

**Choice
Neighborhoods Implementation
Grant**

**U.S. Department of Housing
and Urban Development**

**OMB Approval No.
2577-0269
(exp. 1/31/2015)**

The public reporting burden for this collection of information for the Choice Neighborhoods Program is estimated to average fifteen minutes, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information and preparing the application package for submission to HUD.

Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions to reduce this burden, to the Reports Management Officer, Paperwork Reduction Project, to the Office of Information Technology, US. Department of Housing and Urban Development, Washington, DC 20410-3600. When providing comments, please refer to OMB Approval No. 2577-0269. HUD may not conduct and sponsor, and a person is not required to respond to, a collection of information unless the collection displays a valid control number.

The information submitted in response to the Notice of Funding Availability for the Choice Neighborhoods Program is subject to the disclosure requirements of the Department of Housing and Urban Development Reform Act of 1989 (Public Law 101-235, approved December 15, 1989, 42 U.S.C. 3545).

**CHOICE NEIGHBORHOODS FY2013 IMPLEMENTATION GRANT
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Exhibit A: Executive Summary

Columbus Metropolitan Housing Authority

Exhibit_A.docx

Summary of Plan: The Transformation Plan (“Plan”) is the result of a two-year planning process for the Near East Side of Columbus, Ohio. Launched by the award of a CNI Planning Grant in 2011, and coordinated by a new 501(c)(3) organization, Partners Achieving Community Transformation (PACT) formed by the Columbus Metropolitan Housing Authority (CMHA), City of Columbus (“CITY”), and The Ohio State University (OSU). The Plan is community-driven and designed, and centers on robust, evidenced-based strategies that build on assets and address the neighborhood’s most critical challenges. The Principle Team Members bring extraordinary capacity, expertise and commitment to the component of the Plan that each will lead. Most importantly, each member understands the critical importance of working collaboratively so that each component is cohesive and complementary with the overall goals of the Plan, benefitting PV residents and neighborhood residents. The Partnership Agreement between all Principal Team Members captures this collaborative approach (see Attachment 5, Exhibit B).

Housing: The Housing Plan is led by a Joint Venture (JV) that leverages the decades of experience and strong capacity of the JV members-- CMHA and national, mixed-income developer, McCormack Baron Salazar. The Poindexter Housing Developer LLC (PHD) will lead on all components of the Housing Plan which completely revitalizes the original PV site and two adjacent parcels located at the northwest corner of the site (for which CMHA has site control). The Housing Plan replaces the 414 severely distressed public housing units approved for demolition by HUD with a new 449-unit mixed-income, multi-generational community. The new housing will be sustainably designed, constructed and managed to high quality, market rate standards around completely redeveloped and reconnected streets and infrastructure. The combination of unit types-- 208 public housing replacement (of which 157, or 75% use PBV’s), 87 LIHTC-only, and 154 market rate-- complies with HUD’s one-for-one waiver approval, meets the needs of returning PV resident and the market demand (see Att. 36), ensures long-term affordability, and will attract an economically and racially diverse population. Two original PV buildings will be preserved and re-purposed as non-residential, and the PV Community Center will be redeveloped. **Leverage:** \$63.9 million **Total CNI:** \$20.8 million **Ratio:** 3.07:1.00

People: The People Strategy is focused on PV residents' needs and aspirations as captured in the Resident Needs Assessment, and will be led by national non-profit Urban Strategies, Inc. in collaboration with CMHA, Principal Team Members, and local partners. Critical resident needs identified for PV residents are very comparable to those of the broader Near East Side, but are significantly more pronounced, with double the rate of unemployment, 50% of average income, lower educational attainment, and greater physical and mental health concerns. The People Strategy will 1) assist families experience self-determination, stability and upward mobility with comprehensive case management and service coordination 2) ensure children, youth and adults are physically and mentally healthy with increased access to primary, behavioral health care and general wellness services 3) help households become economically stable and self-sufficient by overcoming barriers to access jobs, education and training programs according to education level and skills 4) assist area youth gain access to employment and 5) make sure children enter kindergarten ready to learn, students are proficient in core subjects, and youth graduate from high school and college career ready. The People Strategy tackles these critical resident needs with a combination of intensive case management system, programs, services and partnerships with local organizations that are both proven and targeted to PV and neighborhood residents. **Leverage:** \$18.4 million (PV residents), \$41.7 million (Near East Side residents). **Total CNI:** \$4.46M. **Ratio:** 4.13:1.00 (PV portion), 13.5:1.00 (overall)

Neighborhood: The Neighborhood Strategy builds upon both the People and Housing Strategies to create a complement of programs and development initiatives that support: increased community wealth through employment and education; stronger retail, commercial and entrepreneurship opportunities for amenities and jobs; reduced blight and increased property values through new homeownership development and home repair programs; expanded access to health and recreation, and healthy foods; stronger connections within the community and to outside resources including employment; and a safer, more vibrant neighborhood. The Critical Community Improvements (CCI) were selected based on their direct alignment with these focus areas and existing improvements in the neighborhood. A new food hub, an

investment, and a new intergenerational development center for seniors and young children are just some examples of the innovative developments that will meet critical community needs, and help catalyze greater investment in the neighborhood. The result of the neighborhood strategy is a community of choice that provides the services and amenities that residents allow residents to grow and thrive in a safe, accessible environment. **Neighborhood Leverage:** \$74.9 million **CCI Leverage:** \$26.6 million **Total CNI:** \$4,462,500. **Ratio:** 16.78:1.00 (Neighborhood), 5.96:1.00 (CCI)

How All Leads Will Work Together: As described in the Partnership Narrative (Exh. B.) and Agreement (Att. 5), PACT will be the “Sustaining Entity” responsible for convening the Principle Team Members which comprise the Implementation Working Team (IWT). The IWT will meet monthly to review development plans and partnerships, measure progress and outcomes against the benchmarks established in the Plan, and identify and address challenges to implementation.

Neighborhood Boundaries: The neighborhood boundaries in the Plan match the traditional Near East Side boundaries on the north and west (I-670, I-71) and create new boundaries to the south (Broad) and west (Woodland) to acknowledge sub-areas that have evolved over time to have their own distinct identities (Olde Towne East south of Broad, Woodland Park east of Woodland).

CNI Funding Requested: \$29,750,000, which has leveraged \$225.5 million from private, public and non-profit partners; a ratio of over \$7.58 in leverage for every \$1.00 in CNI funds.

Tenant Projection Vouchers (TPV’s): TPV’s have already been awarded and all residents relocated, with demolition of PV underway. No additional TPV’s are requested.

Targeted site: Poindexter Village (AMP# OH001000101) which is located in the Near East Side neighborhood of Columbus, Ohio.

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Exhibit B: Threshold Requirements

Columbus Metropolitan Housing Authority

Exhibit_B.docx

B.1. Partnership Narrative. The Columbus Metropolitan Housing Authority (CMHA) is the Lead Applicant for the Columbus (Poindexter Village/Near East Side Choice Neighborhood.) CMHA is a federally designated Public Housing Authority, has a Dun and Bradstreet DUN (see SF424), and is active in the CCR. CMHA is not debarred or suspended and is not delinquent on any federal debt. This is CMHA’s only Choice Neighborhoods application, and the target property was not the subject of a HOPE VI grant. The targeted public housing complex, Poindexter Village (PV), is located on Columbus’ Near East Side in an area that meets HUD’s eligible neighborhood definition. Residents of PV and the surrounding Near East Side neighborhood (“PACT Area”) participated extensively in developing this application, including two years of planning work that culminated in a Choice Planning Grant-funded Transformation Plan known as the *Columbus Near East Side Blueprint for Community Investment*. Match of 5% of the requested grant amount is documented through the following: from CMHA, \$1.3 million in deferred developer fee and \$200,000 in non-federal contributions to support the ongoing work of PACT in coordinating Transformation Plan activities; and from the City of Columbus, \$750,000 in CDBG funds and \$400,000 in contributions to PACT.

As reflected in the Partnership Agreement included in Attachment 5, and Exhibit C. Capacity, the team that will lead the implementation of the Transformation Plan’s (“Plan”) strategies for People, Education, Housing, and Neighborhood is comprised of extraordinary public, private and non-profit organizations that bring extensive experience and commitment to the transformation of PV and the Near East Side. The Partnership Agreement is executed by all Principal Team Members, as well as PACT as the “Sustaining Entity” (described further below) to demonstrate all entities’ commitment to work collaboratively throughout the entirety of the grant, and track and report on outcomes related to specific strategies and related Plan goals. The Agreement identifies key roles and responsibilities, required deliverables and accountability measures for each team member, and describes dispute resolution procedures. Exhibit I.2. details the additional agreements that will be executed between Team Members and CMHA. Principle Team Members include:

Lead Applicant: Columbus Metropolitan Housing Authority, as the Lead Applicant and Coordinator, CMHA will carry out all responsibilities under the Grant Agreement and related federal requirements, and will be responsible for tracking and supporting relocated PV residents. In addition, CMHA will dedicate the staff needed to monitor the progress and performance of all activities of the Principal Team Members' work in support of the Transformation Plan. CMHA will Chair the Implementation Working Team convened by PACT as described further below.

Neighborhood Implementation Entity: The City of Columbus is responsible for neighborhood-level planning and coordination of resources and assets in furtherance of the Transformation Plan, and gathering and reporting data evidencing outcomes as compared to Transformation Plan goals.

Housing Implementation Entity: Poindexter Housing Developer, LLC (PHD) is a Joint Venture of which CMHA and national mixed-income housing developer, McCormack Baron Salazar (MBS), are its only Members. PHD is responsible for implementing the Housing Component of the Transformation Plan. The Joint Venture Agreement is included in Attachment 5 (also see Exhibit C.3), and provides the structure within which MBS and CMHA will implement the five phases of housing to be constructed, including the senior phase (104 units) and four multi-family phases (345 units). PHD will also be responsible for tracking and reporting outcomes related to the Housing Strategy.

People Implementation Entity: Urban Strategies, Inc., is a national non-profit whose mission is to empower residents in distressed urban core neighborhoods to lead healthy, prosperous lives in thriving, self-sustaining communities. Urban Strategies is responsible for leading case management services, supportive service coordination, and program design activities aligned with the People goals of the Transformation Plan, and for tracking and reporting outcomes associated with the People Strategy.

Education Entity: Columbus City Schools is the local public school district and is responsible for leading education programs and reforms that result in improved academic and developmental outcomes for PV and Near East Side children and youth, and for tracking and reporting outcomes associated with the Education Strategy.

The Partnership Agreement is also executed by Partners Achieving Community Transformation (“PACT”) as the “**Sustaining Entity.**” PACT is a 501(c)(3) organization founded by The Ohio State University (Lead Anchor Institution), CMHA, and the City of Columbus (Neighborhood Lead) to lead the planning process and to support the ongoing transformation of the neighborhood during implementation. PACT is affiliated with OSU and receives operational support from the founding members, and is responsible for deploying the \$10 million OSU commitment to the Near East Side. PACT will continue to coordinate with community, residents, stakeholder organizations, and third party funders and developers to ensure the neighborhood-wide goals under the Transformation Plan are implemented according to the guiding principles adopted in the Plan.

The Partnership Agreement places a high priority on community resident and stakeholder engagement throughout the implementation process and beyond, and creates the mechanisms for ongoing involvement. As described further in I.3 Governance, the partners will foster resident leadership development and the formation of a strong neighborhood association with representation across the community, and inclusive of PV residents.

The Management Team of CMHA and MBS will work proactively and meet regularly (at least monthly) to review the progress of implementation and address any obstacles. The Management Team will also work diligently to settle any disputes among the Implementation Working Team to keep the Transformation Plan on schedule. CMHA will make the final determination when difference of opinions among the Implementation Working Group Team members need to be resolved; however, any resolution will be consistent with the Transformation Plan, Grant Agreement, and other applicable agreements.

B.2. Separability. This section is N/A. The entire Poindexter Village site will be redeveloped. All PV buildings will be demolished except the community building which CMHA is renovating into the Intergenerational Development Center, and two residential buildings which will be preserved and renovated into office space and a historic/cultural center.

Exhibit C: Overall Project Leadership Capacity of the Lead Applicant

Columbus Metropolitan Housing Authority

Exhibit_C.docx

C.1: Overall Project Leadership Capacity of the Lead Applicant. The Columbus Metropolitan Housing Authority (CMHA) is a high-performing Public Housing Authority with an excellent track record in leading complex, comprehensive, and transformative neighborhood revitalization. President and CEO Charles Hillman has 17 years of managerial experience in the development, construction, and operation of assisted housing, including his tenure as Senior VP at the Chicago Housing Authority. CMHA is a founding and integral member of PACT (Partners Achieving Community Transformation), working in collaboration with other PACT founders, the Ohio State University, the City of Columbus, community residents, and stakeholders on the transformation of Columbus' Near East Side. CMHA is very accustomed to working collaboratively with the City and County, private and non-profit developers, and community organizations, and is adept at using community-centered, collaborative, and creative approaches to meet the diverse needs of its residents through housing, community services, and neighborhood investments.

South Linden: Transforming a 442-unit, 40-acre disinvested public housing community into a catalytic investment and broad neighborhood revitalization plan took vision, partnership, and leverage. CMHA led the planning and implementation of a \$100M HOPE VI-supported revitalization that yielded 230 new mixed-income rental homes in Rosewind (formerly Windsor Terrace), 30 for-sale homes (developed by St. Stephen's Community House), a new 42,000 SF community center with childcare and employment services, an afterschool program, and community meeting rooms. CMHA coordinated the work of the general contractor, the Greater Linden Advisory Committee, St. Stephen's Community House, and AmeriCorps Vista volunteers, and worked with residents, community stakeholders, government officials, and other funders to create and implement the plan. Sources of investment included public and private resources and can be found in Attachment 25. Recognizing that the revitalization needed to extend beyond housing, CMHA also spearheaded the redevelopment of the neighborhood's adjacent Four Corners district through a \$6M investment in a new CMHA central office building and maintenance facility. This leveraged a \$2.5M Central Ohio Transit Authority multi-

use transit center, a \$1.2M police substation, and a new \$1M fire station. The transit building also provides space for services and amenities that the neighborhood lacked: a daycare center, healthcare offices, an employment center, a coffee shop, and a laundromat. The City invested \$14.5M in infrastructure.

Beyond the physical transformation, the revitalization plan had significant positive outcomes for residents. The Section 3 new hire rate was 90%. Prior to redevelopment, 6% of Windsor Terrace heads of household were employed. Post-revitalization, 70% heads of households were employed, including 12 who participated in a job training and placement program. Part I Violent crimes fell by 59%. Today Rosewind is thriving and maintains an array of services that help residents achieve and maintain self-sufficiency. The active Resident Council meets monthly, and a Columbus State Community College intern provides service coordination. The on-site community building hosts the Franklin County CDC-operated early childhood center, and E.L. Hardy provides afterschool and summer youth programs and violence prevention and mental health services. New investments are continuing by others, including 150 new homes by Homeport and \$5 million in City-funded infrastructure.

East Franklinton: The high profile “East Franklinton Creative Community District Plan” led by CMHA in partnership with the Franklinton Development Association (FDA), the City of Columbus, and community residents and stakeholders, is transforming a once flood-prone and disinvested neighborhood into the City’s premier “arts innovation district.” CMHA’s leadership and strong partnerships have allowed substantial outcomes to be achieved in neighborhood improvements, new housing, and innovative service (“people”) strategies. This is an outgrowth of decades of CMHA investment in the neighborhood and its people, beginning with the Riverside-Bradley public housing site in the 1940s. In the late 1990’s, CMHA launched the implementation of the community’s Rebuilding Lives Plan to provide permanent supportive housing (PSH) for the area’s homeless residents. CMHA, a founding member of the Rebuilding Lives Funder Collaborative, converted

Sunshine Terrace public housing into 75 PSH units in partnership with the Community Shelter Board, Corporation for Supportive Housing, YMCA, and Columbus Neighborhood Health Centers. Residents have access to case management, mental health and recovery services, daily living skills assistance, recreation, money management, transportation, and nutritional services. Sunshine has onsite preventive health services and an Employment Resource Center.

Sunshine has met all metrics for success, including households served and housing stability. However, the buildings' age, disrepair, and obsolescence proved impediments to broader impacts, particularly in neighborhood reinvestment. In 2011, CMHA launched a 5-year plan to redevelop additional properties and bring innovative, service-enriched, mixed-income developments to East Franklinton. Extensive community engagement (see ExC.6) and partnerships are ongoing with community residents, and anchors such as Boys and Girls Club, Columbus Early Learning Centers, Mt. Carmel Hospital, and Dodge Park Recreation Center.

CMHA developed Worley Terrace in 2007 in the West Franklinton, and CMHA's latest development in the East Franklinton is Franklin Station which will replace Sunshine Terrace. Financed with tax-exempt bonds, 4% LIHTCS, an FHLB grant, and CMHA funds (see Attachment 25). Franklin Station is bringing 100 state-of-the-art, sustainable PSH units on-line by the end of 2013. The new building is designed to blend seamlessly into the mixed-use fabric of Broad Street, one of East Franklinton's major corridors. It incorporates the evidence-based strategies of Sunshine Terrace to help residents achieve and sustain self-sufficiency, and adds a peer-support model, all in a modern, energy-efficient facility. CMHA's continued investment in the area includes plans to redevelop the site of the former distressed and crime-ridden 128-unit Riverside Bradley public housing. Redeveloping these 12 acres is a critical component to achieving a balanced and mixed-income community. CMHA has partnered with FDA, the City, the Franklinton Area Commission and other community partners to develop 350 to 500 units over the next 3 to 5 years.

CMHA's investments in East Franklinton have stabilized the community and begun to catalyze

over \$100 million in other neighborhood investments, including new infill housing by FDA; land banking led by FDA, CMHA, the City of Columbus, and private developers; warehouse renovations and new art space. Additional investments are described in C.2. below and Attachments 25 and 26. With the leadership of CMHA, and strong partnerships, East Franklinton is a place where people from every walk of life are now coming together to work, play, and create.

C.2 Capacity of Neighborhood Implementation Entity. The City of Columbus (City) will serve as the Neighborhood Implementation Entity (Mayor Coleman has designated the Department of Development responsible for administering implementation efforts). The City is well positioned to serve as Neighborhood Lead having catalyzed revitalization initiatives across the City. Within the last ten years the City has directed over \$16 million to strategic investments in community assets, including the purchase and redevelopment of blighted properties into new and renovated for-sale homes, new rental housing, retail improvements and public infrastructure. The City has evidenced its strong capacity to lead and execute neighborhood transformation efforts in Weinland Park, and in East Franklinton, working in partnership with Lead Applicant, and many other government, private, philanthropic and community partners.

Weinland Park: Weinland Park, a compact urban neighborhood of roughly 30 square blocks, with an approximate population of 4,390, is located a half-mile east of Ohio State University. In the wake of decades-old factory closures, the neighborhood experienced numerous setbacks, increased poverty and crime rates. The City and its Weinland Park Collaborative (WPC) partners have worked alongside residents to revitalize, not gentrify, the community. *Shared Plan & Substantial Leadership:* In 2004, a City-led planning effort sparked a multi-faceted and collaborative effort to transform people, housing, neighborhood and education in Weinland Park. The working commission included several members of the neighborhood's Civic and Area Commission. In July 2006, the Columbus City Council officially adopted the Weinland Park Neighborhood Plan. The Plan sought to create an exciting, attractive, diverse, mixed income area where residents, businesses, institutions and other stakeholders

in the community worked together to address and fulfill their mutual interests, dreams, and aspirations. The City was a founding member and continues to be a leading funder in the WPC. Other members include the JPMorgan Chase Foundation, United Way of Central Ohio, Cardinal Health, The Ohio State University, The Columbus Foundation, Community Properties of Ohio and the Annie E. Casey Foundation. Under the City's leadership, Weinland Park has seen substantial bricks and mortar development followed by significant service provision in areas of education, health, safety and resident engagement.

Range of Funding & Achieved Outcomes: Diverse investment in Weinland Park through the City, Collaborative, and other private investors has resulted in substantial residential, mixed-use, and commercial development (see Attachment 26). Private investment includes a \$10 million Kroger grocery store, \$12 million East Village Apartments, and the \$154 million development of the 224,000 SF South Campus Gateway. Public investment has seen the development of an innovative \$4.6 million Neighborhood Pride & Policing Station; \$420,000 of improvements to Weinland Park; a \$30.8 million investment from the Columbus City Schools and Columbus Public Libraries resulting in a new early learning education center with a co-located Elementary School; more than \$15 million in infrastructure and streetscape improvements; a \$30 million revitalization of 300 distressed Section 8 units; and a \$3 million Clean Ohio Grant to remediate a 21.5 acre site for residential development; and an \$865,000 HUD Community Challenge Grant to create a regional food plan and network. Weinland Park is now a safer, healthier community with engaged residents who will continue to work, live and play in their community for years to come.

East Franklinton: Although East Franklinton is located directly across from Downtown Columbus, for decades the neighborhoods were worlds apart in terms of investment, vitality and new construction. East Franklinton's physical isolation beyond the Scioto River and railroad tracks, and prohibitive flood-plain conditions, resulted in major disinvestment and low homeownership rates, population decline, and concentrated poverty (70% of residents below the poverty line, 40% did not

graduate from high school). *Shared Plan & Substantial Leadership:* The completion of a flood wall several years ago opened the possibilities for rebirth in East Franklinton. Recognizing the area's potential, particularly to meet the housing demands of low, moderate and middle income residents and downtown employees, and support the burgeoning arts community, the City's Department of Development was charged with leading a major redevelopment plan for East Franklinton. The City led the planning process with CMHA and FDA as key partners. Community anchors such as the Boys and Girls Club, Columbus Early Learning Centers, Mt. Carmel Hospital, and Dodge Park Recreation Center were engaged to develop a complement of community services, including recreation, health and education opportunities. Community engagement was, and continues to be, the cornerstone for determining and now implementing the plan's key principles and priorities. Dozens of interviews were conducted along with community meetings, two day charrette and a final public house. 300 residents and stakeholders took an active role. The East Franklinton Creative Community District Plan was approved by the Franklinton Area Commission, Columbus Development Commission and adopted by Council in early 2013. The City, CMHA and FDA understand the importance of ongoing resident engagement throughout implementation. *Range of Funding & Achieved Outcomes:* In addition to the City, CMHA and FDA, public and private partners in the redevelopment process include the FDA, the Center of Science and Industry, the Columbus Downtown Development Corporation, Mt. Carmel West Hospital, and the Veterans Memorial. Significant outcomes have already been achieved including the rezoning of the entire district, the creation of a new TIF, and the City's investment of \$810,000 on strategic property acquisitions. CMHA's investments (detailed above) to date include Franklin Station (approximately \$15 million) with the Riverside Bradley site the next to be redeveloped. \$1.2 million in private investment transformed an industrial warehouse, 400 W Rich Street, into an artist loft, restaurant and event space providing affordable work space for artists and small businesses. The City and FDA purchased a second warehouse, 421 W. State Street, to create a business incubator leveraging over \$400,000. City and State funded infrastructure improvements include the \$4 million conversion of

major arterials; a \$1.5 investment to transform railroad bridges into public art gateways; \$32 million for the demolition and rebuilding of Rich Street Bridge, and a \$60 million new Main Street Bridge. Strong outcomes in East Franklinton will be even further strengthened by the \$40 million renovation of Scioto Mile Park and the renovation of Scioto Peninsula to include a museum and zoo, for which \$25 million has already been secured. The City's Parks and Recreation Department provides a full complement of recreational, cultural, and athletic programming for children, adults and seniors, promoting health, wellness and positive activities for youth.

C.3 Capacity of Housing Implementation Entity. The principal team member for Housing is the Poindexter Housing Developer LLC (PHD), a Joint Venture (JV) that unites the capacity, experience and talents of leading national mixed-income developer, McCormack Baron Salazar (MBS), and the Columbus Metropolitan Housing Authority (CMHA). PHD will be the Housing Implementation Entity across all phases of the Housing Plan, and JV members MBS and CMHA will collaborate to ensure phases are designed, constructed and managed to the highest quality standards, and in full compliance with all HUD and other funding requirements. One of the two members of PHD will form and control the general partner or managing member of the owner entity of each housing phase and therefore will have day-to-day decision-making authority over development and asset management activities relative to that phase. That "controlling member" will also serve as the primary or exclusive developer of the phase, will provide developer and operations guarantees and will control selection of other key members of the development and management team (subject to applicable procurement requirements and funder approvals). The other, "non-controlling member," will play a more limited role in each phase: for example, in phases where the MBS member is in control CMHA will have controls through its ground lease and right of first refusal/option agreement and will also serve as "co-developer" in consideration for a portion of developer fee. This is further described in Article VII and Exhibit B of the JV entity's Operating Agreement provided in Attachment 5. This section details the relevant and substantial housing experience of both MBS and CMHA.

McCormack Baron Salazar: In the past 38 years, MBS has established itself as a leading

developer in urban transformation anchored by mixed-income communities. MBS has closed 149 projects with development costs in excess of \$2.4 billion, including 16,297 housing units. MBS has been extensively involved with HUD's public housing mixed-finance program, closing on the first two demonstration projects (Murphy Park and Centennial Place). Since then MBS has closed 57 phases of HOPE VI developments in 16 cities, involving 7,305 units and \$1.3 billion in total development costs. The following example illustrates MBS' ability to lead the implementation of the multifamily component of the Housing Plan as part of the PHD Joint Venture.

Harmony Oaks, New Orleans, LA: The C.J. Peete public housing site was already disinvested and blighted before Hurricane Katrina gave it a final blow. With residents scattered, HANO engaged MBS to redevelop C.J. Peete into a mixed-income, mixed-use, comprehensive neighborhood. The result is Harmony Oaks, a \$172 million high quality, mixed-income revitalization that includes rental apartments, for-sale homes, a revitalized community center, public parks with preserved live oaks, and the restoration of two historic buildings. Other components to the revitalization plan include a newly constructed K-8 charter school, and retail and a fresh-foods grocery. With 100% occupancy, Harmony Oaks has re-anchored the entire Central City neighborhood and greatly improved the quality and income mix of housing in this critical area of New Orleans. Populations Served: Harmony Oaks serves families, the elderly, and the disabled in public housing, low-income, and market rate apartments. The project includes affordable homeownership units. Unit Mix and Unit Types: Harmony Oaks has 460 rental units, a mix of 157 ACC units, 180 tax credit units and 123 unrestricted units in walk-up, corridor and townhome units, and 8 affordable for-sale homes (12 more are planned). Recent Operating Statements: The most recent operating statements for Harmony Oaks, certified by an independent auditor, are included in Attachment 21. None of the components of Harmony Oaks require ongoing cash infusions from the owner. Relocation of Residents: Urban Strategies, working with MBS and HANO, coordinated the search for and return of residents to the site. Urban located over 350 of the 551 households displaced by Hurricane Katrina and, through a hands-on case management program,

77 former C.J. Peete families successfully returned to the revitalized community. Funding Sources: For the \$172 million project, MBS successfully secured a HOPE VI grant leveraged by private mortgage debt, tax-exempt bonds, LIHTC equity, HUD Capital Funds, and other state and local funds. The CSS program alone leveraged over \$27 million in public and private funds. Attachment 21 includes a listing of all major sources and uses.

Columbus Metropolitan Housing Authority: CMHA was established in 1934 and has over 75 years of experience in providing affordable housing to low-income persons, families and elderly households in the City of Columbus and Franklin County. CMHA has developed and managed over 5,000 units of public housing, currently owns 16 family and elderly projects with 1750 units. CMHA manages or supervises the administrative responsibilities for tenant income determination, annual recertification of income, unit inspections, and program compliance for public, assisted, and affordable housing units under federal, state, and local regulations that involve multiple funding sources such as HOPE VI, Replacement Housing Factor Funds, LIHTC, HOME, HDAP, Affordable Housing Program, hard and soft mortgage finance, and others. In the last ten years, CMHA has developed 1,062 units of elderly and family housing closing more than \$130 million in financing. ***Jenkins Terrace:*** In 2002, HUD approved the demolition of an 11-story deteriorating, functionally obsolete high-rise building with 194 units and relocation of residents with the goal to redevelop the site into a vibrant housing community that better fit into the surrounding neighborhood. The result is Jenkins Terrace, a four-story elevator building that offers 100 1-BR units of public housing in a sustainably designed and constructed building. Located on historic Broad Street in the Near East Side, the building was designed integrate seamlessly into the neighborhood. This development is part of the Near East Side, and has had a positive impact on the surrounding neighborhood which is poised for further revitalization under the Blueprint for Community Investment Transformation Plan. Population served: Elderly residents aged 62 and older, most with extremely low incomes less than 30% of AMI. Relocation of Residents: Residents were successfully relocated with tenant protection vouchers or to other public housing

communities. After the new Jenkins opened, 40 of the former residents returned to the new building. Recent Operating Statements: Because Jenkins was built as public housing for the elderly, CMHA purposely pledged back its entire developer fee of \$1,958,000 to create an operating reserve to support long-term sustainability and cover any subsidy shortfall. Funding Sources: For this \$13,487,574 project as detailed in Attachment 27, CMHA leveraged RHF funds with tax-exempt bonds, 4% LIHTC equity and a CMHA non-federal capital contribution. The project carries no permanent debt.

C.4 Capacity of People Implementation Entity Since 1978, Urban Strategies, Inc. (“Urban”) has worked in more than three-dozen large-scale revitalization efforts in twenty cities, including 10 HOPE VI and 3 Choice Neighborhoods sites. Urban approaches each project with a combination of community organizing, diagnostic, technical, and social service expertise. Urban’s work is partnership-intensive and emphasizes broad community and resident participation in program design, implementation and evaluation. Based on in-depth assessment, Urban develops a program design that addresses the “gaps” between the types and level of existing services and those needed for community transformation. Using real time data, Urban Strategies evaluates progress and reshapes program strategies as needed to achieve desired results. Working as an intermediary, Urban enlists developers, schools, hospitals and clinics, educational institutions, community organizations, nonprofit service providers and public sector agencies to address community priorities for revitalization. Urban’s work has helped leverage over \$100 million in human capital investments targeting more than 19,000 low-income families nation-wide. The following projects illustrate their experience and success with place-based comprehensive revitalization projects. **Renaissance Place at Grand:** As the Community and Supportive Services (CSS) lead under the HOPE VI project, Urban Strategies designed a comprehensive human service program for 216 family households (with emphasis on economic self-sufficiency) and 262 seniors (with emphasis on housing stability and quality of life). In 4 years, Urban was able to achieve numerous outcomes: in partnership with MERS-Goodwill, Urban enrolled 152 residents in job skills training and placed 303 residents into paid employment, including 32 residents

into Section 3 jobs. Vocational rehabilitation funds were leveraged to place 48 disabled residents into jobs. 37% of those placed were able to sustain employment for at least 180 days. In addition, 56 employed residents were enrolled in a career laddering and asset accumulation program. By year 5 of CSS, 56% of those who received employment services experienced an increase in income. 10 residents interested in health careers were hired as Community Health Ambassadors, providing peer-to-peer education and helping to support healthy lifestyle changes. 253 youth received technology instruction and homework help at the Youth Computer Lab established with \$250,000 secured from a Neighborhood Networks grant. 65 children and youth were matched with a mentor through Big Brothers Big Sisters. Leveraging Head Start and state childcare subsidies, 63 children were enrolled in quality early childhood education programs. \$750,000 of the total \$5 million in CSS funds was placed into an Endowment Fund, which continues to sustain supportive services for residents today. An annual Summer Youth Employment Program provides valuable job skills training and stipends to 10-15 youth each year. A member of the public housing tenant association continues in the role of a Resident Liaison, supported by the property's operating budget. As a result of the CSS program, 207 original households successfully met the requirements to move into the new HOPE VI units. As of 2008-2009, the average increase in earned income for original residents served by CSS, as compared to their baseline income, was \$6,043. The average rent paid by former residents in 2009 was 2.5 times the average rent paid by public housing residents at baseline (in 2002). Currently, the turnover rate of the housing development is less than 2% and the eviction rate is as low as 2 per year. Since occupancy began in 2005, violent crime and offenses such as burglary and theft have dropped by 71% in the surrounding neighborhood. **Harmony Oaks, New Orleans, LA:** In August 2007, HANO and MBS engaged Urban Strategies to design and implement the HOPE VI CSS program for the C. J. Peete (CJP) public housing site. Urban Strategies successfully located 377 of 551 families scattered around the country after Hurricane Katrina and engaged them in CSS. Urban Strategies provides comprehensive case management centered on workforce development and early childhood education

outcomes, and leads a comprehensive community health education initiative that uses the NIH's "With Every Heartbeat is Life" curriculum. Urban Strategies coordinates a network of over 25 public, faith- and community-based organizations and has leveraged \$27 million in public and private resources for residents. To date, 82% of former C. J. Peete families have applied for HOPE VI housing. Of the 77 former families that have moved in, 5 live in market rate units and 3 in LIHTC units. Urban Strategies brought KIPP in to operate the K-8 school, monitored Section 3 (47% of new hires were Section 3), and coordinated a Construction Training Program that has graduated 78 Section 3 participants of whom 62 are currently employed full-time. By establishing and nurturing effective partnerships with partner organizations and resident leaders, Urban Strategies has laid a firm foundation for sustainability. As the project approaches close-out, Urban Strategies is currently developing a long-term plan to support families post-HOPE VI.

C.5: Capacity of Principal Education Partner. Columbus City Schools (CCS) is Ohio's largest school district, with an enrollment of 49,000 in 2013, and a highly mobile student population that is 82% low income. CCS is addressing these challenges by implementing innovative, effective programs and taking a leadership role in establishing partnerships with community organizations, other parts of the education continuum, and funders to support student success. As the Choice education partner, CCS will lead the work with community partners to expand early learning programs in schools and the community; transform CCS Choice neighborhood schools and those that serve PV residents to high performing schools of choice; and work with higher education partners to create a pipeline of high school graduates who are career and college ready. **High Quality Early Learning:** Since 2009, about half of all kindergarteners entering CCS have lacked expected literacy skills, as measured by the Ohio Kindergarten Readiness Assessment for Literacy, and require intervention in reading development. In 1990, CCS began providing Pre-K services to fill this learning gap. The full-day programs provide education, health, and social services for children and families. The curriculum includes social-emotional, language and cognitive development, and motor skills activities. The district's 91 Pre-K

classrooms have demonstrated that high-quality programs make a difference in children’s lives. About 89% of incoming kindergarteners who receive CCS Pre-K services do not require reading intervention. CCS has been recognized for high quality Pre-K services (Irene Bandy-Hedden Early Childhood Program, Ohio’s BEST, and Martha Holden Jennings Lighthouse awards), and 11 CCS Pre-K programs are NAEYC-accredited. In 2012, CCS convened a preschool expansion committee with major early childhood providers to develop a plan for serving 1,500 more high-need children in the district. Input to the planning process included a “community conversation” with 25 early learning leaders. The committee designed the Pre-K Partnership Model, which includes: 1) CCS expanding Pre-K programming in underserved neighborhoods, and 2) CCS entering into partnerships with existing community-based pre-school providers in other areas. Implementation has begun, with CCS adding 10 new pre-school sites in the current school year. **High quality K-12 education programs—the South Side neighborhood:** CCS has produced improvements in student outcomes at South High feeder pattern schools, located in the South Side neighborhood, by implementing comprehensive, evidence-based education reforms. From the 2010 to 2012 school years, Fairwood Elementary, Lincoln Park Elementary, and Southmoor Middle School had increases of from 10-20 points in their Performance Index, a measure of overall student achievement, and saw their Value Added-Measure increase to “above expected growth.” The reforms implemented at Fairwood are illustrative of those that produced these outcomes. They include: a) *Instruction*—common instructional model used by all teachers; increased, job-embedded professional development; instructional coaches in reading and math; b) *Expanded learning time*—YMCA on-site before and after school program with educationally-based curriculum and homework help; c) *Non-academic barriers*—added a full-time counselor, social worker, and nurse; d) *Data access and formative assessments*—user-friendly data reports, prepared by Learning Circle Education Services, with real-time, student level “early warning” data on attendance, discipline, and academics; Teacher Based Teams reviewed data and created formative assessments in reading and math; and e) *Differentiated instruction*—assessment results used by teachers to inform

instructional practices and target individual student needs.

In 2012, South High School, with the lowest graduation rate in the CCS district, became a “Diplomas Now School.” Diplomas Now integrates evidence-based practices of City Year, Talent Development Secondary at Johns Hopkins, and Communities in Schools to improve curriculum, instruction, and student supports, and ensure that students graduate ready for college or career. Initially, the South program focused on 9th grade. After one year, South High had a 93% reduction in students repeating 9th grade, and 9th graders had the school’s highest attendance rates and fewest behavior issues. South High was named “High School of the Year” by Diplomas Now in 2013. South High interventions included : a) *Data access and formative assessments*—Teacher Based Teams review “early warning” student-level data on attendance, discipline, and academics; create formative assessments; and use data to guide instruction; b) *Instruction*—team teaching in small learning communities; instructional and professional development supports; c) *City Year Near Peers*—young adults who mentor and tutor students; d) *Lunch Bunch extended learning time*—one-on-one tutoring for students who are struggling academically; e) *Non-academic barriers*—social workers address issues in a student’s home life; and f) *Community support*—community volunteers help students develop academic improvement plans. A multi-stakeholder Design Team has been meeting since early 2012 to guide the transition of South High to an allied health feeder pattern.

School improvements - establishing a new, high quality school: In 2006, a partnership of CCS, other Franklin County school districts, Battelle, and Ohio State University formed a new school, the Metro Early College High School. Metro is an Ohio public STEM school created to serve average or underperforming students looking to be challenged, with a focus on urban students. Half of the 400 Metro slots are reserved for CCS students. In 2012-13, 29% of Metro students were low-income. Metro students engage in a personalized, academically rigorous curriculum, which allows them to complete high school coursework at an accelerated pace. Metro’s “mastery” system enables students to move on to higher coursework, regardless of grade level, once they demonstrate subject mastery.

Juniors and seniors can access professional internships and college coursework at the OSU or Columbus State Community College. Metro School results are impressive, with a 100% of graduates accepted at a college. Metro received all “A’s” on the recently released 2012-13 state report card, and served as a model for Race to the Top programs in multiple states.

C.6 Overall Community Involvement. All of the Principal Team Members bring extensive experience in and commitment to community engagement from planning through implementation, as evidenced by the examples that follow.

South Linden, CMHA (Lead Applicant): CMHA received a HUD Community Building Grant to expand Rosewind’s HOPE VI community engagement activities to the broader Linden neighborhood. To design and implement the community building activities, CMHA worked with a committee of public housing residents, neighborhood residents, service providers, and city staff; hosted community-wide workshops; and undertook a community needs assessment. CMHA’s resident leadership development activities included working with the city to appoint six Rosewind residents to the newly-formed Community Reinvestment Area Advisory Council, which made recommendations on investments in neighborhood improvements.

East Franklinton, CMHA (Lead) and City of Columbus (Neighborhood): CMHA, the City and FDA convened a broad group of public housing and neighborhood residents and community stakeholders to participate in the master planning process for East Franklinton and provide input on the design, location, and character of CMHA’s new Franklin Station development. This included Sunshine Terrace residents, Franklinton Area Commission, and the Community Shelter Board. In addition, CMHA, the City, and community partners selected the award-winning Goody Clancy urban design firm to lead the master planning of the neighborhood, which included workshops where hundreds of local residents were able to share their vision and desires for the revitalized neighborhood. The revisioning of East Franklinton as a Creative Community engaged nearly 300 residents and stakeholders through interviews, focus groups, community meetings, a two-day charrette and finally a

public open house. With implementation underway, ongoing resident engagement continues, and a working group meets regularly to evaluate, refine and advance implementation strategies.

Jenkins Terrace (Housing Lead): CMHA engaged residents of the demised former public housing high-rise as it planned for the new 100 unit Jenkins Terrace that now occupies the site. CMHA also reached out to supportive service providers and neighborhood organizations such as Neighborhood House, AARP, Near East Area Commission, and the Monroe Civic Association to discuss the new replacement housing being planned for the Jenkins site. CMHA worked closely with City staff and officials on this redevelopment effort. As a result, the new Jenkins Terrace represents a significant contribution to the revitalization and enhancement of the neighborhood and was strongly supported by residents, neighborhood advocates and the City. When Jenkins Terrace was completed, 40 former residents who had been relocated moved back to the new building, a testament to the ongoing resident engagement by CMHA.

Weinland Park (Neighborhood): The initial planning effort that was undertaken by the City of Columbus in 2004 to 2006 was done in partnership with the residents of Weinland Park. The Chair of the Plan's Working Committee was the President of the area's Civic Association. All planning sub-committees had either chairpersons or significant membership from the community. These committees not only participated in the monthly planning meetings but also held periodic community update and input sessions in order to get a broader range of involvement. As the Weinland Park Collaborative (WPC) took shape and began the implementation work, resident engagement remained an integral part of the WPC and has become a transformational strategy within itself. One of the first items undertaken by the WPC was an extensive neighborhood survey which included 441 residents who represented 26% of the neighborhood's households. Resident leaders attend WPC's monthly meetings on a regular basis, and meetings are open to all who are interested, including the organizations, businesses and churches within Weinland Park.

Harmony Oaks (Housing, People): Community engagement was imperative for the successful redevelopment of Harmony Oaks in New Orleans, LA, a project MBS and Urban worked on together. Prior to the start of the master planning process, 377 of 551 families displaced by Hurricane Katrina were located, offered case-management services and a voice in the revitalization process. MBS and Urban led an extensive community planning process to create the human capital and physical revitalization plans. Engagement included the residents and broader neighborhood, particularly around education and the new KIPP school developed adjacent to the site. Resident meetings were held monthly and the newly formed Harmony Oaks Neighborhood Association included representation across all unit types (PH, LIHTC and Market) and to this day has regular and well-attended meetings.

Columbus City Schools: Beyond regular engagement with parents of students and PTA's, CCS often convenes additional stakeholder meetings and committees to gain critical input. Early Learning. In 2012, CCS convened a Preschool Expansion Committee to develop a plan for serving high-need children in the district, which included representatives of Columbus State Community College, Columbus Council of PTAs, OSU, Learn4Life, St. Stephen's Community House, Columbus Urban League, Nationwide Children's Hospital, and United Way. A "community conversation" with 25 early learning leaders provided input to the planning process. Quality K-12 Education Programs: In March 2012, CCS formed a Design Team to guide transformation of South High to an allied health feeder pattern. The Team includes 20 internal and external stakeholders (community members, school district and building staff, current and former students, businesses, faith based, service providers). They advised the district on academic curriculum, student services, and community engagement. School improvements: CCS formed the Metro Early College High School as part of a forward-thinking collaboration of the Educational Council—a confederation of the 16 Franklin County public school districts—Battelle Corporation, and The Ohio State University.

Exhibit D: Need

Columbus Metropolitan Housing Authority

Exhibit_D.docx

Severe Physical Distress of Public Housing: In 1940, Poindexter Village Public Housing opened as the first public housing project in the city of Columbus. In the intervening 73 years, the 26-acre, 414 -unit public housing project suffered from neglect, deferred maintenance and the ill-effects of concentrated poverty. Prior to receiving Demolition and Disposition approval from HUD, the site met the definition of Severe Physical Distress, as follows: **Current Rehabilitation Costs:** See Attachment 32: HUD’s demolition approval letter of the targeted units. **Structural Deficiencies:** See Attachment 33: HUD’s demolition approval letter of the targeted units. **Design Deficiencies:** Attachment 34 outlines the fundamental design deficiencies that were present in the Poindexter Village site, including: (a) substantially inappropriate site design and building layout, where buildings do not front public streets, the site is made up of superblocks, and the barracks design of the buildings is different from the surrounding neighborhood; (b) inadequate room size and unit configurations, including small units, narrow halls and inappropriate layouts for single residents; (c) lack of defensible space in interior courtyards and along public right of ways; (d) high and adverse environmental effects caused by mold-propagating design and pests; and (e) lack of accessibility for persons with disabilities, including fewer than 5% of units accessible, entrances to buildings and walkways.

Severe Distress of Targeted Neighborhood. Poindexter Village is part of the larger Near East Side of Columbus (census tracts 25.20, 28, 29 and 36) with population size of 7,753. This area qualifies as severely distressed on all scales: (1) Extremely Low Income (ELI) rate of 50.17%; (2) Long-term Vacancy Rate: 31.17% (c) a Part I Violent Crime Rate of 24.38 per 1,000 in 2009, 19.86 per 1,000 in 2010 and 19.22 per 1,000 in 2011 for an average of 21.15 Part I Violent Crimes per 1,000 people, which is 3.4 times the Citywide average of 6.23 Part I Violent Crimes per 1,000 people for the same time period (See Attachment 9 and Attachment 35).

Need for Affordable Housing in the Community. N/A (See Attachment 9).

Exhibit E: Neighborhood Narrative
Columbus Metropolitan Housing Authority
Exhibit_E.docx

The target neighborhood is the Near East Side, one of Columbus' most storied neighborhoods, and the heart of the city's African-American community. The 800-acre Near East Side sits between Downtown Columbus and the thriving community of Bexley, physically isolated from both by a major interstate to the west and railroad tracks to the east. Remnants of the community's former grandeur remain along the Broad Street boundary to the south, and new investment enlivens the western edge. However, disinvestment increases heading north from Broad, with the highest levels of distress, crime, and abandonment radiating out from the PV site. Low educational attainment, poor health indicators, concentrated poverty, and high unemployment present major challenges, especially for PV residents. The Transformation Plan builds on the Near East Side's rich community history, strong partnerships, and sound and robust strategies for education innovation, workforce and economic development, quality housing, and health initiatives to create a vibrant, healthy community of choice.

Neighborhood Data. Demographics. The population of the Near East Side was 7,753 in 2010, roughly 1% of the City's 787,033 residents in 3,382 households, of which 1,587 (47%) are single person households (U.S. Census , 2010“Census”). The neighborhood has not shared in central Ohio's growth, losing 8.3% of its population since 1990, while Columbus grew by 24.3%. The neighborhood is predominantly African-American (82%), with 12% white, and 4% multi-racial population (Census).The Near East Side has higher percentages of younger and older residents than the City, with 30.3% under age 17 and under and 22.2% age 55 and over, compared to 23.2% and 17.9% for Columbus. The percentage of the population that is of prime working age (25-54) is about 12 % below that of the City (Census). One-in-five Near East Side households is female headed with children, compared to one-in-ten in Columbus (Census), and 80% of births to mothers living in the neighborhood are to unmarried mothers (Ohio Department of Health 2007-08, “ODH”). The average household income in the neighborhood is \$25,000, less than half that of Columbus, and 71% of children live in poverty, compared to 30% of Columbus children (U.S.

Census Bureau, American Community Survey, 5-Year Estimates, 2006-2010, “ACS”). Nearly 60% of residents receive food stamps, compared to 18% of Franklin County residents (Franklin County Department of Job & Family Services, April 2011). The rate of open Children Services cases is 4.8 per 1,000 for neighborhood children, compared to 1.4 for all Franklin County children (Franklin County Children Services, December 2009). Twenty-eight percent of working age residents were unemployed in 2010, compared to an 8% Franklin County rate (ACS). *Crime and Safety.* As shown in Exhibit D and Attachment 35, Near East Side crime rates are considerably higher than the City’s. The property crime in the Near East Side is twice that of the City (CDP) and Part I crime rate is more than 3 times the City rate (21.15 vs. 6.23). In 2008, the neighborhood had a reentry population of 13.3 per 1,000 adults age 18-64, compared to 3.0 for Franklin County (Justice Atlas of Sentencing and Corrections, 2008). *Education.* Five of the six Near East Side Columbus City Schools (CCS) schools were rated ‘Academic Emergency’ or ‘Academic Watch’ in 2012, the two lowest state ratings for schools (Columbus City Schools, 2009-10 School Year, “CCS”). Because of the many school choice options available to Columbus City Schools students, Near East Side students are enrolled in 100 CCS buildings, but without yielding better results: 25% of 3rd graders are at/above proficiency in reading and 32% in math compared to CCS-wide rates of 57% and 56% (CCS). High mobility rates present another challenge. At East High, Champion Middle, Trevitt Elementary, and Beatty Park Elementary, only 55-58% of students are continuously enrolled over two school years (Community Research Partners, 2012). Of 16 early childhood centers in the Near East Side, only 5 are Step up To Quality or Start Smart Centers (Action for Children, 2011), and half of area 3- and 4-year olds are not enrolled in school (ACS). Compared to about half of the City and County populations, only 19.3% of the population age 18-24 is enrolled in higher education. The longer term impact of poor education is evident: nearly 60% of adults have no post-high school education, and 25% have no high school diploma or GED. (ACS). *Housing and Land Use:* Land use in Near East Side is predominantly single-family housing, with multifamily housing developments

interspersed throughout. Commercial/retail nodes are along Mt. Vernon Avenue, Long Street, and Taylor Avenue (the location of OSU Hospital East and Care Point East). More information on Housing in the community is below in the Housing Description. *Retail Amenities and Healthy Food Options:* A 2012 Skilken Retail Inventory determined the following: retail is limited and 37% of the 202,500 SF in the Near East Side is vacant. There is an over-supply in health and personal care stores. Still, there is approximately \$20 million in retail leakage annually, and twice the demand for grocery stores than supply. The Near East Side is a food desert, with only small convenience stores providing basic food products and scant fresh produce. *Health and wellness:* A 2004 Columbus Public Health Department/ Centers for Disease Control and Prevention assessment reveals significant health concerns in the Near East Side compared to Franklin County (“FC”): 66% overweight/obesity (FC: 56%); 36% hypertension (FC: 27%); infant mortality of 15.3/1000 live births (FC: 8.5/1000); 13% had less than 30 minutes physical activity, 5-7 days per week (FC: 54%); 14% had 5+ servings of fruit and vegetables (FC: 15%); 17% reported at least one episode of food insecurity within 30 days (FC: 7%). *Local Employment Opportunities:* There are 1,574 people working in the planning area, with 40.0% working in health care and social assistance jobs and 22.7% in educational services job (LED). There is a significant daytime-only population in the Near East Side, but only 3% of neighborhood residents also work in the Near East Side (LED).

Neighborhood Description: The Near East Side was originally part of several upper middle-class communities developed in the late 1800’s along streetcar lines, and by the 1920’s, it was one of the more racially and economically diverse neighborhoods within the city. Affluent African-Americans lived along Long Street and near Hamilton Park. Homebuilders embraced a rich and varied architectural tapestry, from modest bungalows, historic Arts and Crafts and American Four Squares, to ornate mansions (including the Governor’s) and houses of worship lining Broad Street, the central corridor of the community. Jazz gave prominence to the Long Street corridor (“Bronzeville”), which housed music venues and lodging for African-American musicians, and is

still home to the newly refurbished Lincoln Theater. Poindexter Village, known as the “Blackberry Patch”, was developed in 1940 as the City’s first public housing site. The 1960’s brought population loss and decline to the Near East Side as whites and wealthier residents moved to the suburbs, and PV declined as incomes and operating funds dropped, and crime rates increased. Disinvestment radiated outward and Mt. Vernon Avenue, once a retail destination, also began to decline. While the King-Lincoln area on the west is strong and improving (with Columbus Urban League headquarters, King Arts Complex, OSU Extension, The Whitney Townhomes), vacancy increases heading east with the most blighted areas along the northern edge of PV. The Near East Side is located near downtown and adjacent to major highways, and is considered walkable (Attachment 37); however, residents face transportation barriers to jobs and services increasingly located in suburbs and exurbs. 51% percent of neighborhood households do not have access to a vehicle, compared to only 8.3% for all Franklin County households (ACS). 22% of area workers rely on public transit to travel to work, compared to 8.1% of County workers (ACS). *These conditions remained largely unchanged for decades until recent efforts began to envision a new future.*

There are strong assets remaining in the disinvested community to help it change from within. The Near East Side is renowned for committed, involved and long-time community residents who are eager to revive a strong community. Workforce development agencies in the area include: COWIC; Columbus Urban League; Neighborhood House; COMBA; and Job and Family Services. Notable green spaces include: Mayme Moore Park (with its popular summer concert series); Saunders Park (with its planned new aquatic center); Beatty Recreation Center; Ward Family YMCA; and the renowned Franklin Park Conservatory & Botanical Gardens (on southeast edge of Near East Side). Major physical assets include anchor institution The Ohio State University (OSU) Hospital East and CarePoint East, the largest employers with over 1,200 workers. Broad Street remains a thriving mixed-use corridor, and the western end of Long Street has the joint hubs of the Gateway building and the Lincoln Theater. The new \$7M Long Street bridge with it’s 60’ foot

mural and landscaped pedestrian cap will help restore the connection between the Near East Side and downtown. The now-vacant retail area along Mt. Vernon East (closest to PV) presents an opportunity to create a new gateway for the revitalized PV housing.

Critical Needs/Challenges: Despite the Near East Side's rich history and strong asset base, it is one of Columbus' most challenged neighborhoods. The most critical challenges include: a lack of community wealth, job preparedness, and connections to jobs; poor schools and educational outcomes; lack of critical community retail, especially a fresh food grocery store; untapped small business support and opportunities; deteriorated public and private housing, vacant housing and lots, low homeownership rates; and both real and perceived crime and safety concerns. All of these Critical Needs/Challenges are addressed in the Neighborhood Strategy (Exhibit F).

Housing Description and Relationship to Neighborhood: The targeted assisted housing complex is PV(PV). HUD approved PV for demolition in 2008, due to severe distress; demolition is underway. PV had 414 PHA units with 1-5 bedrooms. The building and site design were considered state-of-the-art when President Roosevelt dedicated the property in 1940. However, various modernization attempts made over the years—adding peaked roofs, storage facilities, porch canopies—did little to transform the barracks style design and layout. There were few amenities to meet families' needs, and structural problems and moisture penetration issues plagued the property (See Exhibit D and Attachments 32-34). The blighted conditions and crime at PV radiated outward into the surrounding blocks which became the most disinvested in the Near East Side. Once demolished and cleared, the 26-acre site will be transformed from the one of the neighborhood's biggest threats to one of its greatest assets.

The Near East Side (43203 zip code) had 5,063 housing units in 2010. The neighborhood has much lower owner-occupancy rate than Columbus (20.6% vs. 47.0%) and a much higher housing vacancy rate (30.2% vs. 10.6%), with 1,529 vacant units (Census). Throughout the Near East Side, the housing conditions are varied. Blight and vacancy are a major issue, with over 650 units (16%)

currently vacant or dilapidated properties, a 23% increase in 10 years. Nearly 70% of the housing stock in the Near East Side was built in or before the 1950s, and the housing types and market vary by subarea: Woodland, to the east, and blocks immediately north of Broad, have near market-rate homes, while the overall median value in the Near East Side is low, at \$75,000, compared to a \$117,000 City average. Market demand for moderately priced homes is strong and growing, but still requires significant subsidy. Likely homebuyers would pay \$175,000, at a maximum (Zimmerman Volk). Homeport, a city-wide non-profit, develops 12-15 homes in the Near East Side per year, all of which sell quickly. High foreclosure rates in the area have contributed to blight, particularly east of Taylor Avenue. Homeport has stabilized an area north of Broad (known as NOBO) with new infill for-sale homes, renovations and community gardens.

Rental housing in the Near East Side dominates at nearly 80% of all units, with quality varying widely. The Near East Side is home to three other CMHA-owned properties: Sawyer Manor (116 units) and Trevitt Heights (137 units), both 100% PHA family, and Jenkins Terrace (100 senior units). In 2009, CMHA sold Sawyer Towers, (now Skyview) which underwent a market-rate rehab. CMHA-owned Whitney's market rate rents range from \$1240 (2BR+Den) to \$1750 (3BR), and all 28 units leased up within 3 months. Vogt Santer's analysis shows very high occupancy rates in the community overall (96% for LIHTC and 94.4% for market rate), and projects strong demand for new units at all levels, particularly given the scale, level of finishes and amenities.

Critical Housing Challenges: The neighborhood faces several critical housing challenges: an oversupply of poorly designed and obsolete HUD-assisted housing (already partially alleviated through the demolition of PV); an undersupply of high-quality, modern, sustainable, affordable and market rate rental options; a large number of neglected and vacant properties; a lack of appropriate housing for elderly and persons with disabilities; an aging housing stock that needs repairs and energy-efficiency improvements; and a gap between the cost of new housing (\$200,000+) and the appraised value (\$145-\$165,000) in most parts of the Near East Side.

People Narrative: The challenges that face the neighborhood as a whole are more prominent for Poindexter Village. Populations statistics from CMHA and the Resident Needs Survey reveal a very low income population (\$11,888 average) with high unemployment (27% working age adults are employed), and low educational attainment (43% of adults lack a H.S. diploma). There are 61 residents over age 62, of which 55 are disabled. Health needs are also high given the prevalence of asthma, diabetes, and hypertension. The trajectory for children is troubling. In 108 PV households there are 171 pre-school aged children, but only 45% are enrolled in early education. The majority of the 163 school-aged youth are enrolled in 59 Columbus City Schools across the City, many of which are poorly performing.

As detailed further in Exhibit H., the greatest service needs are for resources that help PV residents move successfully into work, and access the health resources available in the community that will allow them to lead healthy, productive and fulfilling lives. Case management through Urban Strategies will bridge a key gap in existing services, and will help residents access the abundance of both existing and new services for adult education, training and job placement that have been committed to PV residents and neighborhood residents alike. Similarly, Community Health Workers including PV residents trained in WEHL will provide the peer support that has proven so success in helping low income families address health issues, and create a neighborhood wide health network. The other critical service need is high quality, accessible education for children and youth. The enhanced and expanded education programming starting with early childhood education through the health sciences feeder pattern at Champion Middle and East High School will move PV and Near East Side children to stronger education achievement, and better likelihood of career success.

The “critical community improvements” (CCI’s) supported by CNI funds (see F.2.) bring expanded assets in the community to meet the following critical resident needs: a centralized adult education and training center in walking distance from the revitalized PV; a new food hub for

healthy foods and employment opportunities; an education-centered housing program; entrepreneurship and youth technology programs; small business assistance; and an intergenerational development center for children and seniors. These CCI's were identified because of their ability to build from existing assets and add new and innovative programming without duplication in order to strengthen the entire community.

Vision for the Community: As documented in the *Blueprint*, the Near East Side will prosper as a revitalized and diverse mixed-income neighborhood that builds on its important history and current residents while welcoming new and returning neighbors. The many existing assets will be strengthened and future opportunities will be swiftly realized. The defining hallmarks of the neighborhood will be: quality housing for all; healthy, educated and employed residents; vibrant streets and beautiful green spaces; thriving retail; and, above all, a safe environment. The principles embraced and realized through the Plan include: 1) the neighborhood is diverse (socially, culturally, economically) but anchored by the strong African-American heritage; 2) quality housing is available to people, regardless of income; 3) the neighborhood is safe and perceived as safe; 4) historic preservation is embraced and promoted; 5) health and wellness are emphasized and supported; 6) the neighborhood becomes a destination for jazz, arts, and entertainment, especially around the Lincoln Theatre and King Arts Complex; 7) educational standards are high and the schools meet the needs of existing residents and attract new ones; 8) residents and businesses take pride, ownership, and responsibility, in maintaining their Properties; 9) the neighborhood is physically connected to downtown and the surrounding neighborhoods (via streets, corridors, sidewalks); and 10) new businesses, especially the small independently owned, thrive and offer employment opportunities for residents.

Exhibit F: Neighborhood Strategy

Columbus Metropolitan Housing Authority

Exhibit_F.docx

F. Neighborhood Strategy. The two year planning process under the CNI planning grant galvanized community residents and stakeholders around guiding principles and a neighborhood vision adopted in the *Near East Side Blueprint for Community Investment* (“*Blueprint*”). The transition to implementation, including the related CNI grant opportunity, has led to new tremendous partnerships and over \$100M in committed neighborhood leverage to bring targeted new developments, initiatives and programs to reality. Together these evidence-based strategies will build from existing developmental, physical, social and recreational assets and tackle challenges to create a vibrant, healthy and livable neighborhood of choice.

F. 1 Overall Neighborhood Transformation Strategy: The neighborhood strategies advance Livability Principles and the hallmarks of the *Blueprint*: Quality housing for all; healthy, educated and employed residents; vibrant streets, beautiful green spaces; thriving retail; and a safe environment. Critical community improvements (CCI’s) and related expenditures of CNI funds direct resources to innovative initiatives that address neighborhood priorities. The strategies below, and the related neighborhood resources leveraged, are also designed to promote connectivity to untapped and expanded resources that build assets and wealth; to educational achievement and amenities; and to job centers, through improved public transit and bikeways.

Strategy #1: Quality Housing, Address Blight, Increase Property Values and Diversity
Community Need: Distressed Properties; Lack of Diversity; Low Homeownership Rate. New and expanded homeownership and repair programs will stimulate greater investment in the community by diverse populations, transform blighted properties, and stimulate a stronger housing market and area home prices. COCIC will acquire, demolish (as needed), and transfer at least 55 distressed properties located on high priority blocks near PV and Taylor Avenue, to be used for new, for-sale housing described in CCI’s below. The new, for-sale housing will target homebuyers earning up to 120% AMI and identified as untapped market groups, including area employees, empty nesters, first-time

homebuyers, and young couples (Zimmerman Volk). Several programs for existing homes will bring energy efficiency and necessary repairs to the aging housing stock. **Leveraged Assets:** OSU Home Repair Funds and IMPACT Community Action (AEP, Weatherization) will provide over \$750k in home repair funds. A new \$500,000 OSU Employer-Assisted Housing program will incent OSU's diverse employee base to purchase homes (see Att. 50). **CCIs (See F.2.):** New infill homeownership, led by experienced local non-profits, including Homeport (see Att. 49), will build on Homeport's success in NOBO, which has attracted a very diverse group of homebuyers. **Outcomes:** a) 55 new homeowners from diverse backgrounds; b) 150 homes repaired; c) 50 OSU employees buy homes; d) Average home values increase by 15%; d) Racial and economic diversity increases in the community.

Strategy #2: Boost Retail, Small Business and Entrepreneurship Opportunities *Community Need: Weak Retail Amenities and Small Business Activity.* Small businesses and entrepreneurs are the historic backbone of the Near East Side. Strengthened retail and other small businesses and entrepreneurs will attract new customers, stem leakage to other areas, and create new jobs. Long Street and Mt. Vernon Avenue are 2 of the 6 City-designated Neighborhood Retail Corridors (NRCs) and are eligible for City façade and retail improvement grants that often go underutilized. A new Food Hub (described below) will anchor the Mt. Vernon East area to the north of PV, and partnerships with Mid-Ohio Food Bank, ECDI, Franklin Park Conservatory (FPC), LifeCare Alliance, and other community partners will support other food-related businesses (i.e., community gardens, cafes, caterers). This strategy will build on the strong foundation of active retail associations, lending and technical assistance organizations, and the involvement of the City and NDC. **Leveraged Assets:** The City's Neighborhood Design Center will engage the Long St. and Mt. Vernon Retail Associations in identifying highest need projects for nearly \$700,000 in City retail, façade and small business loan funds. \$400,000 in small business and \$500,000 in micro-enterprise loans from ECDI, and technical assistance from ECDI, ECDC, Columbus State, COMBA and Columbus Urban League (CUL,

described below) will further support the growth and expansion of neighborhood businesses and entrepreneurs. OSU has committed \$3.45M to strengthen the Taylor Avenue Corridor to spur new opportunities for mixed-use, retail, and housing development. **CCIs** (See F.2): An innovative grocery model—the Food Hub—meets residents’ highest priority retail need, addresses critical health issues, partners with healthy food programs, creates 100 jobs, and transforms a distressed property. For existing retailers, CNI funds provide matching funds needed to access City programs, allowing expanded use and impact. **Outcomes:** a) Healthy foods/grocery needs meet in neighborhood. b) 30 retailers, small businesses, and entrepreneurs experience business growth of at least 15%.

Strategy 3: Building Community Wealth. Community Need: Low Educational Attainment, High Unemployment and Low Average Incomes. Building community wealth requires targeted strategies to tackle low educational attainment and high unemployment. The education reform and strategic investments in area schools are detailed in the People Strategy (Exhibit H. 4) and span from cradle to college and beyond for PV and Near East Side residents. Targeted and expanded resources for early childhood education not only set children on a path for educational success, they enable parents to work. Similarly, workforce initiatives build from strategies targeted to PV residents (see Exhibit H) to serve all Near East Side residents, including youth. Nearly a dozen leading organizations have committed substantial resources toward expanded and innovative services that help residents successfully transition from High School to advanced degrees, train for high-demand industries (including logistics, health care and construction) and livable wage jobs (See Att. 50). Financial literacy and Individual Development Accounts (IDAs) will help residents manage increased earnings, and save for assets (higher education, cars, homes, etc.). **Leveraged Assets:** The new \$8M Martin Luther King Branch of the Columbus Public Library will offer expanded educational resources (1,200 served annually). OSU has committed to 15 new livable wage jobs (\$55k average salary/benefits) for neighborhood residents, over \$5.4M in new earning power over 5 years. Summer youth employment

programs for H.S. students will add over \$2.5M to local earnings, and set youth on a path for education and career success (CUL, COWIC, OSU). ECDI has committed to match 550 IDA contributions (\$1,200 each, \$660,000 total). Early childhood education resources (\$2.7M) from Columbus Early Learning Center and United Way will support 120 children age 0-5. **CCI's (See F.2 Below):** Several CCI's were selected for this strategy, given the high level of community needs: Pilgrim Elementary Adult Education Center, Columbus Scholar House (education-centered housing), and Huntington Empowerment Center (center for entrepreneurship and youth development). **Outcomes:** a) Unemployment rate drops from 28% to 22% (20% decrease); b) High School completion rate increases by 15%, and college enrollment increases by 15%; c) 6% of area jobs held by residents (vs. 2% today).

Strategy #4: Creating a Healthy, Active Community. Community Need: Poor Health Indicators. The Neighborhood Assessment and PV Resident Survey revealed concerning statistics about the health status of residents. The health strategy centers on peer-support and prevention to help Near East Side and PV residents to adopt and sustain proactive wellness practices. **Leveraged Assets:** OSU- and WEHL-trained and funded Community Health Workers (CHWs) will connect residents to health care homes, insurance options, and prevention programs through OSU Hospital East, CarePoint East, Columbus Neighborhood Health Centers (Area FQHC), OSU Dental Clinic, ADAMH Board (mental health/substance abuse services), Columbus Public Health, and Nationwide Children's Hospital Nurse Family Partnership (home visiting program). PACT, OSU, and community partners will continue incenting residents to "Commit To Be Fit" through health fairs (2,500 residents attended the first "Fit Fest"), and promotion of recreational, cultural and social assets, including the City's new \$4.5 million Aquatic Center at Saunders Park; \$400,000 in bike path extensions; Beatty Recreation Center; Lincoln Theater; King Arts Complex; and Ward YMCA. OSU has committed \$900,000 to neighborhood health and wellness initiatives. **CCIs (F.2.)** The new \$1.5M Intergenerational Development Center will promote disease prevention through socialization and recreation for seniors

and young children. Outcomes: a) 90% of Near East Side residents establish primary health care home; b) fitness levels increase by 25% (as tracked in updated Health Assessment).

F.2 Critical Community Improvements Plan: Critical Community Improvements (CCI's) came directly from the neighborhood assessment of the primary challenges facing residents, and the opportunities to build on initiatives led or supported by major community anchors and organizations. Principal Team Members and PACT used information gathered from community residents and stakeholders to identify and prioritize activities and investments that were the most innovative, supported the most impactful outcomes and opportunities for success, and had the greatest ability to catalyze greater investment over the life of the grant and beyond. The CCI's listed below leverage \$4.45 million in CNI funds with over \$27 million in additional funding:

CCI's for Strategy #1: Infill Housing Program: 55 new in-fill, for-sale homes developed on blighted properties; homeownership counseling and education; linkage with competitive home loan products. **Partners:** Homeport, leverage providers below **Cost:** \$15,053,500 **Leverage:** \$5,000,000 construction financing (Affordable Housing Trust, Homeport); \$3,625,000 subsidy/second mortgages (City, OSU); Acquisition/Demo/Holding: \$1,303,500 (COCIC). **CNI Funding:** \$1,000,000 **Outcomes:** a) 55 blighted/vacant properties revitalized on highest priority blocks adjacent to PV and along Taylor Ave/OSU Anchor corridor. b) 55 new homeowners with incomes 80%-120% AMI and their increased neighborhood buying power; c) Increased average home value of other neighborhood properties by approximately 20%. **Catalytic Impact:** Stabilize distressed properties and blocks, catalyze additional investment.

CCIs for Strategy #2: 1) *Food Hub:* New 30,000 SF Food Hub with grocery and inter-connected 15,000 SF food distribution center to bring affordable, locally grown, healthy fresh and prepared foods to Near East Side. **Partners:** CMHA; City; PACT; Cornerstone Ventures LLC (Consultant); MORPC (Regional Food Initiative); Franklin Park Conservatory (Garden Harvest Share Program, Green Corps,

Community Gardens); Mid-Ohio Food Bank; LifeCare Alliance (Meals on Wheels and Carrie's Cafe); Other Near East Side Organizations, i.e., Local Matters **Cost:** \$9 million construction **Leverage:** \$ 1,200,000 loan (U.S. Bank, N.A.); \$2,668,000 New Markets Tax Credit equity (U.S. Bank CDC); **CNI Funding:** \$1,000,000 **Outcomes:** a) Improved health; expanded retail activity; b) increased resident satisfaction with community; c) expansion of locally grown food. d) 65 FTE and 35 PTE jobs; e) healthy, local and affordable foods; f) revitalized strategic corner on historic Mt. Vernon Ave. **Catalytic Impact:** Unique model and local, healthy foods attract shoppers from outside the neighborhood and OSU employees. Mt. Vernon Ave. helps create a gateway to revitalized PV community.

2) Small Business Loan/Retail Grants Program: Provide matching grants of up to \$5,000 to area retailers and small business loans. **Partners:** PACT, City, Retail Associations, ECDI **Leverage:** \$1.1 million (City, ECDI); **CNI Funding:** \$150,000 **Outcomes:** a) 30 local businesses improved; b) increase retail activity by 15%; c) improved customer experience. **Catalytic Impact:** Increased in jobs; increased resident satisfaction with area amenities; retail/small business expansion.

CCI's for Strategy #3: 1) Pilgrim Elementary Adult Education Center: Creates a continuum of education and training options for approximately 130 participants annually and internship opportunities with pipeline to jobs at OSU. Participants can complete basic education requirements (G.E.D., college pre-requisites) and/or stackable certificates in allied medical services. **Partners:** PACT, OSU, Columbus State Community College. Columbus City Schools (CCS) Adult Education Program **Cost:** \$8 million. **Leverage:** \$2,300,000 (OSU) **CNI Funding:** \$700,000 **Outcomes:** 75% of participants complete module in which they are enrolled and a) enroll in subsequent level and/or b) gain employment. **Catalytic Impact:** Create pipeline of local workers prepared for employment success. Attract new residents interested in living where they study and work, increased traffic for area businesses.

2) Columbus Scholar House: 38 affordable apartments with education and family support services for parents/guardians pursuing a college degree. Requires full-time college enrollment, Housing Choice Voucher eligibility, and other requirements detailed in CPO letter (Attachment 49). Poindexter Village residents have priority for 8 apartments. **Partners:** Community Properties of Ohio Management Corp. (CPO); CMHA; Ohio Capital Corporation for Housing (OCCH); Columbus State Community College **Cost:** \$6,000,000 million; \$3,947/ participant per year **Leverage:** \$4,573,174 soft debt, 4% equity (OCCH); 38 HCVs from CMHA; \$750,000 for services (CPO). **CNI Funding** \$500,000 **Outcomes:** a) 38 families, including at least 38 adults (parents or guardians), and their children receive high quality housing and access to comprehensive education and family support services. b) Parents earn 93% of attempted credits; c) 20 exit into stable housing; 20 exit into employment; c) 90% of children improve academics. **Catalytic Impact:** Improve whole family's educational trajectory. Builds foundation for increased earnings, community wealth. Strengthens west edge of Long St. corridor.

3) Columbus Urban League Huntington Empowerment Center: Renovation of historic building into community entrepreneurship and youth training and technology center. **Partners:** CUL; Huntington Bank; ECDI **Cost:** \$3,000,000; **Leverage:** \$2,900,000; **CNI Funding:** \$100,000; **Outcomes:** a) 100 youth complete the KEWL technology program; c) 2-3 social enterprises launched; c) 200 hard-to-employ adults gain employment. **Catalytic Impact:** Historic building at western Mt. Vernon Avenue gateway restored, spurring additional investment. Businesses incubated create jobs, new investment in community. Builds new generation of young entrepreneurs, keeps youth engaged in productive activities.

CCI for Strategy #4: 1) Intergenerational Development Center: New center located in renovated Poindexter Community Center. 92 seniors and 56 children age 0-5 participate in high quality services with opportunities for structured social and recreational interaction between seniors and children.

Continuum of affordability allows parents across the income spectrum to afford care and pursue work. OSU intergenerational specialists from the Colleges of Medicine, Social Work, and Nursing facilitate interaction between seniors and children and work with providers to measure and track outcomes over time. **Partners:** OSU, Columbus Early Learning Center (CELC), National Church Residences (NCR), CMHA **Cost:** \$1,500,000 renovation of PV Community Center; Program: \$10,870/ senior/year; \$13,000/child/year **Leverage:** \$1,000,000 for renovation (CMHA; NCR); \$3,102,600 for program (NCR, OSU) excluding early childhood education (listed above) **CNI Funding:** \$250,000 **Outcomes:** a) 25% increase in seniors' social interaction time, report sense of satisfaction with life; time spent in physical fitness activities; b) 56 high quality early education slots with 22 for Near East Side/PV residents (CELC) **Catalytic Impact:** New central asset in revitalized PV community along prominent corridor of Champion Ave. Increased school success for children, more seniors able to live independently longer.

Additional CCI's: CMHA has programmed Choice CCI funding for several additional initiatives identified as high priorities for the neighborhood. 1) Data collection, management, presentation, and reporting on Transformation Plan progress and outcomes. **Partner:** Community Research Partners, **CNI:** \$300,000. **Leverage:** N/A 2) Resident leadership and capacity building to prepare residents to actively contribute to Transformation Plan and neighborhood governance entities, including the Neighborhood Association. **Partners:** Urban Strategies, United Way of Central Ohio **CNI:** \$162,500 **Leverage:** in People Strategy (United Way) 3) Safety strategy, including Eliminate the Elements and resident training. **CNI:** \$300,000 **Partners and Leverage:** Described below.

F.3 Public Safety Strategy: The perception and reality of crime in the Near East Side is often cited as a major deterrent to the neighborhood's revitalization. Crime rates per 1,000 residents are significantly higher than the Columbus (CDP); property crime is nearly twice that of the City; and Part I violent crimes are 3.5 times the City 2009-11 rate (21.15 vs. 6.23). Police and residents have identified hot

spots where gang and drug activity is most prevalent. The re-entry population of 13.3 per 1,000 adults age 18-64, is high compared to 3.0 for the county (JASC, 2008). **Outcome:** The perception and reality of safety increases; residents report feeling safe in their neighborhood. **Metrics:** a) Rate per 1,000 for property and violent crimes for Near East Side compared to City; b) Number/percentage who feel safe in Near East Side; c) Number/Percentage of residents reporting positive relationships with police; d) Number/percentage of re-entry population that become employed. **Resident Assessment and Focus Group Results:** Despite high crime rates, the majority of PV residents reported feeling safe (2013 Resident Assessment): 81% felt safe within their homes at PV; 72% felt safe in the PV neighborhood; 85% reported their children were safe going to/from school; 21% were a victim of crime in last year of PV occupancy. Residents and police identified known hot spots, admitted to a breakdown of relationships and trust between residents and police, and expressed a strong desire to work together. **Partners:** Community Properties of Ohio (CPO), Columbus Division of Police (CDP), Property Owners, Property Managers (including CMHA, MBS, MBR), CUL, CleanTurn, Alvis House, Impact CAA. **Expected Results:** Decrease Part I violent crime rate by 30% (from 21.15 to 14.8); increase # and % of PV and neighborhood residents reporting feeling safe in Near East Side by 25%; majority of residents report positive relationships with Police; re-entry programs reduce recidivism of residents served by 20% (as compared to U.S. average of 67%). **Leverage:** \$750,000 (CPO, OCCH); see Attachment 52 for related People leverage). **Activities: 1) “Eliminate the Elements Program (“EE”)** In partnership with CPO and CPD, the EE program will be expanded within the Near East Side to support and align with the Transformation Plan. EE is a pro-active, evidence- and community-based policing strategy that has achieved an 81% reduction in arrests between 2005 and 2012 after program implementation. Key elements of EE’s strategy include: 1) Purposeful hiring of special duty CDP officers as “CPO Officers” who have a strong knowledge of the neighborhood, and ability to build relationships with residents and stakeholders. 2) Place-based crime prevention at hot spots and daily

coordination between officers, property managers, and owners. 3) Anonymous tip line for safe reporting of problems. 4) Regular patrols by CPO police cruiser. 5) Regular “walk and talk” interactions with residents to foster positive relationship between officers and residents, including neighborhood youth. **2) Crime Prevention through Environmental Design (CPTED)** As described further in F.5., the PV Master Plan addresses a number of known site-related crime contributors (dead-end streets, lack of defensible space, including uncontrolled courtyards and vacant buildings, dark corners) with CPTED-based improvements: new street connections, buildings fronting public streets, well-lit sidewalks, parking, and common areas. 3) **Re-entry Programs:** The Department of Justice has found that ex-prisoners often return to impoverished communities with few social supports and high crime, and 67% are likely to be re-arrested within 3 years. Columbus Urban League, and social enterprise, CleanTurn, are leading efforts in the City and Near East Side to support positive outcomes for ex-prisoners, and along with Alvis House and IMPACT CAA, have committed support services, job training, and employment to reduce recidivism and ensure a successful re-entry to the community for over 300 neighborhood and PV residents (Attachment 52).

F. 4 Alignment with Existing Efforts: The Choice Neighborhood planning process led by PACT has galvanized tremendous resident and community involvement and momentum around creating the *Blueprint*. The *Blueprint* creates synergies by aligning resources and strategies with areas of strength, including recent public sector and nonprofit investment in and around the neighborhood. These investments are strengthening the market capacity for for-sale and rental housing, and new retail and commercial development, and providing critically needed services and amenities. Many of the following projects evolved out of the City of Columbus’ 2005 Near East Side Plan. These are just some of the recent investments demonstrating encouraging public and private investment activity in the neighborhood: New construction of The Charles, a mixed-use building on Long Street (\$7M) ; Lincoln Theatre Renovation (\$13.5M); Hamilton Park Place Condominiums (\$3M); OSU- Hospital

East Renovation and CarePoint East (\$25M); Sawyer Towers/Skyview Apartments (\$6M); CCS school renovation/construction (\$80M); Long Street Bridge (\$7M). The Transformation Plan strategies bring additional focus and resources to the central core of the community in revitalizing the 26-acre Poindexter Village site, and the Taylor Avenue corridor, which remains heavily disinvested except for the OSU Medical Center anchors. As described in Exhibits E and H, the neighborhood is home to many strong and effective community and supportive service providers. This application includes commitments from many of them to continue and/or target new services to Near East Side and PV residents.

F.5 Design: The Poindexter/Near East Side planning process used the *Blueprint* as a departure point to create a community-based vision that integrates the mixed-income redevelopment of the Poindexter site with a host of complementary investments in the broader neighborhood. A robust community engagement process informed the detailed vision for Poindexter, building consensus among residents, stakeholders, and experts. **1) Neighborhood Design.** The design replaces substandard and distressed public housing units with a selection of modern mixed-income apartments targeted at current market preferences and demographic profiles. All new units will be designed to a market rate standard, including amenities such as a full Energy Star appliance package. To encourage a neighborhood feel, units are combined in building types that are prevalent in the neighborhood—townhouses, garden apartments, and mixed-use buildings. The residents asked that new buildings build a bridge between the neighborhood’s past and its future, mixing updated elements with traditional architectural styles. **2) Compact, Pedestrian-Friendly, Mixed-Use Neighborhood.** The master plan builds on the area’s traditional block pattern to create a development framework that supports compact development, pedestrian connections, and a mix of land uses. Urban densities are planned that take full advantage of zoning. A variety of compact building types are mixed to create resource-efficient development, reduce project costs, and conserve energy. Connections to the adjacent neighborhood and public open spaces

are addressed in part by the planned on-site extensions of Phale D. Hale Drive and Hawthorne/Winner Avenues. The City has designated North Champion Avenue for bikes, further enhancing connections. Together, these improvements promote walking, biking, and other healthy lifestyles. In addition to residential uses, the plan features institutional uses, including the reuse of two Poindexter buildings, and office/commercial uses along Mt. Vernon Avenue. In an effort to improve access to healthy fresh food options, the plan features a Food Hub (CMHA has site control of the Food Hub site) and urban garden. **3) Community Space/Recreation.** The design complements the existing field and courts in Beatty Park with new neighborhood park space, play structures, and garden plots. The centerpiece of the plan is Blackberry Commons, a public park on the site of the former Champion Avenue School. This 1.4-acre hub includes a splash pad, picnic pavilion, play area, and large trellis with seating. All residential blocks incorporate an internal tot lot and community garden. **4) Defensible Space.** The plan is designed to create defensible space by incorporating Crime Prevention Through Environmental Design (CPTED) principles. The main goal of CPTED is to deter criminal activity through natural surveillance, natural access control, and clearly defining public versus private spaces, among other strategies. Some examples of proposed elements: security lighting; security cameras; windows overlooking sidewalks, parking lots, and parks; limited entrances to buildings/parking; and see-through fences between buildings. **5) Micro-climate Appropriate Landscaping.** The design promotes environmental conservation measures that follow Enterprise Green Communities landscaping criteria. These standards include pragmatic strategies to conserve water, manage surface runoff, and encourage native species. The design incorporates rain gardens, bio-swales, and underground storage facilities to clean and detain the abundant precipitation. Shading and cooling devices will help restore the native microclimate, conserving energy and promoting livability by enabling residents to comfortably enjoy the outdoors.

Exhibit G: Housing Strategy

Columbus Metropolitan Housing Authority

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With housing at the center of what defines a strong neighborhood, it is critical to strike the right balance between affordability and gentrification, between high-quality and cost-efficient, between maintaining the architectural fabric of the community while creating a new vision for the future. The strategies for housing in the Near East Side aim to achieve this balance, and advance the Blueprint goal to have quality housing available to all people, regardless of income. The centerpiece of the housing strategy is a 26-acre, 449-unit, new, mixed-income and multi-generational community on the Poindexter Village (PV) site. Developed to market rate standards and designed to complement the surrounding neighborhood, the new community will provide a variety of housing options that will help stabilize the Near East Side by maintaining current residents and attracting new residents. Both the scale of the new housing and its location at the geographic center and most distressed area of the Near East Side neighborhood will result in a catalytic impact on the surrounding neighborhood. Also, as described in the Neighborhood and People strategies, improved services, employment and educational resources, and amenities will further enhance the community, including a new intergenerational center for seniors and young children on-site in the Poindexter Community Center. When the planning team asked residents at the closing of the community workshops whether the Plan addressed their goals and concerns, the response was a hearty “yes!”

There are two primary components of the housing plan: 1) 104 units of new on-site affordable senior housing for near-elderly and elderly residents (age 55 and up); 2) 345 units of new mixed-income, multi-family rental housing developed on-site and on neighboring properties controlled by CMHA. The Neighborhood Strategy includes several complementary housing components: new infill homeownership units developed for residents earning between 80%-120% of AMI and several home repair programs that will be extended to neighborhood residents (see Exhibit F). Together, these various components comprise a holistic approach to providing a continuum of quality housing in the neighborhood.

Poindexter Housing Developer, LLC (PHD) will be the lead Housing Implementation Entity for all rental housing phases completed under the housing plan. The PHD Joint Venture Agreement (Attachment

27) describes the roles, responsibilities, and approval rights of the JV members for each phase. CMHA will retain long-term approval rights through the Ground Lease to be executed on each phase. PHD combines the experience, capacity and talents of the MBS and CMHA development teams (See Exhibit C.3). MBS staff assigned to PV include: senior executive staff, including Richard Baron (Chairman), Kevin McCormack (President) and Vince Bennett (COO/Executive VP) who each bring decades of housing finance and development experience. Senior VP, Michael Duffy, leads the Finance Department, and will complete financial structuring and negotiation with financing partners including the equity investor(s) and lenders, and meeting all HUD mixed-finance requirements. VP and Project Manager, Julie DeGraaf Velazquez, brings nearly 15 years of experience in urban development, including 9.5 years with MBS working on complex HOPE VI and New Markets developments. Julie will lead the internal team, which also includes the Senior VP of Design and Construction, as well as external partners and community residents and stakeholders to ensure the project meets the goals established including the budget and schedule. CMHA's staff also brings substantial experience and depth, including President and CEO, Charles Hillman, Bryan Brown (Senior Vice President, Planning & Development), Tracey Rudy (COO), Tom Williamson (VP Capital Improvements), and Roberta Garber (AVP, Planning & Development). The CMHA team was integrally involved with the Choice planning efforts.

The equity partner on all rental phases of the housing plan is Ohio Capital Corporation for Housing (OCCH), Ohio's leading syndicator. OCCH has also committed \$250,000 in resources to support the "Eliminate the Elements" safety strategy. CMHA will be the property manager and asset manager for the senior building, and National Church Residences (NCR) is coordinating innovative services for its residents, including on-site health and wellness activities led by a nurse practitioner. NCR is also a partner in the Intergenerational Development Center that will be located across the street. An affiliate of MBS, McCormack Baron Ragan (MBR), will manage the multifamily phases. MBR has over 30 years of mixed-income property management experience, including 53 properties and 4,965 units (in 83 phases) with PH units (and 15,008 total units). MBR is highly experienced in managing to market rate standards, and in

accordance with HUD/LIHTC compliance requirements. McCormack Baron Asset Management will serve as the Asset Manager for the multifamily phases.

G.1: Overall Strategy The new rental housing will be developed on-site including two adjacent parcels, and replaces PV's 414 obsolete, inaccessible and distressed units (approved for demolition by HUD in 2008). Prior to the start of demolition in the spring of 2013, PV had 168 1-BR units, 159 2-BR units, 75 3-BR units, 4 4-BR units and 8 5-BR units. Two buildings containing 28 units will be preserved and converted to non-residential uses. Pursuant to a waiver approved by HUD (8/2013), 50.2% of the units will be replaced on-site and 49.8% with housing choice vouchers. Each phase of housing draws upon a blend of resources, including CNI funds, other public dollars, private equity, private debt and other sources. Attachment 19 contains the sources and uses for each phase, and Attachment 42 shows the phasing plan. The Housing Plan has leveraged nearly \$64 million in public and private investments. PV residents have already been relocated with TPVs. PV residents will have priority for return in accordance with the NOFA. All PV residents received counseling prior to relocation from PV, including how to identify strong communities with access to amenities, jobs and quality schools.

A) Senior Housing Phase: A majority of the seniors who completed resident assessments indicated a desire to return to the revitalized PV community, but requested a building of their own. There are 99 PV households eligible for the senior building (age 55+). This is the first phase of housing and all financing is in place to move forward but for CNI dollars. Firmly committed financing sources include 9% LIHTC equity (LIHTCs awarded in 2013), CMHA Program Income, RHFF and deferred developer fee. Joint Venture partner CMHA will be responsible for day-to-day management of the senior housing phase, property management and asset management, and will provide development and operating guaranties. CMHA will receive a developer fee for this phase. The 104 units are "replacement," and comprised of 70 PBV and 34 ACC units. All units are 1-bedroom featuring universal design and sustainability (as described below in G.5). The building has a contemporary design blended with traditional elements, like brick, which complements the neighboring buildings and planned mixed-income housing. The architect is

leading Columbus firm Moody Nolan (MBE). In addition to fully equipped apartments, the building has welcoming common areas and dedicated space for recreation, fitness, and health and wellness services.

B) Mixed-Income, Multifamily Phases: PHD partner MBS will be responsible for day-to-day development, management and asset management activities of the 4 phases of multifamily rental housing that total 345 mixed-income, high-quality, sustainable units. The mix includes: 104 replacement units (87 PBV, 17 ACC to be converted to RAD/PBRA) to which PV residents will have priority; 87 LIHTC units, and 154 market rate units. For each phase, MBS will also provide development and operating guarantees, and receive a developer fee. The JV’s Operating Agreement (Att. 5) and Exhibit C.3 further describes MBS’ responsibilities as Controlling Member; CMHA will have an option/ first right of refusal under the Ground Lease.

As described further in Exhibit F.5, the planning team used input from community residents to create exterior designs that aligned with the community’s stated preferences, and the historic neighborhood character. Interiors will have contemporary finishes, open floor plans, washers and dryers in units, ample storage space, at least 1.5 baths in all two story units, and bedroom sizes that accommodate standard bedroom furniture. The unit mix was derived from the resident housing assessment and Vogt Santer market analysis, and accommodates the needs of returning PV residents and the high market demand for affordable and market rate 1- and 2-bedroom units in particular.

Multifamily Housing Unit Mix

	Bedrooms					Total
	1	2	3	4	5	
Physical Replacement (ACC/PB8/ PBRA)	7	51	46	-	-	104
LIHTC-ONLY	15	62	10	-	-	87
Market Rate	37	112	5	-	-	154
Total Physical	59	225	61	-	-	345
Permanent Replacement Vouchers	70	103	24	5	4	206

C) Housing Objectives and Metrics: The housing objectives include those listed in the NOFA and

additional ones adopted by the community in the Blueprint and planning workshops:

Objective 1 - New Mixed-Income Housing: **Metric for Success:** Of 449 new units, 241 will be non-public housing; however, all units will be designed and constructed to the same market rate standards. Mixed-income housing that serves residents from a broad range of incomes is the cornerstone of the revitalized PV community, and a critical component of the Blueprint. As described further in Exhibit I.6., mixed-income housing has been adopted as a “best practice” (Turbov, Piper) and is a hallmark of McCormack Baron Salazar’s portfolio and recent developments by CMHA. Of the 208 PH replacement units, 104 will be in the senior building and another 104 will be seamlessly integrated across multifamily building types and indistinguishable from the 157 market rate and 87 tax credit units. This is an absolutely critical element of mixed-income development. For residents seeking-- or graduating up from rental to-- homeownership, a range of new for sale options will be constructed on infill lots located in the blocks surrounding the revitalized PV site primarily targeting 80-120% AMI buyers (see Exhibit F).

Objective 2 - Energy Efficient, Sustainable, Accessible, and Free from Discrimination: **Metric for Success - Energy Efficient, Sustainable:** As detailed in Exhibit G.6 below and Attachment 31, all replacement housing will be built to achieve a 3rd party certified Green Building Standard (including LEED-ND) and will dramatically improve the conditions from the original PV which suffered from mold and high utility costs. The highest priority “green” features are those that increase energy-efficiency (primarily in reduced water, gas and electricity usage); have the lowest environmental impact (i.e., low/no VOCs, reduced waste); and provide healthy living environments (to reduce rates of asthma, respiratory ailments prevalent at PV). **Metric for Success - Accessibility:** HUD Standards will be exceeded through the following: 5% of the multi-family units across all unit sizes will be accessible to people with disabilities, and 46% of the senior building units. 100% of ground floor units and 100% of the units in the senior building will be visitable. At least 2% of units will be wired for visual or hearing impairments. Sidewalks and paths of travel will be designed to ADA and UFAS standards. Just some of the additional universal design features include lever door hardware; lighting at unit entries; contrasting floor, wall and

countertop colors; and covered entrances. **Metric for Success - Connectivity:** Beyond physical improvements to streets and sidewalks, the housing plan includes virtual connectivity through broadband and the PHD has committed to providing free (or affordable) wireless internet service to the new housing community. **Metric for Success - Free from Discrimination:** The Near East Side was historically one of the City's most diverse communities; attracting residents from across diverse backgrounds, and all residents feeling welcome and "at home." As evidenced in Exhibit I, the development team is committed to affirmatively furthering Fair Housing and creating a community free from discrimination.

Objective 3 - Well Managed with Ongoing Resident Involvement, and Financially Viable: **Metric for Success:** Residents of the revitalized community report a strong sense of ownership in the new community, and believe that property managers and residents work well together to maintain a strong, healthy and vibrant and financially viable community. The investments in constructing a mixed-income community are substantial; however, the most significant long-term investment in sustaining the property is in the management of the development to market rate standards. The new development phases will be privately owned; the multifamily phases will be privately managed by McCormack Baron Ragan (MBR), an affiliate of MBS, and the senior building by CMHA. When residents have choices in where they live, management standards must be to the highest quality. Management will regularly inspect units, including during routine maintenance (i.e., replacement of furnace filters), and will respond to maintenance requests within 24 hours. The operating budgets for all phases appropriately account for the rental income that can be generated from the project, and the costs of operating the property to market rate standards (including routine maintenance, sufficient replacement reserves sufficient to maintain, repair and replace systems over time). Most importantly, staff will treat all residents in a professional demeanor with dignity and respect, and prompt and courteous service. Management will proactively and regularly engage residents, building relationships and residents' involvement and sense of ownership in the property. As the plan transitions to implementation, resident and stakeholder input will remain critical, and will continue regularly upon award of an Implementation Grant and beyond (see Exhibits B and I).

Objective 4 - To promote a culturally and economically diverse, and healthy community: **Metric for**

Success - Diversity: The revitalized community attracts residents from diverse racial and economic backgrounds, with a wide spectrum of housing preferences, needs and affordability levels served. As documented in the Vogt Santer Market Analysis, within the PV resident and neighborhood target group for new housing there is great diversity in household types and size, and housing preferences. Accordingly the plan includes a range of housing types, bedroom sizes and rent levels, and amenities with broad appeal. Income diversity will be increased with market rate units which comprise 34% of the overall plan (45% of multifamily units), and will attract moderate and middle income residents. The on-site senior building will foster an intergenerational community. **Metrics for Success –Healthy community:** Residents report increased physical activity as a result of bicycle and pedestrian access throughout the community; and improved health due to outdoor and indoor environments free of harsh chemicals, VOCs and other materials that contribute to asthma and other respiratory problems.

Objective 5 - Create a strong sense of community through community design: **Metric for success:**

The majority of residents in the revitalized community report a strong sense of community and safety. Long-time PV residents have fond memories of playing as children in landscaped courtyards, and of strong relationships with their neighbors. Not surprisingly, the restoration of a strong sense of community became one of the highest priorities identified by residents during community workshops. We know from HUD standards and New Urbanist best practices that good community design and the integration of CEPTED (crime prevention through environmental design) principles help ensure that the spaces for community interaction are safe places for people to walk and talk together, and for children to play. By reconnecting the street network, orienting buildings toward public streets (with fencing between buildings to create private, interior rear yards, green space and well-lit sidewalks and parking areas), the plan creates defensible space in which to interact. Balconies and front porches create “eyes on the street” and help transition spaces from the public realm of the street and sidewalk to the private realm of individual homes. New multifamily and senior housing front the new 2 acre central park space (Blackberry

Commons) on three sides, and walkways within the park lead to picnic, playground and sitting areas. Small pocket parks with tot lots are integrated into each block. The multifamily townhouses and walk-up garden apartment buildings are very much in keeping with the needs and expressed desire of PV's families, more general market demand, and the surrounding neighborhood's scale and character.

Objective 6 - Connect the community to commercial and retail assets: Metric for Success:

Development of new housing and a mixed-use building on Mt. Vernon stimulates increased commercial and retail investment. The Blueprint recognizes housing as the catalyst for transformation of the Near East Side, including improved and expanded commercial and retail development, particularly along Mt. Vernon Avenue. The plan strategically places a new 3 story mixed-use building at Mt. Vernon Ave and Champion to anchor this blighted corner and enliven the ground floor with management space (including the fitness center and community room) and live-work units. With apartments above, this mixed-use building helps the community transition from the distinctly residential character of interior streets to the historically retail nature of Mt. Vernon. The 4 live-work units also respond to the Blueprint goal of facilitating more opportunities for neighborhood entrepreneurs. The new mixed-income housing and senior building also boost the local buying power to support retailers, including the planned Food Hub to be located on Mt. Vernon Avenue across from the mixed-use building.

D) Possible Alternatives in the Local Housing Market: The team evaluated other possible alternatives and determined that developing senior and multifamily rental phases coupled with new homeownership units and home repair of existing neighborhood homes (under the Neighborhood Strategy) was the most appropriate response. *Alternative 1 - Rebuild in Another Community:* The PV site is 26 acres located at the center of the Near East Side geography. Rebuilding off-site would add substantial costs and absorb scarce resources, and would leave this critical core of the community vacant, perhaps for many years. Most importantly, rebuilding out of the neighborhood would eliminate the option for most PV residents to return to the revitalized Near East Side community. *Alternative 2 – Rebuild 100% Public Housing:* This option was rejected by the vast majority of residents and stakeholders who

fully appreciate the strong correlation between the concentration of poverty that existed at PV and the decline in the quality of life and housing. While some community residents advocating preserving PV given its history, even they expressed a desire for higher income residents to move in (two buildings were designated to be preserved for a cultural heritage center and office/meeting space for Union Grove Baptist Church). This option is also not viable financially from a development or operating standpoint.

Alternative 3- Rebuild with minimal public housing and maximum market rate housing including homeownership: In two years of community meetings, community residents advocated time and again that the neighborhood should be balanced, with quality housing for all. Overall, the housing plan has 46% public or assisted housing, 20% affordable, and 34% unrestricted units, and will be complemented with homeownership units that target households earning 80-120% of AMI. This mix has proven successful in markets similar to the Near East Side around the country. Moreover, this part of the neighborhood is not ready for 100% market rate rental or for-sale housing, as confirmed by the market analysis. Although neighborhood demand for affordable housing is high and market rate demand is growing (3 month lease-up of CMHA-owned Whitney Townhomes is an example), developments serving market rate residents still require subsidy.

G.2 Replacement Housing This section is N/A as HUD approved a waiver of the one-for-one replacement requirement. 50.2% of the original units will be replaced on-site and 49.8% will be replaced with housing choice vouchers. The HUD-approved demolition of PV is underway. Of the 414 original PV dwelling units, 262 remain as of 9/1/13. Of the 208 hard replacement units to be constructed, 51 are ACC (24.5%) and 157 are PBVs (75.5%); 206 (49.8%) will be replaced with HCVs.

G.3 Type of Replacement Housing In order to operate the PH units from a more stable financial platform, 157 of the 208 replacement units will use PBVs. In the senior building, there will be 70 PBV units and 34 ACC. In the multifamily phases 87 units will use PBVs and 17 are currently designated ACC. Through this application, CMHA is requesting conversion of these 17 ACC units to RAD/PBRA for AMP # OH001000101.

G.4 Mixed-Income Development Of the total 449 units to be developed under the Housing Plan 46% (208) of the units developed are public or assisted-housing units and 34% (154) of the units are unrestricted and available to households earning 60% of AMI and above. All of the homeownership units developed under the Neighborhood Plan are targeted to households earning above 60% AMI.

G.5 Long-Term Affordability All PHA replacement units and all LIHTC units will have, at a minimum, a 40-year affordability restriction recorded as deed restrictions/land-use restriction agreements (LURA's) on each phase. PHD Members MBS and CMHA (and CMHA as Applicant) certify that these restrictions will be placed at closing and remain in place for at least 40 years. Homeownership units with Choice funding as a second mortgage source will have affordability restrictions of 20 years that will be forgiven prorata for each year of owner-occupancy.

G.6 Green Building All new replacement housing will be built and certified to Enterprise Green Communities Criteria (EGC) 2011 Standards. EGC increases the efficiency of the building envelopes and systems, includes Energy Star for Homes certification, reduces greenhouse gas emissions through decreased need of fossil fuels, prevents wasted natural resources by using environmentally preferable materials and minimizes construction wastes and promotes healthy living environments through the use of healthy interior materials (low- and no-VOC paints and adhesives, green label carpeting, formaldehyde-free products), integrated pest control and adequate ventilation planning. Attachment 41 outlines what techniques and strategies will be used to achieve EGC. In addition to achieving EGC, the team is committed to achieving LEED-ND Certification (Attachment 40).

MBS has completed 7 projects designed to EGC standards, has 5 projects currently under construction, and has multiple projects in the design phase. In addition, MBS was the first developer in the world to have received two Stage 3 (Completed) LEED-ND certifications. MBS has also completed two Stage 2 LEED-ND projects, and four additional LEED-ND projects are in development.

Exhibit H: People Strategy

Columbus Metropolitan Housing Authority

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The People component of the Transformation Plan responds to the specific needs of former Poindexter Village (PV) residents and residents of the surrounding Near East Side neighborhood with a results-driven supportive services plan to improve outcomes related to health, education, and economic self-sufficiency. The People Strategy is directed toward three areas: (1) helping adults prepare for jobs in growth industries; (2) coordinating services for senior households; and (3) creating a feeder pattern of schools focused on educational excellence. Urban Strategies, Inc. (Urban), the People Implementation Entity, will be the intermediary with anchor and service provider partners to implement the comprehensive strategy. The 15% of the CNI grant for People leverages more than \$18 million of committed funds for PV residents and \$41 million for Near East Side residents.

H.1 Resident Needs Survey and Results Urban coordinated the collection and analysis of data regarding PV residents, using a CMHA consultant to administer a detailed resident survey. Although PV residents had been relocated throughout Franklin County, 211 out of 381 households were surveyed (55%) from June-August 2013. The comprehensive survey captured demographic and needs data for all family members and information on education, health, employment, entrepreneurship, homeownership, safety, assets, and challenges. To understand resident baseline conditions and needs in the context of the neighborhood and city, Urban conducted a segmentation analysis, and contextualized primary data findings with CMHA voucher-holder household data, secondary data from public sources and partners, such as OSU and COWIC, and qualitative data from 18 formal resident and service provider focus groups.

a) Demographics of Targeted Residents. Analysis of the survey and CMHA data revealed demographic characteristics that guided development of the People Plan. Household Composition: The average (2.3 persons) and median (3.0) sizes of the 381 PV households is small. Women head 77% of households, and 9% are headed by transition-aged youth (TAY) ages 16 to 24. Forty-five percent of households have at least one child under age 18. Language and Ethnicity: 98% of residents are Black/African-American, 20% of which are of East African descent, and 20% are not native English

speakers. Income Characteristics: Median annual household income is \$10,248, and average income is \$11,888. 319 of 381 households (84%) have incomes below the 2013 federal poverty guidelines. Only 99 households report income from earnings. Median annual income from earnings is \$11,572, average income from earnings, \$12,767. 124 households report SSI income, 25 report TANF income, and 81 report no income.

b) Key Data Across Age Groups. Fifty-two percent of PV household members are adults. The median age for all persons in PV households is 19, but the median age of heads of household (HOH) is significantly higher, at 43. *Children Aged 0-5*: There are 108 PV households with a total of 171 pre-school children. Infants and toddlers represent 42% of all persons under 18 and 21% of all residents. Thirty-one HOH had pre-school aged children under age 5; however, only 45% these households have their preschool child(ren) enrolled in early childhood education. *School Aged Children*: There are 102 households with a total of 163 children ages 6-12, and 38 with 46 young teens ages 13-15. *Transition Aged Youth (TAY)*: Fifty-one households that have a total of 70 youth ages 16-24, 29 of whom are between 18 and 24. Fifteen of the TAY are employed; 4% report TANF as the primary income source, and 50 report other income, without specifying the source. As many as 31 TAY are HOHs; all are female and have dependents under age 18. *Working Age Adults (Ages 19-62)*: About 27% of adults are employed. *Adult Educational Attainment*: 58% of surveyed residents have a high school diploma or GED. *Disabled Residents*: 168 PV residents are disabled. Of these, 103 are female and 65 are male. 119 receive SSI. *Elderly Residents*: PV was home to 61 residents over age 62, of which 55 are disabled. Resident Needs. Integrated analysis of demographic data and survey data revealed socioeconomic characteristics that were helpful in calibrating the goals and metrics of the People Program. Health data: 79% of adults and children in surveyed households have health insurance. 57% of residents report good- to-excellent physical health, and 79% report good-to-excellent mental health. Of the surveyed HOHs with children, 95% report that the children have good-to-excellent physical health; however, 17% of households with children do not participate in 60 minutes of moderate-to-

vigorous physical activity daily, and 30% do not eat fresh vegetables daily. Despite reporting good-to-excellent physical health, 38% of the households report having a have member(s) with asthma; 22% with diabetes; 40% with hypertension; and 27% with high cholesterol. 21% report receiving primary health care at local emergency rooms. 33% of households have a disabled family member in the home, and 32% have a medical condition that prevents him/her from working. 46% of HOH report they experience high stress. In the focus groups, residents also indicated concerns related to mental and emotional health challenges, such as stress, anxiety, alcohol and drug use. Employment data: Only 20% of surveyed HOHs are working. Among the working HOHs, 57% work less than 30 hours per week, and 38% have been employed for less than 1 year. 76% of the unemployed HOHs stated that they do not need assistance with finding employment. Only 3% of the unemployed HOH are currently enrolled in job training. Adult Education and Training: 43% of adults have no high school diploma or GED. Children, Youth and Young Adult Education: The children of PV households attend 59 different schools in the City. 71% of parents and caregivers surveyed do not participate in a Parent Teacher Association. Of 72 surveyed households with children, only 50% read to their children under age 6 three or more times per week. Of 15 surveyed households with a total of 21 high school-aged children, only 29% of parents and caregivers discuss post-secondary or career options with them. 31% of teens in the households are not participating in any positive youth activity; however, 66% were satisfied with the progress that their child(ren) was making at his or her school, and 74% were satisfied with their progress in preparing for adulthood. Mobility data: 81% of surveyed households are currently receiving Food Stamps. 84% do not have a checking or savings account. 83% of households did not receive EITC last year and 99% are not enrolled in a savings or asset building program.

c. Satisfaction with Services and Preferences for New Services. Fifty-six percent of survey respondents reported being satisfied with the quality of life when they lived in the Near East Side neighborhood, and 56% described the neighborhood as “friendly.” However, 80% were dissatisfied with the design and appearance of the PV housing. Schools: Only 27% felt the Near East Side

neighborhood schools were good, and most children in PV households did not attend the neighborhood schools. Safety: 80% reported having felt safe in the neighborhood and 81% felt safe in their home at PV. 91% felt that their children were safe at home in PV, and 85% felt that their children were safe in transit to and from school. However, 80% reported there was too much crime in the neighborhood. Healthcare: 49% of survey respondents report satisfaction with neighborhood health services in the Near East Side. Recreation: Only 30% of respondents were satisfied with recreation facilities in the PV neighborhood, and only 28% felt that neighborhood parks were safe. Shopping and other Amenities: Only 33% of survey respondents felt shopping and retail access was satisfactory in the Near East Side. 53% reported attending churches and other social organizations in the neighborhood. Transportation: Survey respondents cited easy access to public transportation (63%) and conveniently located bus stops (82%) as neighborhood assets.

H.2 Supportive Services and Programs The Supportive Services Strategy addresses PV resident needs and socioeconomic characteristics identified in Exhibit H.1, and Near East Side needs described in the Neighborhood Assessment. Urban’s segmentation analysis of survey and focus group data suggests that the relocated PV residents, now living throughout Franklin County, are receiving services, but not in a targeted or coordinated manner, making effective case management and service coordination indispensable to the success of the Supportive Services Strategy. To address this, the People strategy includes an additional outcome and strategies related to case management. The case management model will place PV families at the center of a hub of coordinated community and regional service providers (described further in this Exhibit and Attachment 5) who can provide services that are relevant to the family’s needs and goals. Program impact will be tracked with Urban’s specialized case management protocols and a custom database developed on the “Efforts to Outcomes” (ETO) data and performance management platform. As the revitalization proceeds, including after new housing lease-up, Urban will continue to use data-driven approaches to scale and sustain needed services.

Priority Programs and Services

(1) Case Management, Service Coordination, and Mobility Support

A. Service Design and Evidence Base: The case management program will apply the Developmental Assets Framework (Sandau-Beckler, et al., 200) to engage adults in connecting rigorous family assessment activities to goal-setting activities, in order to describe a flexible but time-sensitive roadmap towards their personal and family-related aspirations.

B. Outcome: Families experience self-determination, stability and upward mobility.

Associated Metrics	PV Baseline Data (% and #)	PV Expected Result
Reduction in the assessed housing and socioeconomic risk level for each family when compared to the risk level measured at baseline.	Unknown*	75% of participating families reduce risk level.
Number and percentage of original PV households live in the neighborhood and housing of their choice.	100%, 381 households living in subsidized housing around Columbus, 61% would like to return to new PV community	100% of original households live in the neighborhood and housing of their choice.

*Risk assessment and goal setting services will begin within 60 days of grant award. Risk levels will be measured for all participating households within 180 days of grant award.

C. Strategies, Priority Service & Service Providers:

1. Comprehensive case management: Based on in-depth assessment of family strengths, and risks to stability, all adults from PV (and all PH-assisted residents of the new phases, as they come on-line) will have the opportunity to work with a culturally competent, trained, and skilled case manager to develop resident-directed Individual Development Plans (IDPs) and Family Development Plans (FDPs). Typical risk factors addressed include: risk of eviction; risk of unemployment; household

instability; risk of incarceration; health or mental health risks; and risk of being disconnected from school, job, or caring adult (for children and youth). The IDP/FDP will identify specific housing, employment, education and health goals and the related supportive service needs, including those of TAY. Although PV was a family community, there are 108 former residents age 56 and over, and the first new development on the former PV site will be the 100-unit Poindexter Place senior housing. Urban will develop a case management focus for existing or near-senior households, working in collaboration with National Church Residences, provider of senior programming at the new Intergenerational Development Center, and the Central Ohio Area Agency on Aging, a current provider of services at CMHA properties.

Consistent follow-up, tracking and problem solving with participants will enable case managers to immediately address any barriers to successful completion of programs. Urban has already hired former PV residents to engage their former neighbors and keep them connected to the Transformation Plan process. Case managers will track and report, in real time, for 100% of original PV households, their housing needs and relocation/re-occupancy status, and the status of their progress towards their FDP and IDP goals. The frequency and intensity of case management services will vary for each family depending on the assessed level of housing and socioeconomic risks. Prior to new housing coming on-line, case managers will: a) help all PV HOHs identify housing needs and preferences (revitalized PV housing or alternative), and available options with a targeted focus on neighborhoods with strong education and employment opportunities; b) connect residents with relocation assistance and other CMHA services, particularly for seniors, disabled, and other vulnerable residents; and c) address and alleviate risks or barriers to the move (i.e., inability to get utilities in one's name, lease compliance, etc.).

2. *Service Coordination:* Built around the core of on-site case management services, service coordination increases the impact of the People Strategy through collaboration among multiple partners. Consistent interaction by the case managers with the Implementation Working Team as

described in the Partnership Agreement, will ensure that families do not fall through systemic cracks, while providing real-time information on the effectiveness of the service provider systems, so that course corrections can be made. A strong social service delivery infrastructure exists in Columbus, with centralized information about services available through the Franklin County Department of Job and Family Services (FCDJFS) Customer and Community Web portal and HandsOn Central Ohio 211 referral hotline. Urban will assemble a Service Provider Network (SPN) that will function as a professional learning community and meet monthly to identify and address service gaps, share results, and coordinate strategies. Urban will share quantitative and qualitative data generated by case management to improve the accessibility and utilization of supportive services. SPN members will be asked to review their own progress and results, propose modifications, and describe how they could strengthen implementation efforts. A secondary purpose of service coordination is to inform research, local policy and practice using field experience. Community Research Partners (CRP) will assist the SPN by analyzing and presenting client and service data for use in collaborative decision making on program and policy improvement. PV resident representatives will participate in SPN meetings to share and protect resident interests.

D. Staffing: Urban will assemble a team of experienced local case management staff with the skills and credentials to implement the People strategies and will partner with case management and service coordination staff at partner agencies, when applicable.

E. Resource Commitment: Urban Strategies, CMHA, Homeport, FCDJFS, IMPACT Community Action, MBR and United Way; \$2.0 million in CNI funds will be used to leverage a total of \$1.9 million for PV residents and \$419,000 for neighborhood people (all benefit from FCDJFS 211 Hot-line and web portal and social service infrastructure).

F. Residents Served: A total of 444, or 100%, of the 444 PV residents 19 years and older will be served by partner commitments. A total of 5403, or less than 100%, of the 5403 Near East Side residents 19 years and older will be served by partner commitments.

2. Health Strategies

A. Service Design and Evidence Base: An analysis of the HOPE VI Community and Supportive Services Program (CSSP) by the Urban Institute, “How are Families from America’s Worst Public Housing Faring?” found that poor physical health is a significant barrier to self-sufficiency. This is consistent with the Department of Health and Human Services 2011 Action Plan to Reduce Racial and Ethnic Health Disparities, which outlined the Administration’s Vision and Opportunities to address the impact of policy on health disparities and promote integrated approaches for disparity reduction. The health strategies are models of DHHS’ vision for comprehensive integration of services to provide quality health care. The health strategies will operate at the access point for the family, who will be the hub for all service connections.

B. Needs Assessment Results: *PV Health Needs:* 21% of PV adults do not have medical insurance and 43% report fair-to-very poor physical health and weight. The following health conditions were reported by HOHs: 38% asthma, 22% diabetes, 40% hypertension and 27% high cholesterol. 19% of surveyed households are uninsured, but 21% use the emergency room for primary care. *Near East Side Neighborhood Needs:* Near East Side residents have much higher incidences of the following than does the county population: overweight/obesity (66%); hypertension (36%); and infant mortality (15.3/1,000 live births). 17% of persons reported food insecurity, and 58% of households receive Food Stamps.

C. Outcome: Children, youth, and adults are physically and mentally healthy

Associated Metric	PV Baseline Data (% and #)	PV Expected Result
Number and percentage of individuals who have a place where they regularly go, other than an emergency room, when they are sick or in need of advice about their health	79% or 167 heads of household	90%, or 190
Number and percentage reporting good physical health with any negative health indicators controlled	57% ,or 120, heads of household	Increase to 75%, or 158
Number and percentage reporting stress or psychological distress	46%,* or 97, heads of household	Decrease to 30%, or 63
Number and percentage of residents who have health insurance	79%, or 167, heads of household	Increase to 90%, or 190
Number and percentage reporting a healthy weight	55%, or 116, heads of household	Increase to 65%, or 137

*Baseline from Survey responses on Mobility rather than health but confirmed in focus groups.

D. Strategies, Priority Services & Service Providers: Through partnerships with Columbus Neighborhood Health Centers (CNHC), the FQHC, Columbus Public Health (CPH), OSU Hospital East, the Alcohol, Drug Addiction, and Mental Health (ADAMH) service system, and other health and wellness service providers, the health strategies will leverage community resources to meet the health needs of PV households and neighborhood residents.

1. Conduct a Community Health Assessment: The most recent health assessment for the Near East Side neighborhood was conducted in 2004. CPH, in collaboration with OSU Hospital East, PACT, and Urban, will conduct a full health assessment of Near East Side neighborhood and PV residents, to

better understand their health status and create baseline metrics. The assessment will include analyzing service availability and access, usage patterns, health issues and needs, and level of resident knowledge regarding available services. This information will be used to target programming to address specific health needs and service gaps, and to increase awareness and usage of existing services. The Health Assessment will be segmented to provide information for senior, disabled, and other sub-population groups with specialized health needs.

2. *Increase access to primary health care services:* Urban will work with CNHC and OSU Medical Center, to connect PV and Near East Side residents to appropriate physical health care resources in order to reduce emergency room usage for routine health care, with a focus on services available through CNHC. This includes: a) Primary health care—CNHC Community Outreach Services will link PV and Near East Side residents with primary healthcare at a CNHC health center and provide a patient-centered medical home for coordination of care; and b) Dental health care—The 43203 zip code is a federally-designated dental Health Professional Shortage Area; however, CNHC has underutilized capacity at its dental clinics. CNHC and Urban case managers will work together to link residents with these services and support follow-through once appointments are scheduled. IMPACT CAA’s Mobile Medical Unit will also help to expand primary health care access.

3. *Coordinate and target behavioral health services, with a focus on prevention programming for at-risk youth.* Mental health and substance abuse problems pose barriers to education and employment success for PV and Near East Side youth and adults. Case managers, schools, service providers, and the justice system will work collaboratively to identify PV and Near East Side residents who may be struggling with mental health or AOD issues and coordinate referrals to appropriate prevention and intervention services. These will include services co-located with CNHC clinics and at ADAMH-funded community centers and programs. A focus of this strategy will be youth risk-behavior prevention programs. ADAMH and CPH fund successful programs at sites across Franklin County, including Near East Side recreation centers and schools and the Columbus Urban League, and have

committed resources to continue and expand these programs for Near East Side and PV residents.

4. Provide wellness and preventative health care resources to support healthy lifestyles: The physical health problems of hypertension, high cholesterol, diabetes, and obesity plaguing PV and Near East Side residents can be prevented or mitigated with strategies focused on healthy lifestyles. Wellness is a key component of the Choice People strategies and is integrated with, and supported by, these Neighborhood and Housing strategies: a) a Food Hub, which will bring healthy and affordable food options to a neighborhood with limited food access; b) the new Saunders Aquatics Center and upgraded fields and courts at Beatty Park; c) the new Intergenerational Development Center, which will serve neighborhood and PV seniors and children; and d) Blackberry Commons, at the center of the redeveloped Poindexter Village, which will make exercise more inviting. The Ward YMCA and OSU CarePoint East are important existing wellness facilities in the neighborhood.

A foundation of the wellness strategies will be the creation of seamless peer-to-peer health awareness and healthy lifestyles programs. This includes: a) WEHL—Urban has had great success in using the With Every Heartbeat is Life (WEHL) curriculum and peer-to-peer model. Former PV residents will be trained as peer leaders and reach out to and work alongside their former neighbors to provide social support and to demonstrate how barriers to healthy eating and active living can be overcome; and b) Community Health Workers—OSU Medical Center East will train PV and Near East Side residents as certified Community Health Workers, who will work in the neighborhood to provide outreach, health education, and health system navigation; and c) Health Insurance Marketplace Education—OSU Hospital East will provide classes in the neighborhood to educate residents about the new PPACA insurance marketplaces.

People program partners will provide outreach and targeted and expanded wellness programs to key PV and Near East Side population groups: a) Seniors: National Church Residences, Central Ohio Area Agency on Aging, and the Isabelle Ridgway Center will provide facility and home-based (including at public housing sites) wellness, recreation, socialization, and independent living programs;

and b) Maternal and child health—CPH, Nationwide Children’s Hospital, OSU’s Moms2Be program, and CNHC will provide evidence-based programs to support healthy pregnancies, reduce infant mortality, increase parenting skills, and improve child health among low-income mothers and children. Other wellness include feeding, fresh food, and gardening programs operated by Mid-Ohio Food Bank, Franklin Park Conservatory, LifeCare Alliance Meals on Wheels; and YMCA’s diabetes self-management and prevention programs.

E. Resources: \$100,000 in CNI funds will be used to leverage a total of \$4.4 million for PV residents and \$25.6 million for Near East Side residents committed by 12 partners including CNHC, OSU Medical Wexner facilities-CarePoint East and University Hospital East, Ward YMCA, and ADAMH. Includes a \$1 million commitment from OSU for new health and wellness programming.

F. Residents Served: A total of 877, or 100%, of the 877 PV residents will be served by partner commitments. A total of 7,753 residents, or 100%, of the 7,753 Near East Side residents will be served by partner commitments.

3. Economic Self-Sufficiency Strategies

A. Program Design and Evidence Base: The U.S. Department of Labor reports that unemployment and underemployment rates decrease proportionately for persons 25 years old or older with an increase in education and training. Additionally, studies of the Jobs-Plus-Initiative, a cross-service, cross-funding “Work First” program directed to adult members of public housing, show that the program increased public housing residents’ earnings 16% over 7 years.

B. Needs Survey Results: *PV Self-Sufficiency Needs:* The median income of the 381 former PV households is \$10,248, and only 99 of households report income from earnings. 78% of PV household heads were not employed, and only 4 are currently in a job training program; 42% do not have a high school diploma or GED. *Near East Side Side Self-Sufficiency Needs:* Average household income in the neighborhood is \$25,000, half the average household income of Greater Columbus. 28% of working age residents were unemployed in 2010, and only 3% of residents work in the neighborhood. 60% of

adults have no post-high school education, and 25% do not have a high school diploma or GED. The neighborhood has a re-entry population of 13.3 per 1,000 adults, 4 times the County figure.

C. Outcome: Households are economically stable and self-sufficient

Associated Metric	PV Baseline Data (% , #)	PV Expected Result
Number and percentage of working age adults working at least 30 hours per week	26% or 99	Increase to 50% or 191
Average earned income of work eligible HUD-assisted households	\$12,767 per year for average family size of 2	\$19,500 per year for average family size of 2

1. Strategies, Priority Services & Service Providers:

Near East Side and PV adults will be connected with a continuum of education and training, placement, and employability services to prepare them for jobs. Regional growth industry sectors and jobs requiring a range of skill levels will be targeted. Sectors include landscape and horticulture, construction trades, allied health, and logistics. The workforce case management specialist will help residents navigate the available services and provide placement and retention support to help ensure successful education and employment outcomes.

1. Address barriers to education and employment—Many PV and Near East Side residents face barriers to attaining a post-secondary credential and a job. An important part of the self-sufficiency strategy is helping identify and address the barriers. These include: a) Low educational attainment—43% of PV residents have no highschool diploma or GED. PV and Near East Side adults may lack basic math and English proficiency or English language skills required for entry-level training programs. CCS adult basic education through GED completion, ESL classes, job readiness and job placement services will be available at the Pilgrim Adult Education Center and case managers will link PV residents with other adult basic education services throughout the community. The FCDJFS-funded Refugee Employability Program will provide additional services for the PV residents who lack English language skills; b) Education and job fit—COWIC will use the ACT WorkKeys assessment to measure

the workplace skills and employability of residents with a high school diploma or GED who are unemployed. Based on the results, PV residents will be targeted for immediate job placement or the next level of appropriate training; c) Education affordability—CSCC will cover student fees for Near East Side and PV residents who enroll in credit courses in allied health, auto repair, logistics, and landscape courses, and the United Way and the Columbus Foundation have committed grant funds to support workforce education and training for PV and Near East Side adults. COWIC training funds and savings programs and IDAs will also help to make education and training affordable; d) Computer literacy—IMPACT Community Action, COWIC, and Columbus Urban League are among the partners who help adults upgrade their computer skills; e) Job search and employability skills—A number of partners, including COWIC, FCDJFS, Columbus Urban League, and IMPACT Community Action, will provide job search assistance and “soft skills” training; and f) Transportation—Residents without access to a vehicle will be linked with transportation resources (bus passes, van service, or auto purchase programs) to enable them to secure jobs in suburban locations. IMPACT CAA, Neighborhood House, and COTA will be partners in this strategy.

2. *Stabilize and support the hardest-to-serve populations.* Analysis of needs assessments and CMHA household data identified three population groups with significant barriers to self-sufficiency, which will have wrap around services that address the unique challenges of each group: a) Zero income households (81 PV households)—Identifying and stabilizing these households will be a high priority for case managers and community partners, including: Mid-Ohio Food Bank, FCDJFS Emergency Assistance, and IMPACT Community Action crisis services. Once stabilized, case managers will connect residents to services that address barriers to education and employment, such as the Columbus Urban League’s “Choose to Change” program; b) Unemployed or underemployed males—Surveys, demographic data, and focus group discussions suggest that this group will need re-entry services. Partners who will provide these services—which include driver’s license reinstatement, child support modification and custody assistance, securing a court Certificate of Employability, and

criminal record expungement—include Alvis House, IMPACT Community Action, Restoration Academy, and Columbus Urban League; and c) Transition aged youth—TAY will be targeted for non-traditional education and training opportunities connected to housing stability, service support, and education. The Huntington Empowerment Center and Scholar House, two CCIs, will serve this group, and CMHA, Franklin County Children Services, and ADAMH will provide resources for TAY housing and services.

3. *Provide pathways for careers in health care professions.* The new Pilgrim Adult Education Center, a Critical Community Improvement in the neighborhood, will house CCS Practical Nurse and Nurse Aid training programs and CSCC entry-level “stackable” certificate programs in allied health professions for individuals with high school diplomas or GEDs. OSU Hospital East and CarePoint East, the largest employers in the neighborhood and partners in the Transformation Plan, will provide a major job pipeline for PV and neighborhood residents who obtain allied health skills and credentials. In order to ready individuals at a younger age, students attending the Champion Middle School and East High health sciences academies will be linked with postsecondary allied health education and training opportunities.

4. *Prepare residents for jobs in the construction trades.* Urban and education and training partners will target PV residents with various levels of educational attainment, and the necessary skills required for the construction jobs, in the neighborhood and region. The construction training and placement program will include pre-apprenticeship, deconstruction, and hazardous waste removal to support the full range of the labor needs created by the Transformation Plan. Partners for this strategy include YouthBuild, CSCC, Columbus Urban League, and CleanTurn.

5. *Prepare residents for green jobs.* The greening of the community through the Transformation Plan will generate employment in green industries. The Food Hub and new neighborhood development will require workers at all educational levels with skills in landscape and horticulture. Key partners in this strategy are CSCC, which will defer landscape program fees for neighborhood and PV residents,

and Franklin Park Conservatory, whose Green Corps program will provide horticulture and landscaping training for PV and neighborhood residents.

6. *Provide training for jobs in logistics.* Central Ohio is a top region in the country for job growth in logistics. CSCC, with funds from USDOL, developed a unique and successful classroom and workplace-based training program, in collaboration with employers and COWIC, for entry- and mid-level logistics jobs. CSCC will provide this program for Near East Side and PV residents, likely with a high school diploma or GED, and will defer student fees for participants.

7. *Secure hiring commitments.* The Transformation Plan assures that eligible, skilled workers will have job opportunities. Jobs will be available for qualified PV and Near East Side residents, on a first source basis, with: a) general construction contractors and sub-contractors for housing and community improvement projects; b) McCormack Baron Ragan, responsible for management and maintenance positions at the redeveloped Poindexter Village; and c) Urban, for resident outreach, engagement, administrative support positions. OSU has made a commitment to hire qualified applicants from PV and Near East Side households for jobs at Medical Center and campus locations. Individuals with skill deficits will be placed appropriate training or work experience program, such as FCDJF's Work Experience Program or CleanTurn's transitional jobs program.

8. *Strengthen economic stability and mobility through asset development.* Employment is only the first step to self-sufficiency. As part of their IDP and FDP, PV heads of household will be encouraged to plan and save for economic and housing independence, either as an unsubsidized renter or as a homeowner. PV and Near East Side residents will have access to a variety of programs and resources to promote asset development. These include: a) Financial literacy—financial education and financial fitness programs and tools, including programs targeted at children and the unbanked population; b) Homebuyer education—programs that provide information about the process of purchasing and owning a home and access to financing and down payment assistance; c) IDAs—matched savings accounts to encourage saving for education, to purchase a car or home, or to start a business; d) Tax

preparation—assistance in preparing and filing tax returns, including the EITC form; and e) Entrepreneurship—training and technical assistance for residents who want to start or grow a business. Partners in the asset-development strategy include Homeport, Columbus Urban League, East Columbus Development Company, IMPACT Community Action, PNC, Fifth Third Bank, United Way, Economic and Community Development Institute, and the Central Ohio Minority Business Association.

D. Outcome: Near East Side youth gain employment experience (Neighborhood Priority Outcome)

Associated Metric	Baseline Data (% and #)	Expected Result
Number and percentage of high school youth enrolled in youth employment and entrepreneurship programs	0% of 87 PV youth Estimated 50 of 500 Neighborhood youth	Increase to 50% or 47 PV; increase 20% to 100 neighborhood youth

Need: 71% of persons under age 18 in the Near East Side live in poverty, and a critical neighborhood need is job preparedness and connections to jobs.

Strategies, Priority Services & Service Providers: *Create youth employment and entrepreneurship opportunities for high school students.* Youth employment and entrepreneurship opportunities for high school students will help youth prepare for continued educational and career successes upon graduation and provide positive activities that reduce youth risk behaviors. A number of programs are available during the summer and year-round for students interested in specific trades or knowledge-based positions. OSU, Columbus Urban League, YouthBuild, and COWIC all offer youth employment programs that emphasize work readiness, career exploration opportunities, and paid internship opportunities. Franklin Park Conservatory’s Green Corps targets students interested in horticulture and landscaping training. The Huntington Empowerment Center is an additional resource for students interested in technology, job training and entrepreneurship programs.

E. Economic Self-Sufficiency Resources: \$400,000 in CNI funds will be used to leverage a total of \$7.5 million for PV residents and \$12.7 million for Near East Side residents, committed by 20 partners

that include COWIC, CUL, OSU, ECDI, FCDJFS, Columbus Foundation, CleanTurn and Others (See Attachment 52). Youth employment positions included in Neighborhood Leverage (\$2.5 million).

F. Residents Served: A total of 510, or 100%, of the 510 PV residents 14 years and older will be served by partner commitments. A total of 4,095 residents, or 67%, of the roughly 6,100 Near East Side residents 14 years and older will be served by partner commitments.

H.3 Supportive Services Sustainability Columbus Metropolitan Housing Authority will set aside 5% of the Choice grant award to support the implementation and sustainability of the People Strategy. This 5% will be placed into an endowment to sustain People activities after the grant period while a matching amount is raised over the life of the grant. The infrastructure for raising the sustainability match has already begun to emerge, led by a partnership between the United Way of Central Ohio (UWCO) and Ohio Capital Corporation for Housing (OCCH). UWCO and OCCH held a convening meeting of major local and national philanthropic and corporate foundations in the Columbus area to gather commitments for the Transformation Plan and the Choice Neighborhood revitalization process. More than \$1 million was raised as a result of the funder convening, and a number of funders said they would consider future commitment. UWCO and OCCH will join the CNI Advisory Council to guide full implementation of the Sustainability Plan, including development of investment guidelines and disbursement priorities for the Sustainability Endowment on-going funding plan.

H.4 Education Strategy Columbus City Schools (CCS), which serves 49,000, mostly low-income students, is the largest district in Ohio. CCS brings a track record of successful partnerships, programs, and outcomes in kindergarten readiness, school transformation, high school-to-college transitions, and data-informed instruction. However, the district also has far too many low-performing schools with poor student outcomes, including those in the East High feeder pattern. In 2012, a diverse, 25-member Commission of community leaders convened by the Columbus Mayor and City Council President, took up the challenge of improving education outcomes, from preschool to career, for all children living within the CCS district. Their report, *FutureReady Columbus*, includes evidence-based strategies

to achieve the following areas: 1) Every Columbus child is kindergarten ready; 2) School leadership is empowered to make school-based decisions; 3) Every classroom has the capacity to support state of the art teaching tools; 4) Every child attends a high-performing school; 5) Every student has a pathway to college or career; and 6) The community embraces all children. The report includes a commitment of continued engagement of business and civic leaders in improving outcomes for children. A new Public-Private Partnership organization is being formed to oversee implementation, including a \$30-50 million public-private Innovation Fund to replicate successful CCS schools and attract proven charter schools to the city. In July 2013, the Columbus Board of Education selected Dr. Daniel Good as superintendent and empowered him to begin executing the recommendations.

The Commission's recommendations and implementation steps mirror the education outcomes that HUD seeks to achieve in a Choice Neighborhood. A November school levy, which has strong backing from community leaders, would fund the Innovation Fund, teacher training, technology upgrades, and additional Pre-K classes. This will help CCS and its partners to sustain and bring to scale the following Choice education strategies, so that all Near East Side and Poindexter Village residents can benefit, no matter which school they attend.

Outcome: Children Enter Kindergarten Ready to Learn

A. Evidence Base: A quality, aligned system of education and support for young children can improve outcomes for children, engage families, and strengthen the workforce (National League of Cities, 2010). An analysis of evaluations of state-funded preschool programs found positive impacts in child developmental competence in a variety of domains, such as school attendance and academic performance. (DHHS, 2003, Camilli, 2010). 89% of CSS kindergartners who received CCS Pre-K services did not require reading intervention (CCS, 2013).

B. Strategies, Priority Services & Service Providers: Columbus is a national leader in programs to increase kindergarten readiness of low-income children. The strategies below build on these proven, initiatives and, through case management, target them to Near East Side and PV households.

1. Identify developmental delays in young children and connect families to early intervention.

United Way of Central Ohio's Columbus Kids: Ready, Set, Learn network (early learning centers, human services, community-based organizations) will provide a learning checkup every 6 months for PV and Near East Side children ages 2½ to 4 and link children with services to be ready to learn. Columbus Kids uses evidence-based Ages & Stages ASQ-3 and Social/Emotional screens to detect developmental delays and speech, hearing, or vision problems. *Other partners:* Columbus Metropolitan Library Ready to Read Corps—free learning resources for parents; Franklin County Dept. of Job & Family Services, Parent Engagement Program—incentives for parents to engage in improving their child's kindergarten readiness; Learn4Life Columbus cradle-to-career education initiative—coordinates SPARK Ohio, a family visitation model to prepare children for kindergarten; Learning Circle—tracks student progress in early learning initiatives.

2. Increase availability of and participation in high quality early learning programs. CCS has

begun implementation of its Pre-K Partnership Model, a plan to serve more district children by adding more CCS Pre-K classrooms and partnering with community providers. Ten new CCS classrooms were added for the current school year. *Other partners:* Action for Children—child care information for parents and professional development resources for child care providers; works to increase the number of state quality-rated child care slots; Franklin County Dept. of Job & Family Services Home Provider Training—provides resources to improve the quality of small, in-home providers; OSU Pediatric Services and School of Nursing—evidence-based early childhood curriculum; Head Start and Early Head Start Programs; and Columbus Early Learning Centers—child care center provider in the new Intergenerational Development Center, a CCI.

C. Metric, Needs, Results, Resources, and Persons Served

<p>Outcome: CHILDREN ENTER KINDERGARTEN READY TO LEARN</p> <p>Metric: <i>Number and % of children in kindergarten who demonstrate at the beginning of the program or school year, age-appropriate functioning across multiple domains of early learning as determined using developmentally appropriate early learning measures</i></p>
<p>Needs Survey Results: PV: 26% of children ages 3 and 4 (23 of 64) are not enrolled in early learning; Near East: 50% of children ages 3 and 4 (116 of 229) are not in pre-school; 2 of 4 elementary schools in the East High feeder pattern do not have a Pre-K classroom</p>
<p>Expected Results by 2020: PV: 75% of children ages 3 and 4 (est. 48 of 64) are enrolled in in Head Start or other quality-rated learning program and assessed as kindergarten ready; Near East Side: every CCS elementary school (4) has a Pre-K classroom or a is serviced by a partner organization program in its catchment area.</p>
<p>Resources: \$100,000 in CNI funds will be used to leverage a total of \$1.3 million for PV residents and \$225,000 for Near East Side, plus another \$2.7 million in early education funding for Near East Side included in Neighborhood Leverage.</p>
<p>Residents Served: A total of 142, or 100%, of the 142 PV youth under 5 years old will be served by partner commitments. A total of 433, or 52%, of the 834 Near East Side youth under 5 years old will be served by partner commitments.</p>

D. Sustainability after the grant period. Kindergarten readiness for all children in the CCS district is a top priority for civic and business leaders, including the Columbus Education Commission. Significant funding has been spent and pledged to build the capacity and infrastructure to deliver Pre-K services and programs for all low-income children. In addition, major stakeholders have made commitments to support the Choice Pre-K strategies and establish new, quality programs. This will assure the availability of programs and services beyond the Choice grant period.

Outcome: Children are Proficient in Core Academic Subjects

A. Evidence Base: Children have a better chance at academic success when they learn in ways that fit their learning styles (National Dropout Prevention Center/Network, 2013). Quality, expanded learning opportunities lead to improvements in student achievement (Rocha, 2007). Quality social and behavioral interventions lead to school success (Fleming, Haggerty, Brown, 2005). Enhanced family engagement leads to improved student achievement (Ferguson, 2008).

B. Profile of Neighborhood Schools

Near East Side(Enrollment)	School Performance	State Average
East High (474)	<u>11th Grade</u> R: 82.4% M: 61.8%	Reading: 92.9%; Math: 89.2%
Champion Middle (255)	<u>8th Grade</u> R: 61.3%; M: 38.7%	Reading: 85.8%; Math: 77.0%
Monroe Alt. Middle (265)	<u>8th Grade</u> R: 80.6%; M: 54.1%	Reading: 85.8%; Math: 77.0%
Beatty Park Elem. (121)	<u>4th Grade</u> R: 35.0%; M: 25.0%	Reading: 87.7%; Math: 77.7%
Eastgate Elem. (308)	<u>4th Grade</u> R: 48.8%; M: 30.2%	Reading: 87.7%; Math: 77.7%
Ohio Avenue Elem. (363)	<u>4th Grade</u> R: 52.9%; M: 41.2	Reading: 87.7%; Math: 77.7%
Trevitt Elementary (366)	<u>4th Grade</u> R: 45.0% M: 25.0%	Reading: 87.7%; Math: 77.7%

C. Strategies, Priority Services & Service Providers: There are many examples of successful CCS initiatives that have improved student outcomes, but most have had limited scope. The strategies below will bring proven interventions together in the East High feeder pattern to improve student and school performance. PV and Near East Side students will have priority slots in these schools, and case managers will work to connect PV households with these education opportunities. CCS and community partners will develop a marketing, outreach, and enrollment plan to attract neighborhood residents and the broader community to the transformed schools. The East transformation is part of an aggressive CCS and community initiative to improve the quality of education for all children in the district. Near East Side and PV children who choose not to attend the transformed neighborhood

schools will benefit from these district-wide improvements.

1. Create health sciences academies at Champion Middle and East High. The transformation of East High and Champion Middle Schools into health sciences academies is intended to create high performing schools of choice for existing and new neighborhood residents and increase college readiness and students interested in health sciences careers. CCS and OSU health sciences deans have executed an MOU to undertake the collaborative transformation process. A “Design Team” consisting of parents, students, school staff, community organizations, and businesses will guide the transformation process, with outreach to the broader community for input.

2: Improve the quality and effectiveness of instruction. CCS will implement appropriate evidence-based instructional innovations in the 6 East High feeder pattern schools and at other schools attended by Near East Side and PV students, as resources are available. These may include: a) Professional development—staff development is underway to implement a new districtwide elementary reading curriculum designed to improve reading outcomes; b) Formative assessment—Teacher teams review Learning Circle real-time, student level “early warning” data on attendance, discipline, and academics, and create formative reading and math assessments; c) Differentiated instruction—assessment results are used to inform instructional practices and target teaching to individual student needs; d) Student-centered learning—students learn about a subject through the experience of problem solving or working on a project; and/or e) Mastery-based instruction—students can move to higher-level work after demonstrating subject mastery.

3. Provide extended learning opportunities. Case managers and CCS teachers will identify PV and Near East Side students who are struggling academically and link them with extended learning time programs, including one-on-one tutoring and mentoring and curriculum-based after-school and summer programs. These programs are operating, or will be available, at school and community sites. Case managers will link PV residents with accessible programs. *Partners:* FCDJFS, Learn4Life, City Year Columbus, After School All Stars, Columbus Metropolitan Library, OSU East Side Buckeye, and

YMCA.

4. *Reduce non-academic barriers to academic success.* Case managers will connect PV and Near East Side students and families with services to address non-academic barriers, with a focus on peer support, health and wellness, safety, and reducing risk behaviors. Services identified in the Supportive Services Strategy are integral to this effort, and will be located in schools or community-based sites. The Learn4Life Learning Partner Dashboard, which enables schools and service providers to share student/client data, will assure that services support student success.

5. *Increase parent engagement.* The parent engagement strategy will have three components. 1) CCS staff and Parent Consultants will make school buildings welcoming to parents, host engagement activities to form relationships with parents, and solicit parent input. 2) Service providers will identify opportunities to locate services and adult programming at school sites; and 3) Case managers will work with parents to include engagement goals in their Family Development Plan and will support parents in implementing engagement strategies.

6. *Reduce student mobility.* Case management, barrier-removal services, and activities that help parents feel connected with their child's school will contribute to reducing student mobility among PV and Near East Side residents. Case managers and CCS staff will assist PV families to assess school choice options, including high-performing charter and private schools, and identifying the best fit and opportunity for a quality education. Consistent school attendance and school and housing stability will be part of Family Development planning. If there is a school change, the case manager will assist with records transfer and orientation. *Other partners:* CMHA, charter and private schools, homeless and supportive service providers.

D. Metric, Needs, Results, Resources, and Persons Served

Outcome: CHILDREN ARE PROFICIENT IN CORE ACADEMIC SUBJECTS

Metric: *Number and % of children at or above grade level according to state math and English language arts assessments in at least the grades required by e ESEA (3rd - 8th and once in high school).*

Needs Survey Results: PV: Of 181 children *attending a CCS school*, 178 (98%) are in a school that received an F in the percent of proficiency indicators met in 2012-13; **Near East Side:** The 6 neighborhood schools received an F in percent of proficiency indicators met in 2012-13.

Expected Result by 2019: PV: 70% of school-aged children occupying the revitalized PV site (est. 97/50% of former PV children) will be in a public or private school that is high-quality or undergoing significant improvements; **Near East Side:** The transformed Champion and East High buildings will have an overall rating of C or greater on the state rating system in 2018-19.

Resources: \$300,000 in CNI funds will be used to leverage a total of \$2.2 million for PV residents and \$2.4 million for Near East Side residents committed by 8 partners.

Residents Served: A total of 276, or 100%, of the 276 PV school age youth will be served by partner commitments. A total of 1549, or 100%, of the 1549 Near East Side school age youth will be served by partner commitments.

Outcome: Youth Graduate from High School College- and Career-Ready

A. Evidence Base: The skill areas critical to college readiness are: content knowledge and basic skills, core academic skills, non-cognitive skills and norms of performance, and “college knowledge.” (Roderick, Nagaoka, Coca, 2009). Students who had taken college courses in high school—particularly low-income students—are more likely to graduate and enroll and persist in college (Struhl & Vargas, 2013). Middle-skill jobs, requiring more than high-school, but less than a 4-year degree, will make up 49% of Ohio jobs in 2018 (National Skills Coalition, 2011).

B. Strategies, Priority Services & Service Providers: The strategies described under Outcome 2 to help students be successful in K-12 education also serve to increase the high school graduation rate.

The strategies below will support students in transitioning to college and career education.

1. *Increase post-secondary education aspiration and feasibility.* CCS, Higher Education Partnership institutions, I Know I Can, and business partners will provide Near East Side and PV families with: a) exposure to post-secondary options and the college experience; b) assistance in preparing a “blueprint” for academic and college success; c) savings plans, grants, and assistance with the financial aid process; d) programs to earn college credits at no cost while in high school; and e) exposure to career options through internships and employer engagement.

2. *Provide career-technical options.* Near East Side and PV students may want to pursue post-secondary options other than 4-year college, which can prepare them for high-demand, “middle skill” jobs. CCS high school students can attend a career-technical center part time, providing a smooth transition to certificate or degree program at nearby CSCC, DeVry, or other institution.

3. *Reduce college remediation.* CSCC, school districts, and post-secondary institutions are partnering to reduce the need for remedial math and English, a major barrier to college persistence. Strategies include: a) alignment of high school coursework with college requirements, b) exposure of high school students to college classes, and c) tutoring or other academic support services.

C. Metric, Needs, Results, Resources, and Persons Served

<p>Goal: YOUTH GRADUATE FROM HIGH SCHOOL COLLEGE AND CAREER READY</p> <p>Metric: <i>Number and percentage of youth who graduate from high school.</i></p>
<p>Needs Survey Result: PV: 42% (79 of 188) of PV heads of household do not have a high school diploma or GED; Near East Side: East High had an 80% 4-year graduation rate in 2012-13.</p>
<p>Expected Result by 2019: PV: 75% of age-appropriate youth in PV households (est. 15 of 20) will earn a high school diploma. Near East Side: East High will have an 85%, 4-yr. graduation rate.</p>
<p>Resources: \$100,000 in CNI funds will be used to leverage a total of \$1.1 million for PV</p>

residents and \$340,000 for Near East Side residents. An additional \$1.7 million from Youthbuild is included in the Neighborhood Leverage (Attachment 50)

Residents Served: A total of 65, or 100%, of the 65 PV high school youth will be served by 4 partner commitments. A total of 404, or 100%, of the 404 PACT high school age youth will be served by partner commitments.

D. Sustainability after the grant period (for proficiency and graduation outcomes). Business and civic leaders understand the importance and urgency of having high-performing schools and an educated, skilled workforce to support economic development, as documented in the Columbus Education Commission report and Columbus2020 economic development strategy. Higher education institutions have an interest in serving diverse populations and assuring that students persist and graduate. Many of these same community leaders who have committed to transform Columbus schools are also partners in the Choice application, along with the new CCS leadership. This will sustain quality schools for neighborhood and PV students beyond the grant period.

H.5. Economic Opportunities The Transformation Plan includes a robust Section 3 (S3) Plan to engage S3 residents and businesses to the greatest extent feasible. CMHA is S3 compliant as shown in the most recent report (2012). Working closing with partners, including Urban, MBS, PACT, local organizations and contractors, CMHA is confident that the development team will achieve the numerical goals established by HUD: 10% S3 certified business participation (construction), 3% (non-construction); and 30% of new hires S3 certified.

Types, amounts of employment, training, and contracting opportunities to be generated: The majority of S3 employment, training and contracting opportunities will be created through construction activities under the Housing Plan. Positions will include laborers, and skilled tradespeople (including sustainable building practices), security, property maintenance, janitorial services, and landscapers. It is anticipated that approximately 150 new positions will be created of which 50 (30%) will be targeted

for S3 new hires. Permanent post-construction positions include those created by the Property Managers, McCormack Baron Ragan (multi-family phases), and CMHA (Senior Bldg), and each has committed to the 10% S3 goal. Case managers will assist in matching PV residents' skills and readiness with employment and training opportunities committed by local partners: Central Ohio Minority Business Association (COMBA), CleanTurn, Columbus Urban League, COWIC, and IMPACT CAA. CleanTurn's Transitional Jobs Program provides an innovative approach, providing S3 residents an opportunity to build (or rebuild, in the case of re-entry) a stable work history. Employees work directly for CleanTurn, or for other contractors who access CleanTurn's qualified labor pool for short-term labor needs (and who often then hire employees for permanent jobs). CleanTurn completed the demolition abatement work, creating 21 new jobs for low-income workers.

Primary contracting opportunities include all scopes under the Housing Plan: residential construction, public infrastructure and site work. The projected budget is \$83 million, and the S3 contract goal is \$8.3 million. S3 contract opportunities post-construction include vacant unit prep, janitorial, security, and landscaping. The development team will also facilitate S3 referrals for projects created under the Neighborhood Strategies (See Exhibit F.)

Priority Consideration: S3 priority will follow HUD guidelines: #1 PV residents, #2 other CMHA residents, #3 YouthBuild participants, #4 other very low/low income individuals. Similarly, S3 business priority will be for PV or other CMHA resident-owned businesses.

Certifying Residents & Businesses: CMHA will verify S3 resident eligibility through CMHA's resident database, YouthBuild documentation, or proof of income. CMHA will also determine S3 eligibility for businesses that either 1) are owned by a PV or CMHA resident; 2) have 51%+ ownership by low-income individuals; 3) employ individuals of which at least 30% are low-income; or d) will subcontract more than 25% of its contract with a S3 business.

Opportunity Notification: The development team will conduct extensive outreach for employment and contracting opportunities through a multi-tiered approach. Urban Strategies, CMHA,

and training organizations will collaborate on open houses, fairs, flyers and phone outreach to engage employment candidates. Bid notices will be posted in the Columbus Dispatch and publications representing minority communities, as well as at COMBA's Plan Room (which also gives contractors free access to plans), unions, and other trade associations. All General Contractors will be required to document their outreach efforts thoroughly.

Strategies for Achieving Numerical Goals: The *S3 Employment Strategy* will incorporate best practices used previously by MBS and Urban to create a pipeline connecting S3 candidates with jobs. Through outreach and referrals, including from case managers, the S3 Coordinator will build a "First Source" database of certified S3 residents organized by S3 priority, residents' work-readiness level, skill sets and experience. Case Managers will refer residents who are not work-ready to training partners, and will also help identify and address potential obstacles to employment. During construction the GC will provide job descriptions to the S3 Coordinator at least one month in advance, and update job listings bi-weekly. The S3 Coordinator will identify suitable candidates from the database for the GC/sub to interview. GC will search outside of the database only if a suitable candidate cannot be identified within a reasonable timeframe.

S3 Business Strategy: CMHA, MBS and the S3 Coordinator will organize S3 business outreach and certification events in advance of construction starting on the first phase to build the list of certified S3 firms. The S3 Coordinator will also make referrals to organizations that assist with bonding, insurance (COMBA), and loans (ECDI). Bid documents will encourage larger companies to seek JV opportunities with S3 firms, and to divide up scopes of work.

Monitoring: Prior to starting work, ALL contractors/subcontractors must complete: 1) a S3 training led by the S3 Coordinator, MBS and CMHA prior to the start of construction, and 2) all required upfront forms that make up the project S3 (and MBE, WBE) Plan. During construction, the S3 Coordinator will be responsible for gathering S3 compliance reporting information from contractors and consultants monthly and submitting a comprehensive participation report. That report will identify

progress toward established goals, any compliance challenges, and strategies to address those challenges. S3 compliance will be a requirement in each construction contract.

Contact Information: C. Doug Moody, CMHA. Completed HUD Section 3 Compliance Training. M. Saunders, G. Schwartz, MBS Design & Construction. Completed construction and contract management on multiple projects with HUD Section 3 compliance requirements.

Exhibit I: Soundness of Approach

Columbus Metropolitan Housing Authority

Exhibit_I.docx

The *Near East Side Blueprint for Community Investment* Transformation Plan (“Blueprint”) is grounded in sound, community-centered, collaborative and evidence-based strategies that will yield positive outcomes for residents and the neighborhood. With strong partners in place, including PACT, Principal Team Members and a host of committed and capable community partners and service providers, implementation can proceed immediately and effectively, with high levels of stakeholder and resident accountability structures in place to ensure the Transformation Plan as adopted is successfully executed and sustainable over time.

I.1 Planning Process: The planning process that resulted in the Near East Side Blueprint was community-driven, intentional and comprehensive. PACT engaged the community for over two years and held dozens of public meetings, open houses, community conversations, and other events. In June 2011 PACT formed five subcommittees that included approximately 100 members and covered the following five core plan elements: Jobs and Economic Impact; Safe, Vibrant, and Accessible Neighborhoods; Health and Wellness; Education; and Housing. These subcommittees, who met monthly (over 60 total meetings), developed detailed reports that guided the planning team’s final plan recommendations. The planning team conducted over thirty stakeholder engagement meetings (on a nearly monthly basis) with more than a hundred participants to ensure a collaborative and transparent planning process.

Community engagement involved a variety of formats to gather baseline information and gather a sense of community concerns and aspirations including a series of 32 “Community Conversations” between July and December 2011. These helped build relationships and establish trust, setting the stage for the public planning process which officially launched in January 2012. The March 2012 PACT kick-off event attracted 100 residents who were introduced to the Goody Clancy planning team and the planning process that would follow over the subsequent months, including additional stakeholder meetings, open houses, and community workshops. In July 2011, over 130 residents and community stakeholders (including neighborhood and PV

residents, former residents, local business owners, religious leaders, representatives of anchor institutions and local government officials) participated in three days of community workshops to provide input on the strategies for people, housing, and neighborhood. In February 2013, PACT released the draft Near East Side Blueprint for Community Investment Transformation Plan that captured the work of the subcommittees and additional resident input. Follow-up conversations led to refinements of the Blueprint which was finalized in July 2013.

The detailed master plan for the Poindexter Village site resulted from community input gathered during community workshops and focus groups held in July 2013. Convened in partnership with PACT by CMHA, CMHA's housing partner, McCormack Baron Salazar, People Lead, Urban Strategies, and Master Planner, Urban Design Associates, the workshops also covered specific goals and strategies to build human capital, and address the particular needs and goals of Poindexter Village residents. The final Plan responds to resident and stakeholder's concerns and includes their priorities: the preservation and restoration of two original PV buildings; design that respects and fits in with the rich architecture in the community; an appropriate mix of bedroom sizes and building types to accommodate diverse housing needs; quality finishes and amenities that attract residents with choices from broad socio-economic backgrounds; ample green space and play areas; the inclusion of a grocery/fresh food store (on the site of a now shuttered grocery store); a strong re-occupancy plan for currently relocated residents; opportunities for entrepreneurship (in live/work units) and Section 3 employment and business participation; the inclusion of a building just for seniors, and senior services including in the intergenerational daycare; and a robust and complementary human capital plan.

Meetings and events were well-publicized through direct mailings and electronic invitations to over 1500 residents and stakeholders, door-to-door outreach to churches and other faith-based organizations, and retail associations and other neighborhood groups. The PACT website, www.eastpact.org, was updated regularly with meeting notices and Blueprint updates.

I.2 Organizational Framework for Implementation: CHMA, as Lead Applicant, will coordinate implementation with all Principal Team Members and will continue working with residents and team members to ensure the Plan’s success (see Exhibit I.C below). *Key Roles.* The legal agreement (Attachment 5) clearly assigns specific roles and responsibilities of each party which will be reinforced in all future additional contracts and agreements. CMHA is the Lead Applicant and Member of the Joint Venture Housing Implementation Entity, Poindexter Housing Developer LLC (MBS is the other Member). As Lead Applicant, CMHA will serve as program manager and coordinator of all transformation activities, in addition to its responsibilities as part of Poindexter Housing Developer LLC, described below. The City of Columbus is the Neighborhood Implementation Entity and a significant financial partner. In pursuit of efficient and ongoing City support in all Plan activities, the City serves as liaison to City agencies and departments involved in the Plan, including the Columbus Division of Police. The Housing Implementation Entity is Poindexter Housing Developer LLC (PHD), a Joint Venture comprised of two members, McCormack Baron Salazar and CMHA. PHD will be responsible for all aspects of the Housing Plan. Each phase will have a “Controlling Member” responsible for day-to-day management of the phase, providing financial and development guarantees, and ongoing property and asset management of that particular phase, as described further in the Operating Agreement (Attachment 5) and the Master Development Agreement to follow. Urban Strategies, as the People Implementation Entity, is responsible for facilitating the Plan’s primary people outcomes and strategies including the education outcomes, through coordination with local service providers, fundraising, case management, and community partnership development. Columbus City Schools serves as the implementation entity for the education component of the People Strategy, through the development of high-quality public schools, education programs and early learning programs in the Neighborhood. PACT, made up of CMHA, and the City and Anchor Institution Ohio State University is the “Sustaining Entity” and as such will provide

assistance to the team by mobilizing the resources necessary to bring additional opportunities and social services to all Near East Side residents. ***Decision-Making Process.*** Together CMHA and the Principal Team Members will form an Implementation Working Team (IWT) which will be convened by PACT and Chaired by CMHA. The IWT will meet regularly and may involve subcommittees around specific tasks or topics. The IWT members will also be responsible for providing data to Community Research Partners for use in compiling quarterly reports to HUD and bi-annual reports to the CNI Advisory Council, described in I.3 below. Within this collaborative forum the IWT members will make decisions on programmatic and development initiatives and asset allocations; report on progress toward scheduled milestones and targeted outcomes; address obstacles and resolve disputes to assure timely implementation of the Transformation Plan. The IWT will be consensus-driven. Operating processes, meetings, decision-making protocols and dispute resolution processes are stipulated in the Partnership Agreement (Attachment 5).

I.3 Governance: The Choice Neighborhoods program has truly been a catalyst for galvanizing residents, stakeholders and Anchor Institutions on Columbus' Near East Side. The Transformation Plan now has a clear path to implementation through the leadership of CMHA and the two other co-founders of PACT, OSU and the City of Columbus. The same resident and stakeholder-centered process that guided PACT's work in developing the Blueprint for Community Investment will govern the implementation plan. There will be several inter-related components to the governance structure. ***CNI Advisory Council:*** The City, CMHA and OSU established PACT to create the vision and the strategies to achieve a community of choice on the Near East Side of Columbus. As the Transformation Plan now moves into implementation, PACT will transition its Advisory Board to the CNI Advisory Council (CNI-AC). The CNI-AC will meet semi-annually, and will be comprised of PACT Board Members, which include two representatives from each of the founding members, OSU, CMHA, and the City (Mayor's

Designee), and two community representatives; elected officials; Principal Team Members, including the Superintendent of the Columbus City Schools (Principal Education Entity), the CEO of the local Workforce Investment Board (COWIC); the Commander of Police (Zone 5); a Senior Executive of the Columbus Neighborhood Health Centers (FQHC); Senior Executives from Anchor Institutions Columbus State Community College and Franklin Park Conservatory; MBS and Urban Strategies Senior Staff; PV and neighborhood resident representatives, and additional community stakeholders. The CNI-AC will review progress toward implementation goals, provide strategic guidance, ensure accountability, and direct policy or structural changes that will facilitate achieving Transformation Plan goals. The CNI-AC will utilize data compiled by Community Research Partners (see I. 7 Below) from Principal Team Members to inform its work. ***Service Provider Network (SPN)***: Urban Strategies will form the SPN to provide a forum for PV and neighborhood residents, stakeholders and service providers to weigh in on all key elements of the People Strategy, including Education. As described further in I.4. below, the SPN also becomes a vehicle for building the capacity of both residents and service providers. Within the dialogue that occurs between residents and service providers, residents not only become stronger self-advocates, but also more proficient in synthesizing and communicating community needs to help make programs and services more effective. Similarly, service providers are able to be more responsive, and collaborative, using shared data to align and mobilize new resources. The SPN will track outcomes related to the People/Education Strategy with a focus on PV residents and other low-income residents of the Near East Side. The work of the SPN and the initial outcomes will be reported up to the IWT and CNI-AC to provide clear illustration of which strategies are working and which ones may need to be adjusted to yield stronger outcomes across the neighborhood. The SPN will also focus on resident and community capacity building (see I.4.) to facilitate a successful transition of the SPN governance to the Neighborhood Association at the completion of the Transformation Plan. ***Neighborhood***

Association (NA): Having a diverse and active Neighborhood Association to work in concert with PACT will be critical in ensuring the positive outcomes of the Transformation Plan are sustained over time. The NA will have formally elected resident leaders who will represent the entire neighborhood, and effectively communicate with elected officials, stakeholders and anchor institutions to continue the collaborative and impactful work catalyzed by the Transformation Plan. Throughout the implementation process, Urban Strategies will work with PACT to help lay the groundwork for the NA including building the capacity of residents interested in participating in the NA. PACT will continue to facilitate neighborhood-wide meetings, including an annual report to the community. PACT will also continue using its website as a central hub for community information, development and program updates.

I.4 Community Capacity Building: The Blueprint planning process engaged hundreds of residents during the two-year planning process, including many residents who participated on subcommittees. Primary and secondary neighborhood data, interviews and focus groups helped residents and stakeholders prioritize neighborhood goals and strategies. Beyond providing critical input, residents and community organizations gained significant experience in analysis, collaboration, and community organizing skills. Similarly, Urban Strategies began a focused effort to build PV resident leadership, recruiting 10 PV resident leaders to engage in community outreach and encourage greater participation among PV residents for July 2013 community workshops. PV resident participation was outstanding, and a direct result of the work of these leaders. Urban will continue to work with this core team, focusing on building the leadership capacity of these PV residents in engaging other PV residents in the Transformation Plan and related programs and initiatives. There are several resources that will be available to PV residents to help build their leadership skills, including United Way's (UWCO) Neighborhood Leadership Academy. (See Attachment 52). One goal of the training will be to help PV residents expand their leadership from beyond the PV community to the larger Near East Side and beyond,

including through the Neighborhood Association. Similarly, youth leadership development will be a primary focus area, with programs through Ohio State's East Side Buckeye Initiative, Columbus Urban League, and the YMCA providing neighborhood youth access to mentors, volunteer and employment opportunities, and training. Similar to the Community Health Worker model being employed under the People Strategy, the increased engagement by youth and adults in leadership positions will not only encourage other residents to become involved, but will help shape policy and practice of area service providers to better meet community needs. UWCO has also committed positions in its Neighborhood Training Academy to help build the capacity of community organizations. The collaborative environment of the SPN, the regular collection and sharing of data, and the input from resident leaders and case managers, will help service providers grow stronger throughout the implementation process. Moreover, with documented outcomes and synergistic partnerships, providers will be much better positioned to attract philanthropic and other funding resources to help support their work.

I.5 Anchor Institution Engagement: The Neighborhood includes three place-based entities that have regional significance, are economic drivers and contribute significantly to the development of human, social and cultural capital. Letters detailing these entities' commitments to the Plan can be found in Attachment 45.

1) The Ohio State University (OSU): When Mayor Coleman asked OSU to direct resources to the Near East Side as part of a \$1 billion expansion of the OSU Medical Center, OSU's pledge went well beyond the \$10 million committed to health and wellness and neighborhood improvements. OSU is a founder of PACT and an extremely active member of the Near East Side community, where two OSU Wexner Medical Center facilities --OSU Hospital East and CarePoint East-- serve as anchor institutions, major employers (over 1200 employees), and service providers. As evidenced, by OSU's commitment letter, OSU has committed substantial investments in programs, developments, educational supports, internships, employment, in-kind

and direct services to help PV and other Near East Side residents – from infants to senior citizens – lead healthier, more productive, and more economically sustainable lives. OSU will invest \$9 million in the Taylor Avenue Corridor alone to stabilize homes, transform distressed properties, create a new adult education center, and establish mixed-use amenities to serve staff, visitors and residents alike.

2) Franklin Park Conservatory and Botanical Garden (FPC): Located on the southern edge of the CNI boundary, FPC is an economic engine for tourism as well as an educational resource. FPC has an annual budget of \$7.4M and employs 65 full-time, 25 part-time and 50 seasonal/on-call staff and. On its four-acre community garden campus, and through community outreach programs such as its community gardening program, Growing to Green, the Conservatory teaches people about sustainability with classes on gardening, green practices, and nutrition. As a PACT neighbor, the Conservatory was actively engaged in the development of the PACT Blueprint for Community Investment. The Conservatory’s ongoing commitments to the neighborhood include green jobs training and community gardens for healthy foods

3) Columbus State Community College (CSCC): Located on the western edge of the Near East Side, CSCC serves over 20,000 students in 55 two-year career programs and multiple certification programs that prepare students for workforce opportunities in Columbus businesses. CSCC has been actively engaged in the PACT planning process including representation on the Education Sub-committee. As a result of that involvement, CSCC has committed to be a strategic partner in the Pilgrim Elementary Adult Education Center, a “critical community improvement” being developed in partnership with PACT, OSU, and Columbus City Schools. CSCC will offer allied health courses (“stackable certificates”) to community residents, OSU staff and other students to allow them to gain skills and credentials, and move up the economic ladder. To facilitate enrollment, CSCC is paying fees, background check and drug screening costs for PV and other area residents. CSCC’s Small Business Development Center will also provide

counseling and technical assistance to area businesses and entrepreneurs, in collaboration with small business lenders (i.e., ECDI, City of Columbus) and assistance centers (i.e., COMBA).

I.6 Evidence-Based Decision Making: The strategies used in the implementation of the transformation plan are based on best practices and proven strategies derived from research and studies documented in Attachment 47. The following section discusses the evidence base for 8 of our highest priority strategies and chosen methods of implementation and metrics for effectiveness of strategies that will be specific to Columbus. **Neighborhood:** 1) *Public Safety:* The public safety strategy (see Exhibit F.3) targets crime “hot spots,” with a community and place-based approach with the goal of reducing crime across the neighborhood. These actions are based on the findings of multiple studies that show that positive interaction between residents and police officers, awareness campaigns, enhanced security, hot spot patrolling, place-based prevention activities, enhanced street lighting and re-entry and deterrence programs significantly reduce crime. 2) *Healthy Food Initiative:* The Food Hub described detailed in Exhibit F.2 is a critical community investment strongly supported by multiple studies that will reinvigorate the neighborhood by: 1) enhancing human health through improved access to healthy food; 2) revive economic health through workforce training and job development and; 3) overall neighborhood revitalization through improved amenities. An Ohio-centric study (Meter) concludes that the development of local-food “clusters” around the state will create mutually supportive economic opportunities for farmers and consumers, and a source for affordable, healthy, local grown foods. **Housing:** 3) *Mixed Income Strategy:* As demonstrated in the Brookings’ multi-site case study evaluation, mixed-income revitalization strategy has helped deconstruct poverty and revive multiple communities across the country. The case studies demonstrate that previously crime-ridden, mismanaged and disinvested public housing sites destabilize households within respective communities as well as adjacent neighborhoods. This strategy has resulted in communities with declining crime rates, increased property value, increased household income,

improved school performance and improved unemployment rates and workforce participation rates. A strong emphasis on community resident and stakeholder involvement along with public and private dollars will help create an inclusive process and finally an inclusive place (Exhibit G.4).

4) Sustainable Building: In redeveloping Poindexter Village, EGC criteria are being applied to all new replacement housing (Exhibit G.6). According to the Davis Langdon Organization's study of 52 affordable housing projects that followed the EGC criteria in construction and operation gained life-time utility cost-savings while also creating a more livable, sustainable and healthy living space.

People:

5) Economic Self-Sufficiency: Studies of the Jobs-Plus-Initiative, a cross service, cross funding, work-first program directed towards adult members of public housing, show that, the program increased public housing residents' earnings 16% over 7 years.

6) Case Management and Service Coordination: Utilizing the Developmental Assets framework to conduct comprehensive assessments of strengths and individual and family risk factors has proven effective in planning and delivering goal-oriented family support services that improve life outcomes for parents/caregiver adults and children in vulnerable or fragile families. This approach has successfully stabilized children and families in crisis; assisting families in maintaining progress and guiding families and children in upward mobility goals.

7) Health: An Urban Institute study found poor physical and mental health to be a significant barrier to self-sufficiency. A focus on improving access to health services to reduce racial and ethnic health disparities and encouraging the usage of available healthy lifestyle opportunities in the revitalized communities can increase overall household stability.

Education:

8) Overall Education: SEDL's study shows A high quality and well-aligned system of education and support for children and youth that bridges early childhood programs and K-12 education can help improve outcomes for children along with supporting families and strengthening the local workforce.

9) Early Learning: The Department of Health and Human Services' 21 year study of all state funded preschool programs demonstrates the expansive positive impact of quality early

learning for children. 10) *Afterschool Programming*: The Chicago Schools Initiative has demonstrated that grade improvement will happen in reading and math scores when the school day is extended with after-school programming that is both recreational in nature and tightly intertwined with school curricula.

I.7 Collection and Use of Data to Achieve Core Goals of Transformation Plan:

The Principal Team Members used the survey data, secondary data, community meetings and focus groups to understand baseline characteristics, define neighborhood, housing, and human capital strategies, and identify metrics on which to measure progress towards meeting Plan goals, and will continue to use data to drive decision-making throughout the course of implementation. CMHA will contract with Community Research Partners (CRP) to analyze and integrate the data collected by the Principal Team Members into a format that can be used to provide information on the status and impact of Choice activities for community leaders, partners, community residents and policymakers. CRP is a nonprofit data and evaluation center formed in 2001 as a partnership of the City of Columbus, United Way, Franklin County, and OSU. CRP has worked on over 300 research projects, and has experience in data visualization using GIS maps, charts, tables, pictures, and technology; data dashboards; and reports and presentations tailored to a range of audiences. CRP has been actively engaged in the Near East Side transformation planning process, and prepared the PACT neighborhood assessment, and education and workforce development components of the PACT Blueprint.

Each Principal Team Member will be responsible for collecting data pertinent to each entity's respective focus area, and CRP will work with each member to determine the best format for analysis and presentation of Transformation Plan progress and outcomes. ***Neighborhood Data***. The City will be responsible for collecting and analyzing primary and secondary data related to the Neighborhood Strategy, including: demographic changes in the neighborhood over time (i.e., income, race/ethnicity, employment, homeownership, etc.); physical improvements

and investments (building permits through Building Services), tax assessments (County Auditor), and City programs used in each strategy (City Departments, including Development, Health, Parks & Recreation, etc.); commercial and retail activity (business license and registration applications and renewals, sales tax receipts, and payroll taxes); safety improvements (through updated Part 1 crime data from CPD for the neighborhood and City, sub-areas and known hot spots). ***Housing and Section 3 Participation:*** Poindexter Housing Developer, LLC (PHD) will collect data on the units produced by type, income level served, cost and leverage secured through its members, CMHA and MBS. PHD will also be responsible for tracking and reporting on Section 3 and MWBE participation, as described further in H.5. The property managers will use property management software (Yardi) to track resident demographics, including the number of returning PV residents by unit type (PH, LIHTC, Market), household size, presence and age of children, race/ethnicity, income levels; rent information; and required compliance information. Property managers will also use data flag potential eviction risks (i.e., unpaid or late rent, failed unit inspections) for early mitigation through targeted case management and resident support.

Resident Data: Both the creation and the implementation of the People Strategy will rely heavily on data. The goals and metrics for the social services strategy were calibrated using information from the assessment, CMHA's resident database, and focus groups. Several additional data tools will be used throughout the implementation process: (1) Custom database for CNI on the Efforts to Outcomes (ETO) platform: ETO is especially suited to CNI because it tracks data in real time, and offers a flexible, relational structure that can be easily customized for the comprehensive tracking and reporting needs of the Transformation Plan. Leveraging its case management and technical expertise, and extensive experience with relational databases in the human service field, Urban Strategies is currently developing a custom resident tracking solution for CNI. Slated for completion by March 2014, the system will track resident needs, activities and outcomes with respect to housing, employment, education, childcare and child/youth

development, health and social services, rent payment history and other finances, and risks of eviction, financial or family instability, and all supportive service referrals, enrollment, participation, and outcomes. In addition, the solution will leverage ETO's existing templates for Promise Neighborhoods sites. **Reporting:** CRP will package the information for inclusion in reports to HUD, other Principal Team Members, and the CNI-AC, using qualitative and quantitative analysis, charts, photos, and maps. Based upon the data and metrics, CMHA will be able to identify progress toward promoting neighborhood vitality and improving transportation, incomes, community assets, and safety.

I.8 Affirmatively Furthering Fair Housing: The Poindexter Village/Near East Side Choice team is strongly committed to affirmatively furthering fair housing and will utilize proven strategies to achieve racial and economic diversity and provide visitability and accessibility throughout the transformed community. **1) Increasing Racial, Ethnic and Economic Diversity.** The team has set goals for increasing racial and ethnic diversity and doubling the average median income on the revitalized PV site as compared to PV's income level pre-revitalization. The team will employ multiple proven strategies to attract and retain a diverse resident population. **Direct Advertising:** The property managers (MBR, CMHA) will place advertisements in daily and weekly publications with predominantly non-minority or diverse readerships including the Columbus Dispatch, The Lantern (Ohio State University), La Prensa, La Voz Hispana, Columbus Alive, African American News Journal, Moving Forward, Columbus Underground, and The Columbus Post to attract a diverse group of potential renters. MBR will also use on-line media, including major rental property web-sites, Facebook and Twitter. **Outreach to Area Associations, Employers and Local Organizations:** The team will conduct outreach to neighborhood and businesses associations, area employers including OSU Hospital East, Carepoint East, City of Columbus (including police and fire), bank branches, library, community organizations, and neighborhood schools and universities. CMHA and MBR will work with local

church groups and community service providers to increase outreach to recent immigrants and individuals with limited English proficiency. Working professionals, long-time area residents, and new residents will be attracted to the low-maintenance, convenient, amenity-rich housing and neighborhoods. **Integration with the People Strategy:** A primary goal of the People Strategy is to promote economic diversity by increasing the income levels of public housing and other low income residents. Case management, education, job training and job placement initiatives will be critical in residents achieving upward economic mobility. **Mixed-Income Housing:** The former Poindexter Village site concentrated poverty, with average incomes at \$10,400. The new mixed-income housing to be developed will result in the average income at least doubling from the Poindexter Village level. The 208 replacement units (34%), 87 LIHTC-only units and 154 market rate units will be indistinguishable from each other, with all units having the same finishes, features and amenities. Replacement units will be seamlessly integrated into the development, and the property developed and managed to “market rate standards.” **2) Providing Existing Residents with Choice.** The Transformation Plan will result in a neighborhood with improved resources and amenities and a mix of housing options, critical elements in the neighborhood’s long-term economic and social viability. The Plan is also consistent with the stated desire of some former PV families to return to a revitalized community and others to remain in their relocated homes. CMHA relocated all former PV residents with vouchers or to other CMHA properties. Relocation services included mobility counseling and referrals to neighborhoods that are not poverty or minority-concentrated to promote relocation to non-impacted areas. The plan includes 208 total replacement units on and immediately adjacent to the PV footprint, including 104 in the senior living building. In addition, 206 units will be replaced with permanent HCVs, per a waiver obtained from HUD in August 2013. **3) Locating Existing Housing to Enhance Diversity.** All of the physical replacement housing is proposed within the boundaries of the Near East Side Choice neighborhood. The neighborhood is in close

proximity to several anchor institutions and job centers, like downtown, Columbus State Community College, Franklin University, OSU Medical Center East and Carepoint, and the historic Long and Broad Street corridors. The proposed Housing Plan will capitalize on the opportunity of these surrounding areas, strengthening the previous investments in the Near East Side and catalyzing revitalization. These connections position the community to attract a broader, more diverse population, while strengthening and supporting existing residents. 4) ***Accessibility and Visitability***. The team commits to exceeding its obligation to accessibility requirements as dictated by Federal Law, state and local requirements. At least 5% of all units by unit size will be ADA-compliant and fully equipped for mobility-impaired residents. At least 2% of these units will be wired for people with visual or hearing impairments. All ground level garden units and all units in the senior building, not otherwise covered by accessibility requirements, will be visitable and FHA-adaptable. The adaptable units will be designed to comply with the 7 design requirements of the Fair Housing Act: accessible building entrance on an accessible route; accessible common and public use area; usable doors; accessible route into and through the covered unit; accessible environmental controls; reinforced bathroom walls for grab bars; and usable kitchens and bathrooms. The Housing Plan will feature barrier-free neighborhood design and sidewalks and paths of travel will meet ADA standards. Playgrounds, tot lots, community common areas, mailboxes, trash facilities, and other common public-use amenities will be on an accessible route. The design team will consult disability advocates and accessible/universal design experts to review the design of playgrounds and tot lots that accommodate children with mobility, visual, and other impairments, over and above statutory and regulatory requirements, to ensure that the playgrounds are accessible to all children. Community buildings open to the public will be entered at grade and will be characterized by barrier-free design meeting ADA requirements.