/LIHTC			90,220.68						90,220.68
Fees to MHP/LISC							8,307.69		8,307.69
Fees to Constr Lender							5,538.46		5,538.46
Letter of Credit Fees			42,450.00						42,450.00
Other Financing Fees							8,307.69		8,307.69
Development Consultant			300,000.00				24,923.08		324,923.08
Other: Lender Legal			80,000.00						80,000.00
Other: Project Management			780,000.00						780,000.00
Other: Carrying Costs							32,538.46		32,538.46
Soft Cost Contingency			394,041.00				11,076.92		405,117.92
Reserves, Overhead & Fee									
Capitalized Reserves			2,023,247.00		132,000.00		34,615.38		2,189,862.38
Developer Overhead	660,097.00		960,096.00		616,938.00		137,876.54		2,375,007.54
Developer Fee	569,903.00		1,050,290.00		616,938.00		137,876.54		2,375,007.54
Housing Uses Total	\$ 12,300,000.00	+	\$ 40,808,108.63	+	\$ 13,032,596.00	+	\$ 2,886,032.08	=	\$ 69,026,736.70

*Project has 13 units, of which
9 are in Quincy Corridor area.
Amounts based on 9/13 of
total residential costs.

CHOICE NEIGHBORHOODS IMPLEMENTATION GRANTS
Sources and Uses: Housing

Permanent Sources (\$)				
	Quincy Heights Sources (\$)	Quincy Commons (Residential) Sources (\$)	Uphams West Sources* (\$)	TOTAL
HUD Funds				
City of Boston HOME	750,000.00	1,500,000.00	450,000.00	2,700,000.00
HUD 202		5,305,300.00		5,305,300.00
Mass DHCD HOME	750,000.00	750,000.00	268,269.00	1,768,269.00
Other [Assumed Flex Sub]	4,940,157.00			4,940,157.00
Other [Choice Neighborhoods]	12,300,000.00			12,300,000.00
Other [Enter name]				
Other [Enter name]				
Total HUD Funds	\$ 18,740,157.00	\$ 7,555,300.00	\$ 718,269.00	27,013,726.00
Non-HUD Public Funds				
State Funds				
Housing Stabilization Trust Fund	750,000.00	1,000,000.00	268,269.00	2,018,269.00
CBH		750,000.00		750,000.00
Housing Innovation Fund		750,000.00		750,000.00
Affordable Housing Trust Fund		1,000,000.00	450,000.00	1,450,000.00
Local Funds (Non Applicant)				
Applicant Funds:				
Neighborhood Housing Trust	750,000.00	750,000.00	519,231.00	2,019,231.00
BRA		453,641.00	155,769.00	609,410.00
Other [Enter name]				
Total Non-HUD	\$ 1,500,000.00	\$ 4,703,641.00	\$ 1,393,269.00	7,596,910.00
Total Public Funds	\$ 20,240,157.00	\$ 12,258,941.00	\$ 2,111,538.00	34,610,636.00
Private Funds				
Tax Exempt Bonds	16,065,000.00			16,065,000.00
Taxable Bonds				
Private LIHTC				
Other Equity [state 4% LIHTC]	16,402,952.00			16,402,952.00
Private Lender			297,632.00	297,632.00
Other [FHLB]	400,000.00			400,000.00
Other [MassDevelopment]		255,760.00	51,923.00	307,683.00
Other [Enterprise Green Building]		46,000.00		46,000.00
Other [Neighborhoodworks]		346,796.00		346,796.00
Other [Farnsworth Trust]		100,000.00		100,000.00
Other [LISC]			276,923.00	276,923.00
Other [Energy Star Rebates]			10,384.62	10,384.62
Other [Deferred Developer Fees]			137,631.00	137,631.00
Other [Developer/Sponsor Contrib]		25,100.00		25,100.00
Total Private Funds	\$ 32,867,952.00	\$ 773,656.00	\$ 774,493.62	34,416,101.62
Total Sources	\$ 53,108,109.00	\$ 13,032,597.00	\$ 2,886,031.62	69,026,737.62

*Project has 13 units, of which 9 are in Quincy Corridor Area. Amounts based on 9/13 of total res. sources.

City of Boston Choice Neighborhoods Implementation Grants - Round 2
Sources & Uses: Non-Housing (Attachment #7)

Sources: HUD funds & CDBG

Uses (\$)	Sources		=	TOTAL
	Choice Neighborhoods	Other Sources CDBG		
Administration	\$2,050,000	\$0	\$0	\$2,050,000
Lead Grantee Admin & Planning (DND)	\$1,619,500	\$0	\$0	\$1,619,500
Supportive Services Admin (JCS)	\$307,500	\$0	\$0	\$307,500
Indirect costs & auditing	\$123,000	\$0	\$0	\$123,000
Critical Community Improvements	\$3,075,000	\$525,000	\$750,000	\$4,350,000
Grove Hall Main Streets	\$0	\$150,000	\$0	\$150,000
RESTORE Projects	\$0	\$100,000	\$0	\$100,000
Partners with Non-Profits Projects	\$0	\$125,000	\$0	\$125,000
Commercial Real Estate Development Projects	\$0	\$150,000	\$750,000	\$900,000
Other Critical Community Improvements	\$3,075,000	\$0	\$0	\$3,075,000
Supportive Services	\$3,075,000	\$857,825	\$4,396,340	\$8,329,165
COB/Jobs & Community Services CDBG Programs (JCS)	\$32,040	\$857,825	\$0	\$889,865
COB/Jobs & Community Services New CN Programs (JCS)	\$2,397,960	\$0	\$2,261,970	\$4,659,930
Boston Public Health Commission	\$575,000	\$0	\$1,634,370	\$2,209,370
DSNI & Project RIGHT start-up	\$70,000	\$0	\$0	\$70,000
Open Air Boston	\$0	\$0	\$500,000	\$500,000
	\$8,200,000	\$1,382,825	\$5,146,340	\$14,729,165

Attachment # 9 CHOICE NEIGHBORHOODS MAP

Dudley Street Neighborhood Initiative (DSNI)

**CHOICE NEIGHBORHOODS
PROJECT BOUNDARY**

Winthrop School

Uphams Corner
(station existing)

Dorchester Bay EDC

Haynes EEC

Pearl Meats

Quincy Geneva Housing Corp/New Vision CDC
& Project R.I.G.H.T., Inc.

259 Quincy

Dickerman School

Early Learning
Center East

King Middle School

Grove Hall Mall

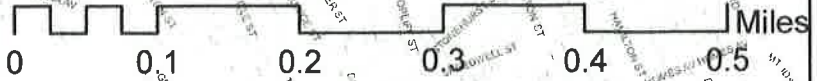
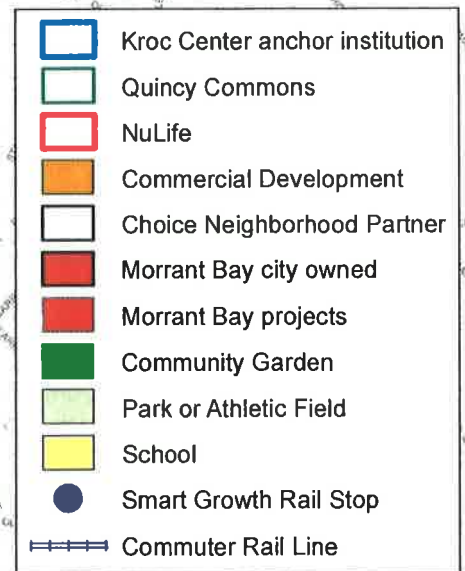
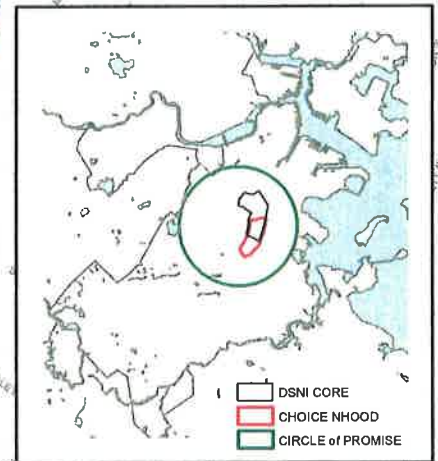
Frederick Pilot Middle School

Burke High School

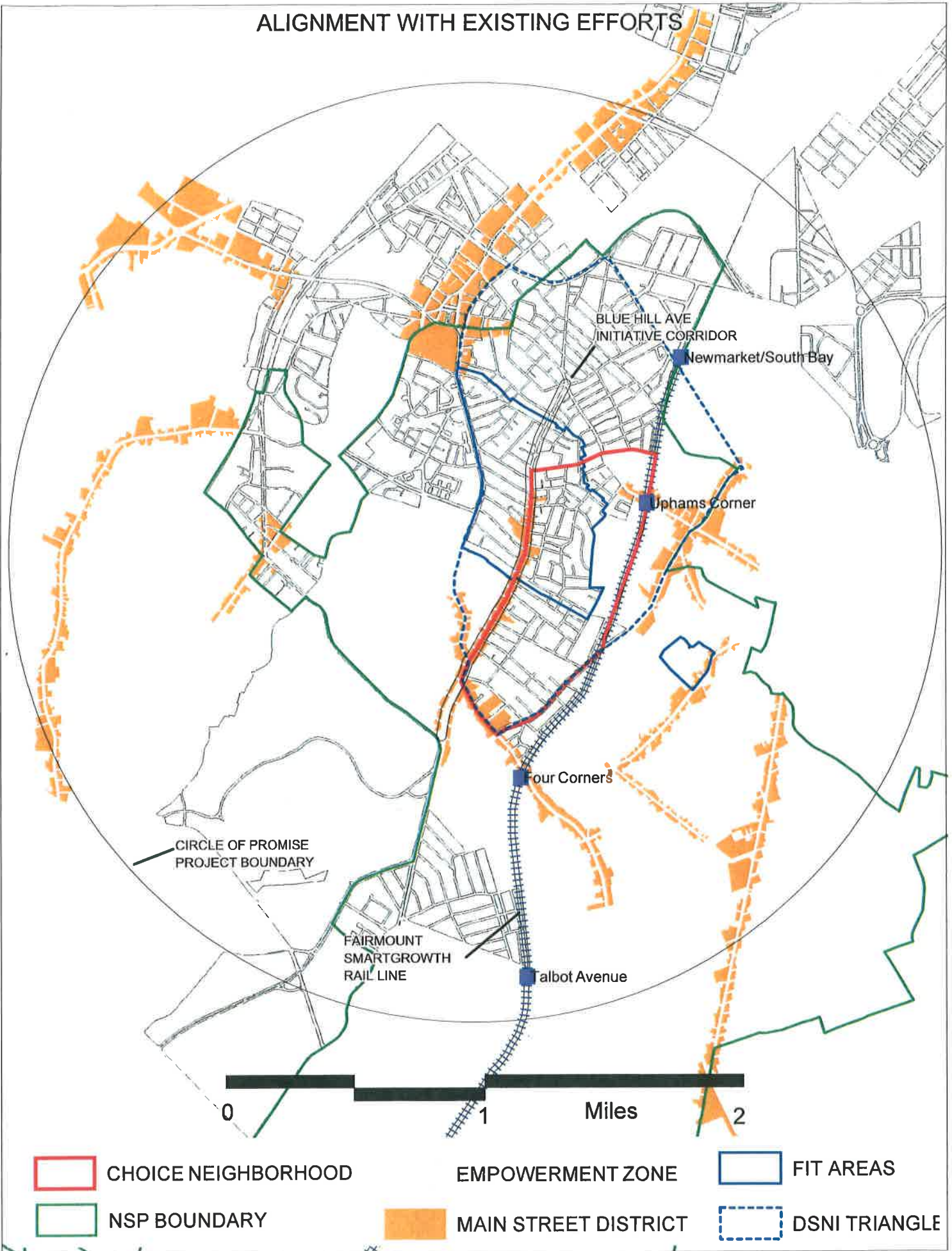
Holland School

(station under construction)

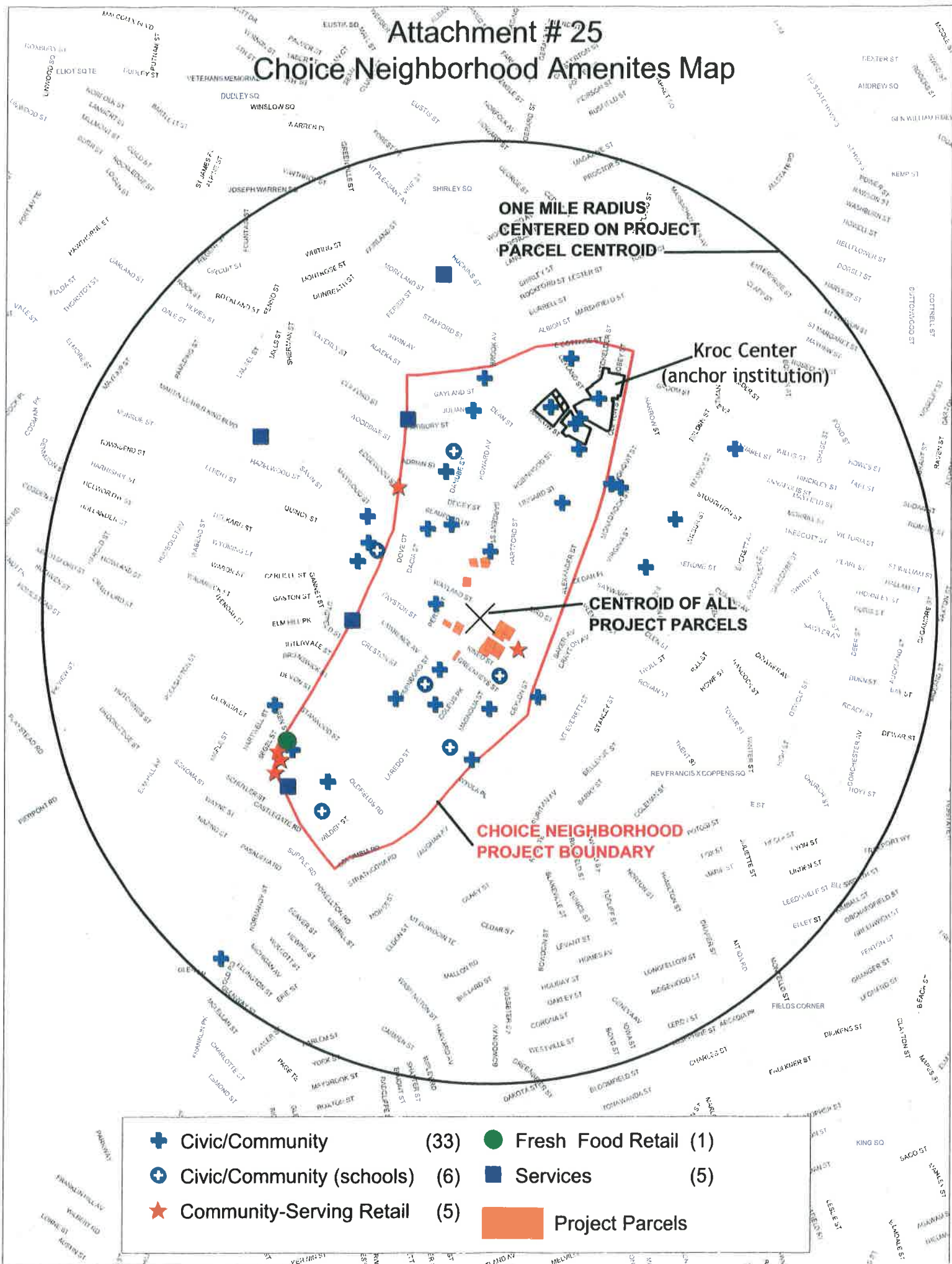
City of Boston, Department of Neighborhood Development, Mapping and Data Services



ALIGNMENT WITH EXISTING EFFORTS



Attachment # 25 Choice Neighborhood Amenities Map



ONE MILE RADIUS
CENTERED ON PROJECT
PARCEL CENTROID

Kroc Center
(anchor institution)

CENTROID OF ALL
PROJECT PARCELS

CHOICE NEIGHBORHOOD
PROJECT BOUNDARY

+	Civic/Community	(33)	●	Fresh Food Retail	(1)
+	Civic/Community (schools)	(6)	■	Services	(5)
★	Community-Serving Retail	(5)	■	Project Parcels	

Attachment # 27 TRANSIT MAP

Quarter mile radius of circle centered on the centroid of the new housing units

UPHAMS CORNER
COMMUTER RAIL STOP

Legend

- Smart Growth Rail Stop
- Commuter Rail Line
- BUS STOP
- BUS ROUTE
- Choice Neighborhood Boundary

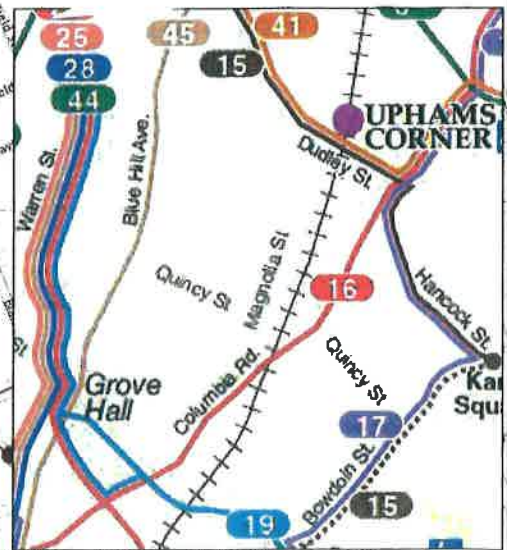
QUINCY HEIGHTS PARCELS

- COB land to DBEDC
- COB land (with bldg?) to DBEDC
- COB land to Marrant Bay?
- DBEDC owns (L-shaped with 2-fam)
- Marrant Bay

Bus Route 45

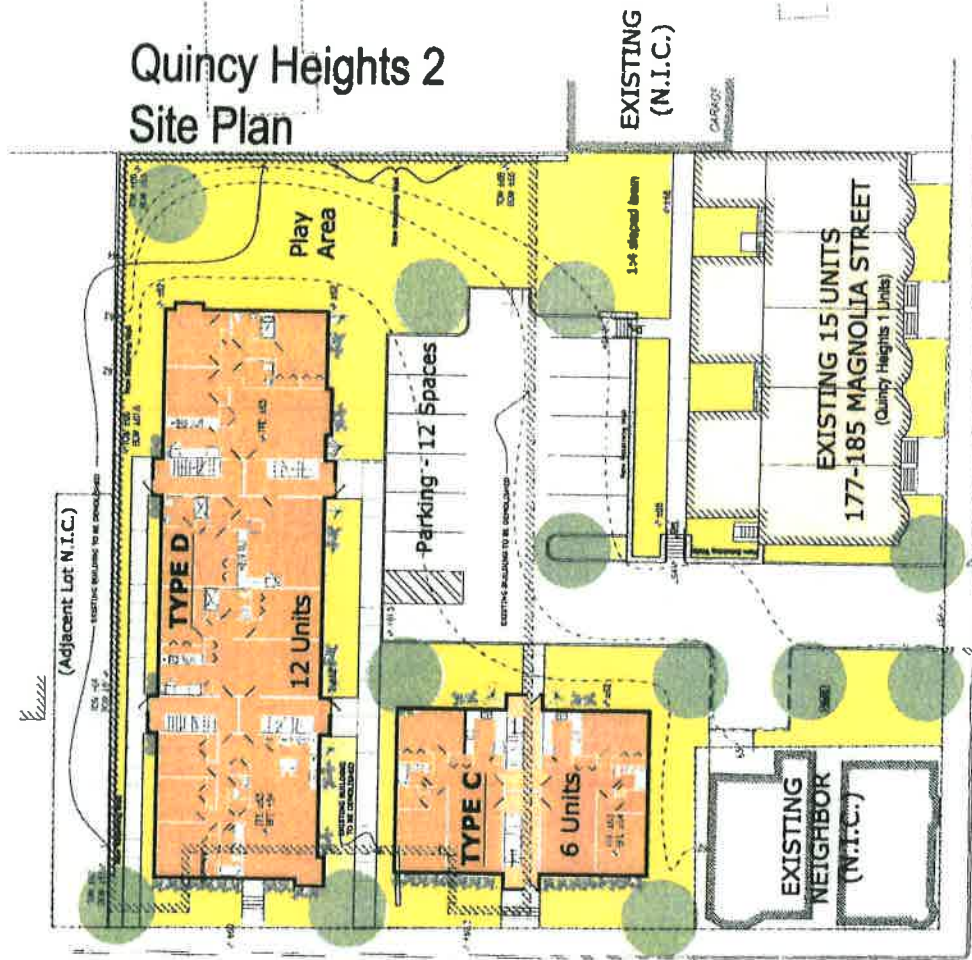
Bus Route 16

Portion of official MBTA bus route map

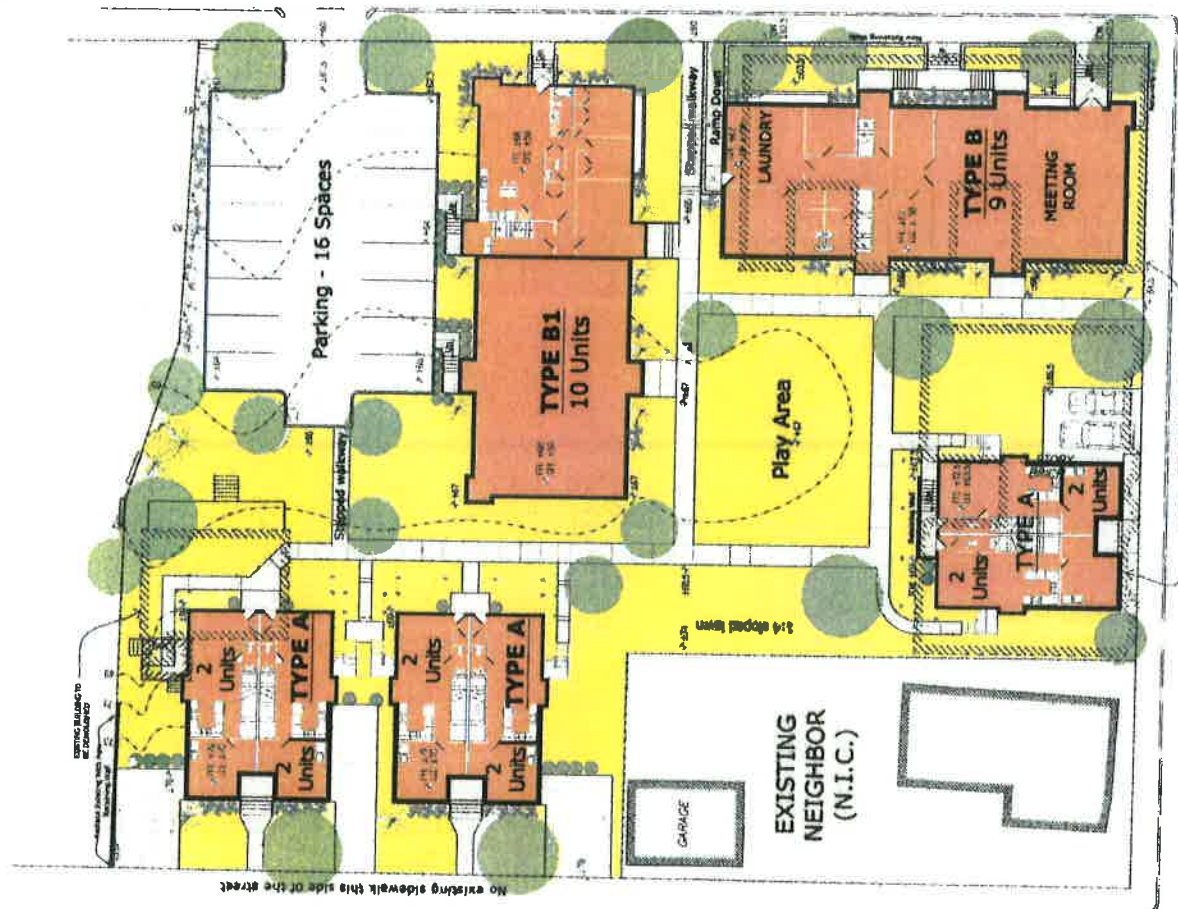


FOUR CORNERS COMMUTER RAIL STOP FUNDED

Quincy Heights 2 Site Plan

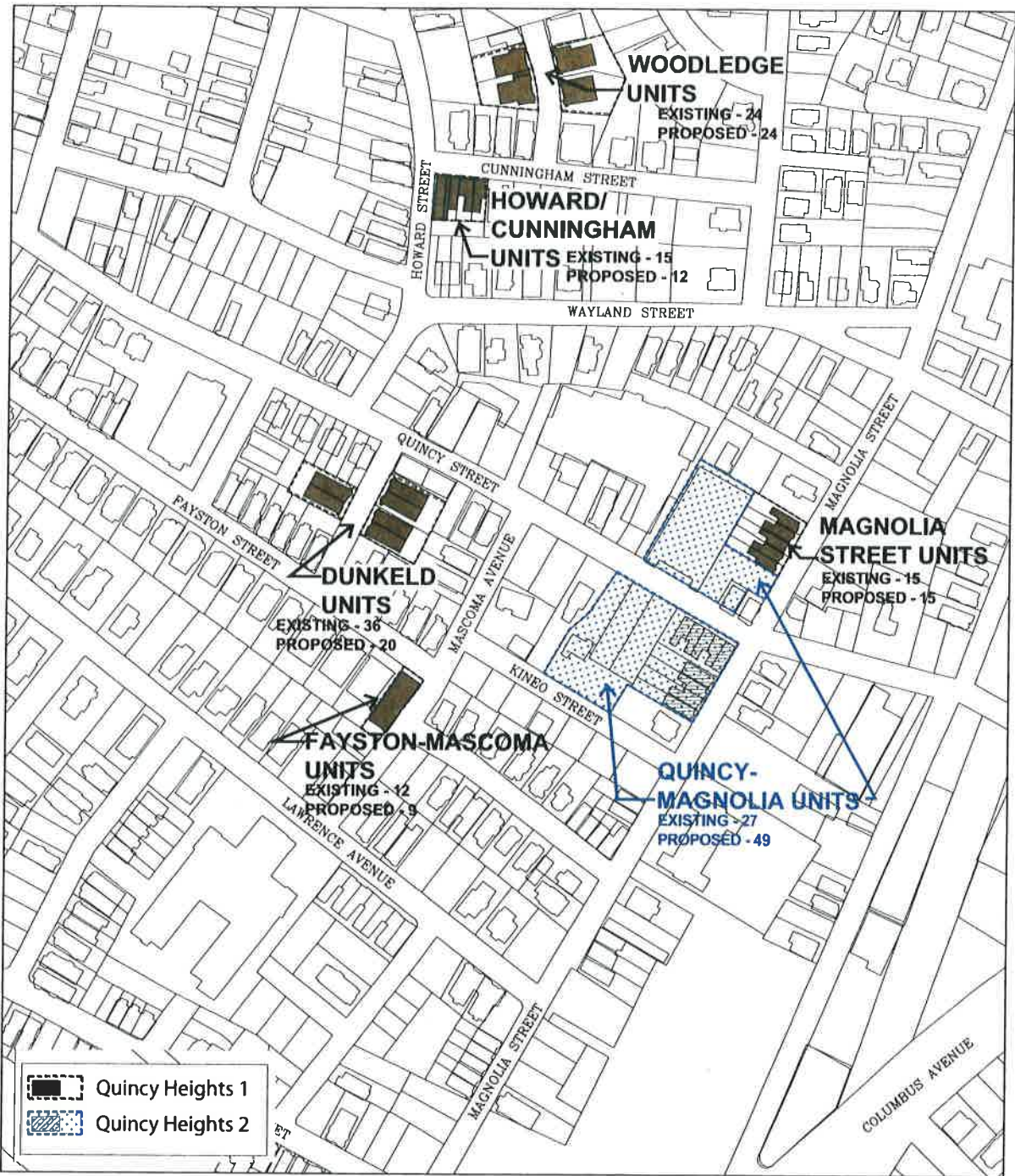


QUINCY STREET



KINEO STREET

MAGNOLIA STREET



Not to scale.

Quincy Heights 1 and 2 Locus Plan